

**006 Tamarack Health Ashland Medical Center**  
1615 Maple Lane  
Ashland, WI 54806  
715-685-5500

Fiscal Year: 10/01 to 09/30  
Type: GMS  
Critical Access Hospital  
Control: Other Not-For-Profit

County: Ashland  
Analysis Area: Western Lake Superior (7)  
Volume Group: 6

|                                               |         | All GMS Hospitals |       | Analysis Area<br>7 |       | Volume Group<br>6 |       | FY 2025 vs. 2024 |         |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|---------|-------|
| Selected Utilization Statistics               |         | FY 2025           | Value | Ratio              | Value | Ratio             | Value | Ratio            | FY 2024 | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 80.1%   | 65.1%             | 1.23  | 29.3%              | 2.73  | 63.5%             | 1.26  | 77.7%            | 1.03    |       |
| Obstetrics                                    | 31.8%   | 43.7%             | 0.73  | 28.4%              | 1.12  | 33.5%             | 0.95  | 25.8%            | 1.23    |       |
| Pediatrics                                    | 0.0%    | 77.8%             | N/A   | 0.0%               | N/A   | 95.1%             | N/A   | 0.0%             | N/A     |       |
| Total Hospital                                | 69.3%   | 65.1%             | 1.06  | 31.9%              | 2.18  | 65.8%             | 1.05  | 63.3%            | 1.10    |       |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 16.0    | 26.0              | 0.62  | 5.3                | 3.01  | 21.1              | 0.76  | 15.5             | 1.03    |       |
| Obstetrics                                    | 1.6     | 5.4               | 0.30  | 1.3                | 1.24  | 3.1               | 0.51  | 1.3              | 1.23    |       |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.0                | N/A   | 7.6               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 24.3    | 47.2              | 0.51  | 6.6                | 3.65  | 46.7              | 0.52  | 22.1             | 1.10    |       |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 4.9     | 4.2               | 1.15  | 4.0                | 1.22  | 4.0               | 1.23  | 4.2              | 1.16    |       |
| Obstetrics                                    | 2.0     | 2.4               | 0.84  | 2.1                | 0.99  | 2.3               | 0.90  | 2.2              | 0.93    |       |
| Pediatrics                                    | 0.0     | 4.0               | N/A   | 0.0                | N/A   | 3.7               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 4.7     | 4.7               | 0.98  | 3.9                | 1.19  | 4.6               | 1.01  | 4.7              | 0.99    |       |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |         |       |
| Inpatient                                     | 208     | 1,075             | 0.19  | 63                 | 3.28  | 802               | 0.26  | 159              | 1.31    |       |
| Outpatient                                    | 2,534   | 4,478             | 0.57  | 1,126              | 2.25  | 4,496             | 0.56  | 2,442            | 1.04    |       |
| Inpatient as % of All Surgeries               | 7.6%    | 18.4%             | 0.41  | 3.9%               | 1.96  | 15.1%             | 0.50  | 6.1%             | 1.24    |       |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |         |       |
| Non-Emergency Visits                          | 112,992 | 149,200           | 0.76  | 41,376             | 2.73  | 205,791           | 0.55  | 104,990          | 1.08    |       |
| Emergency Visits                              | 11,977  | 17,658            | 0.68  | 7,923              | 1.51  | 23,654            | 0.51  | 11,749           | 1.02    |       |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 5.0     | 3.6               | 1.40  | 2.9                | 1.75  | 3.8               | 1.33  | 5.0              | 1.00    |       |
| Nurses, Licensed                              | 152.7   | 231.2             | 0.66  | 62.4               | 2.45  | 262.2             | 0.58  | 143.0            | 1.07    |       |
| Ancillary Nursing Personnel                   | 25.9    | 36.8              | 0.70  | 13.5               | 1.92  | 36.0              | 0.72  | 28.2             | 0.92    |       |
| All Other Personnel                           | 415.1   | 472.1             | 0.88  | 150.1              | 2.77  | 534.7             | 0.78  | 334.6            | 1.24    |       |
| Total FTEs                                    | 598.7   | 743.6             | 0.81  | 228.9              | 2.62  | 836.7             | 0.72  | 510.7            | 1.17    |       |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 2.4     | 2.4               | 1.00  | 4.0                | 0.60  | 2.3               | 1.06  | 2.7              | 0.90    |       |
| Nurses, Licensed                              | 73.3    | 155.9             | 0.47  | 87.5               | 0.84  | 157.9             | 0.46  | 76.4             | 0.96    |       |
| Ancillary Nursing Personnel                   | 12.4    | 24.8              | 0.50  | 18.9               | 0.66  | 21.7              | 0.57  | 15.0             | 0.83    |       |
| All Other Personnel                           | 199.3   | 318.4             | 0.63  | 210.5              | 0.95  | 321.9             | 0.62  | 178.8            | 1.11    |       |
| Total FTEs                                    | 287.5   | 501.6             | 0.57  | 320.9              | 0.90  | 503.7             | 0.57  | 272.9            | 1.05    |       |

