

**044 Hayward Area Memorial Hospital**  
11040 N State Road 77  
Hayward, WI 54843  
715-934-4321

Fiscal Year: 04/01 to 03/31  
Type: GMS  
Critical Access Hospital  
Control: Other Not-For-Profit

County: Sawyer  
Analysis Area: Western Lake Superior (7)  
Volume Group: 2

		All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.7%	55.4%	0.46	20.9%	1.23	19.8%	1.30	22.8%	1.13
Obstetrics	21.6%	38.4%	0.56	19.4%	0.04	18.3%	1.18	24.3%	0.89
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.1%	56.3%	0.45	22.7%	1.10	23.2%	1.08	23.0%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	26.5	0.20	4.0	1.34	3.3	1.62	4.8	1.13
Obstetrics	0.9	5.0	0.17	0.7	1.21	0.5	1.62	1.0	0.89
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.3	48.3	0.13	5.5	1.14	4.7	1.34	5.8	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.87	2.9	1.17	3.0	1.12	3.4	0.99
Obstetrics	2.3	2.6	0.89	2.2	1.06	2.2	1.03	2.2	1.03
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.73	3.1	1.04	2.9	1.09	3.1	1.01
<b>Surgical Operations</b>									
Inpatient	109	1,408	0.08	57	1.91	249	0.44	86	1.27
Outpatient	726	4,098	0.18	963	0.75	1,286	0.56	627	1.16
Inpatient as % of All Surgeries	13.1%	25.6%	0.51	5.6%	2.33	16.2%	0.80	12.1%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	3,130	132,001	0.02	18,612	0.17	24,580	0.13	6,406	0.49
Emergency Visits	10,081	17,964	0.56	7,144	1.41	4,890	2.06	9,498	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	3.9	0.78	5.9	0.51	3.0	1.00
Nurses, Licensed	56.4	244.4	0.23	55.2	1.02	42.0	1.34	52.4	1.08
Ancillary Nursing Personnel	5.4	40.0	0.14	9.0	0.61	8.1	0.67	6.9	0.79
All Other Personnel	128.4	484.8	0.26	137.0	0.94	98.5	1.30	128.0	1.00
Total FTEs	193.3	788.1	0.25	205.0	0.94	154.4	1.25	190.3	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.9	15.1	0.72	11.1	0.98	32.0	0.34	12.4	0.88
Nurses, Licensed	204.5	195.2	1.05	158.7	1.29	227.6	0.90	216.4	0.94
Ancillary Nursing Personnel	19.7	32.0	0.62	25.8	0.77	43.9	0.45	28.6	0.69
All Other Personnel	465.9	387.3	1.20	394.2	1.18	534.3	0.87	528.7	0.88
Total FTEs	701.0	629.5	1.11	589.9	1.19	837.8	0.84	786.2	0.89

**Total Hospital:**

Beds Set Up & Staffed 25  
Discharges 720  
Inpatient Days 2,288

**Contract with:**

Health Maintenance  
Organization (HMO) Yes  
Preferred Provider  
Organization (PPO) Yes

**Medicare-certified Swing Beds:**

Average Beds Used 2  
Discharges 77  
Inpatient Days 722

**Newborn Nursery:**

Bassinet 6  
Total Births 137  
Newborn Days 315

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2017	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	1	21	582	1,973	25.7%	5.4	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	138	315	21.6%	0.9	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	2	2.4
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	8	10.0
Medical & Dental Residents	0	0	0.0	Sonographers	2	0	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.8
Registered Nurses	43	15	49.7	Occupational Therapists	1	2	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	6	3	7.7
Ancillary Nursing Personnel	3	7	5.4	Physical Therapy Assistants/Aides	3	1	3.7
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	1	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	7	3	8.6	All Other Personnel	59	40	68.7
Pharmacy Personnel	4	1	4.4				
Clinical Laboratory Personnel	10	2	10.1				
				<b>Total</b>	<b>161</b>	<b>88</b>	<b>193.3</b>