**Total Hospital:**

Beds Set Up & Staffed 35  
Discharges 1,903  
Inpatient Days 8,856

**Contract with:**

Health Maintenance  
Organization (HMO) No  
Preferred Provider  
Organization (PPO) No

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 8  
Total Births 282  
Newborn Days 517

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>09/30/2025 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| <b>General Medical-Surgical</b>       |                   |                                     |                          |                      |                    |                           |                               |
| Adult Medical-Surgical, Acute         | H                 | 20                                  | 1,200                    | 5,847                | 80.1%              | 16.0                      | 4.9                           |
| Orthopedic                            | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Hospice                               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Palliative Care                       | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 5                                   | 285                      | 580                  | 31.8%              | 1.6                       | 2.0                           |
| <b>Psychiatric</b>                    | H                 | 10                                  | 418                      | 2,429                | 66.5%              | 6.7                       | 5.8                           |
| <b>Alcoholism/chemical dependency</b> | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Step-Down (Special Care)              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Neonatal Intensive/Intermediate Care  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|---------------|
| Administrators                              | 5                   | 0                   | 5.0           | Radiological Services Personnel       | 19                  | 1                   | 19.2          |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 3                   | 2                   | 3.5           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 6                   | 3                   | 7.1           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | All Other Radiologic Personnel        | 0                   | 0                   | 0.0           |
| Registered Nurses                           | 115                 | 41                  | 130.7         | Respiratory Therapists                | 5                   | 4                   | 7.4           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 5                   | 3                   | 7.4           |
| Licensed Practical Nurses                   | 1                   | 6                   | 2.3           | Occupational Therapy Assistants/Aides | 3                   | 2                   | 3.8           |
| Ancillary Nursing Personnel                 | 19                  | 19                  | 25.9          | Physical Therapists                   | 5                   | 2                   | 5.9           |
| Medical Assistants                          | 20                  | 1                   | 20.2          | Physical Therapy Assistants/Aides     | 3                   | 1                   | 3.2           |
| Nurse Practitioners                         | 11                  | 3                   | 13.2          | Recreational Therapists               | 0                   | 0                   | 0.0           |
| Certified Registered Nurse Anesthetists     | 6                   | 2                   | 6.5           | Dietitians & Nutritionists            | 2                   | 0                   | 2.0           |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 2                   | 0                   | 2.0           |
| Health Info Mgmt-Administrators/Technicians | 5                   | 2                   | 6.1           | Social Workers                        | 4                   | 0                   | 4.0           |
| Pharmacists                                 | 4                   | 1                   | 4.2           | Psychiatric Technicians               | 0                   | 0                   | 0.0           |
| Medical & Clinical LaboratoryTechnicians    | 6                   | 1                   | 6.3           | Pharmacy Technicians                  | 4                   | 0                   | 4.0           |
| Surgical Personnel                          | 12                  | 2                   | 12.4          | Medical Coding Technicians            | 7                   | 0                   | 7.0           |
| Directors/Managers                          | 41                  | 0                   | 41.0          | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 11                  | 9                   | 16.4          | All Other Health Professionals        | 0                   | 0                   | 0.0           |
| Environmental Services Workers              | 31                  | 0                   | 31.0          | All Other Personnel                   | 182                 | 18                  | 190.0         |
| Medical & Clinical LaboratoryTechnologists  | 5                   | 0                   | 5.0           |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>548</b>          | <b>123</b>          | <b>598.7</b>  |
| Total Active Privileged Medical Staff: 76   |                     |                     |               |                                       |                     |                     |               |