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Hayward, WI 54843			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$38,685,562	47.7%	44.8%	1.07	48.8%	0.98	45.4%	1.05	47.7%	1.00	
Medical Assistance	\$17,293,653	21.3%	14.4%	1.48	18.2%	1.17	11.2%	1.90	22.9%	0.93	
Commercial	\$21,427,315	26.4%	36.6%	0.72	29.1%	0.91	40.6%	0.65	23.9%	1.11	
All Other	\$3,665,032	4.5%	4.2%	1.07	3.9%	1.15	2.8%	1.59	5.5%	0.82	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$23,210,757	28.6%	32.9%	0.87	27.1%	1.06	26.7%	1.07	29.0%	0.99	
Medical Assistance	\$10,285,536	12.7%	10.7%	1.18	11.3%	1.12	7.8%	1.62	12.8%	0.99	
Commercial	\$1,387,193	1.7%	14.8%	0.12	4.4%	0.39	13.1%	0.13	3.3%	0.52	
Charity Care	\$142,135	0.2%	1.0%	0.18	0.8%	0.21	0.5%	0.35	0.2%	1.03	
Bad Debt	\$1,927,740	2.4%	1.1%	2.25	2.2%	1.10	1.6%	1.50	2.7%	0.88	
All Other	\$608,093	0.8%	1.9%	0.39	1.0%	0.75	1.0%	0.74	0.0%	15.18	
Total Deductions	\$37,561,454	46.3%	62.4%	0.74	46.8%	0.99	50.8%	0.91	47.9%	0.97	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.0%	6.3%	0.15	1.4%	0.70	3.0%	0.33	2.0%	0.48	
Net Gains/Losses as % of Net Income		11.7%	12.7%	0.92	29.4%	0.40	4.4%	2.64	0.5%	24.85	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$18,961,615	50.9%	44.7%	1.14	53.0%	0.96	48.1%	1.06	50.9%	1.00	
Supplies & Services	\$14,187,137	38.1%	47.9%	0.80	39.2%	0.97	43.6%	0.87	37.4%	1.02	
Capital Component	\$4,113,114	11.0%	7.4%	1.50	7.8%	1.41	8.2%	1.34	11.7%	0.94	
Fiscal Statistics											
Operating Margin (%)		15.2%	8.9%	1.70	8.3%	1.83	14.0%	1.09	12.4%	1.23	
Total Hospital Net Income (%)		16.9%	10.1%	1.67	11.3%	1.49	14.5%	1.16	12.5%	1.35	
Return on Equity (%)		10.8%	7.6%	1.43	7.2%	1.50	12.9%	0.84	8.1%	1.35	
Current Ratio		7.9	5.6	1.41	5.9	1.33	3.6	2.21	7.1	1.11	
Days in Net Patient Accounts Receivable		50.0	51.4	0.97	53.6	0.93	54.9	0.91	87.9	0.57	
Average Payment Period		53.7	41.5	1.29	50.0	1.07	53.8	1.00	55.2	0.97	
Equity Financing (%)		81.0%	73.6%	1.10	77.1%	1.05	59.1%	1.37	76.9%	1.05	
Long-Term Debt to Equity Ratio		0.1	0.2	0.88	0.2	0.79	0.5	0.32	0.2	0.73	
Times Interest Earned		20.5	14.1	1.46	15.0	1.37	14.4	1.42	12.5	1.64	
Total Asset Turnover		0.6	0.7	0.85	0.6	1.02	0.9	0.71	0.6	0.98	
Average Age of Plant (Years)		7.7	9.3	0.83	9.9	0.78	9.3	0.83	6.8	1.14	
Increase (Decrease) Total Net Patient Revenue		8.1%	3.6%	2.22	8.8%	0.92	4.3%	1.87	4.2%	1.94	
Outpatient Gross Revenue (% of Total GPR)		77.3%	60.9%	1.27	83.8%	0.92	74.3%	1.04	76.2%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$16,552		\$15,675	1.06	\$11,112	1.49	\$14,111	1.17	\$17,326	0.96	
Inpatient Net Revenue per Day	\$4,355		\$3,540	1.23	\$2,936	1.48	\$4,070	1.07	\$4,566	0.95	
Outpatient Net Revenue per Visit	\$2,435		\$654	3.72	\$1,072	2.27	\$801	3.04	\$1,837	1.33	
Income Statement			Assets			Liabilities & Fund Balances					
Gross Patient Revenue (GPR)	\$81,071,562		Cash & Cash Equivalents		\$31,548,230		Current Liabilities		\$5,044,689		
Less Deductions	\$37,561,454		Net Patient Receivables		\$5,962,108		Long-Term Debt		\$8,197,772		
Net Patient Revenue	\$43,510,108		Other Receivables		\$1,177,806		Other Liabilities		\$0		
Plus Other Revenue	\$428,862						Subtotal		\$13,242,461		
Total Revenue	\$43,938,970		Land, Buildings & Equipment (Net)		\$21,751,911		Unrestricted Fund Balance		\$56,499,036		
Less Expenses	\$37,261,866		Other Assets		\$9,301,442		Restricted Fund Balance		\$0		
Non-Operating Gains/Losses	\$881,468						Total Liabilities & Fund Balance		\$69,741,497		
Net Income	\$7,558,572		Total Assets		\$69,741,497						