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| Ashland, WI 54806                                 |               |       | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2025 vs. 2024 |         |       |
|---------------------------------------------------|---------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|---------|-------|
| Selected Financial Statistics                     |               |       | FY 2025           | Value | Ratio         | Value | Ratio        | Value | Ratio            | FY 2024 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$202,308,981 | 56.1% | 49.8%             | 1.13  | 52.9%         | 1.06  | 47.3%        | 1.19  | 55.7%            | 1.01    |       |
| Medical Assistance                                | \$45,278,048  | 12.6% | 12.1%             | 1.03  | 13.6%         | 0.92  | 16.0%        | 0.79  | 13.6%            | 0.92    |       |
| Commercial                                        | \$86,519,805  | 24.0% | 31.6%             | 0.76  | 27.2%         | 0.88  | 31.6%        | 0.76  | 24.0%            | 1.00    |       |
| All Other                                         | \$26,649,653  | 7.4%  | 6.4%              | 1.15  | 6.3%          | 1.17  | 5.2%         | 1.42  | 6.7%             | 1.11    |       |
| Deductions as % of Total Gross Patient Revenue    |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$122,896,080 | 34.1% | 39.1%             | 0.87  | 31.5%         | 1.08  | 37.4%        | 0.91  | 33.0%            | 1.03    |       |
| Medical Assistance                                | \$30,604,640  | 8.5%  | 9.5%              | 0.89  | 9.3%          | 0.91  | 12.0%        | 0.71  | 8.8%             | 0.97    |       |
| Commercial                                        | \$16,636,578  | 4.6%  | 15.5%             | 0.30  | 7.1%          | 0.65  | 13.7%        | 0.34  | 4.3%             | 1.06    |       |
| Charity Care                                      | \$955,934     | 0.3%  | 1.0%              | 0.27  | 0.6%          | 0.45  | 0.8%         | 0.33  | 0.3%             | 1.04    |       |
| Bad Debt                                          | \$6,301,145   | 1.7%  | 1.0%              | 1.80  | 2.0%          | 0.87  | 1.2%         | 1.50  | 1.4%             | 1.24    |       |
| All Other                                         | \$13,726,115  | 3.8%  | 3.7%              | 1.03  | 3.0%          | 1.26  | 3.1%         | 1.23  | 3.8%             | 1.01    |       |
| Total Deductions                                  | \$191,120,492 | 53.0% | 69.8%             | 0.76  | 53.6%         | 0.99  | 68.2%        | 0.78  | 51.6%            | 1.03    |       |
| Other Revenue & Net Gains or Losses               |               |       |                   |       |               |       |              |       |                  |         |       |
| Other Revenue as % of Total Revenue               |               | 1.1%  | 8.6%              | 0.13  | 1.5%          | 0.74  | 10.0%        | 0.11  | 1.0%             | 1.08    |       |
| Net Gains/Losses as % of Net Income               |               | 63.3% | 20.2%             | 3.13  | 32.6%         | 1.94  | 11.1%        | 5.69  | 73.2%            | 0.87    |       |
| Expenses as % of Total Expenses                   |               |       |                   |       |               |       |              |       |                  |         |       |
| Salary/Fringe Benefits                            | \$77,554,361  | 47.4% | 40.7%             | 1.16  | 51.1%         | 0.93  | 40.6%        | 1.17  | 47.4%            | 1.00    |       |
| Supplies & Services                               | \$74,410,824  | 45.5% | 54.1%             | 0.84  | 42.1%         | 1.08  | 53.6%        | 0.85  | 45.7%            | 1.00    |       |
| Capital Component                                 | \$11,680,666  | 7.1%  | 5.2%              | 1.37  | 6.8%          | 1.05  | 5.9%         | 1.20  | 6.9%             | 1.03    |       |
| Fiscal Statistics                                 |               |       |                   |       |               |       |              |       |                  |         |       |
| Operating Margin (%)                              |               | 4.6%  | 7.7%              | 0.60  | 9.8%          | 0.47  | 7.8%         | 0.58  | 4.3%             | 1.08    |       |
| Total Hospital Net Income (%)                     |               | 11.6% | 9.4%              | 1.23  | 13.9%         | 0.83  | 8.7%         | 1.33  | 14.2%            | 0.81    |       |
| Current Ratio                                     |               | 12.7  | 2.3               | 5.42  | 1.3           | 9.56  | 1.8          | 7.17  | 11.0             | 1.16    |       |
| Days in Net Patient Accounts Receivable           |               | 53.0  | 62.7              | 0.85  | 61.2          | 0.87  | 68.3         | 0.78  | 50.3             | 1.05    |       |
| Equity Financing (%)                              |               | 83.7% | 62.3%             | 1.34  | 56.3%         | 1.49  | 59.7%        | 1.40  | 81.7%            | 1.02    |       |
| Long-Term Debt to Equity Ratio                    |               | 0.1   | 0.4               | 0.30  | 0.5           | 0.24  | 0.4          | 0.27  | 0.1              | 0.88    |       |
| Times Interest Earned                             |               | 36.7  | 16.0              | 2.30  | 41.4          | 0.89  | 11.7         | 3.13  | 41.3             | 0.89    |       |
| Total Asset Turnover                              |               | 0.6   | 0.2               | 2.73  | 0.0           | 14.81 | 0.1          | 4.27  | 0.6              | 1.02    |       |
| Average Age of Plant (Years)                      |               | 7.2   | 14.2              | 0.51  | 11.2          | 0.64  | 17.0         | 0.42  | 7.2              | 1.00    |       |
| Increase (Decrease) Total Net Patient Revenue     |               | 9.2%  | 6.9%              | 1.34  | 9.5%          | 0.98  | 4.7%         | 1.96  | 4.5%             | 2.07    |       |
| Outpatient Gross Revenue (% of Total GPR)         |               | 88.3% | 67.9%             | 1.30  | 90.6%         | 0.98  | 71.9%        | 1.23  | 88.8%            | 0.99    |       |

| Income Statement            |               |  | Assets                            |               | Liabilities & Fund Balances      |                  |  |
|-----------------------------|---------------|--|-----------------------------------|---------------|----------------------------------|------------------|--|
| Gross Patient Revenue (GPR) | \$360,756,487 |  | Cash & Cash Equivalents           | \$156,509,027 | Current Liabilities              | \$14,906,538     |  |
| Less Deductions             | \$191,120,492 |  | Net Patient Receivables           | \$24,639,265  | Long-Term Debt                   | \$27,346,802     |  |
| Net Patient Revenue         | \$169,635,995 |  | Other Receivables                 | \$1,930,119   | Other Liabilities                | \$5,192,464      |  |
| Plus Other Revenue          | \$1,851,252   |  |                                   |               | Subtotal                         | \$47,445,804     |  |
| Total Revenue               | \$171,487,247 |  | Land, Buildings & Equipment (Net) | \$100,216,276 |                                  |                  |  |
| Less Expenses               | \$163,645,851 |  | Other Assets                      | \$7,962,575   | Unrestricted Fund Balance        | \$243,811,458.00 |  |
| Non-Operating Gains/Losses  | \$13,548,334  |  |                                   |               | Restricted Fund Balance          | \$0              |  |
| Net Income                  | \$21,389,730  |  | Total Assets                      | \$291,257,262 | Total Liabilities & Fund Balance | \$291,257,262    |  |