

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: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.9%	52.4%	0.51	22.5%	1.20	32.9%	0.82	26.5%	1.02
Obstetrics	19.4%	36.2%	0.54	24.8%	0.03	19.7%	0.99	19.5%	0.99
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.7%	53.9%	0.48	25.0%	1.03	33.0%	0.78	25.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	5.6	25.5	0.22	4.2	1.34	6.4	0.88	5.6	1.02
Obstetrics	0.8	4.7	0.16	1.1	0.69	0.9	0.86	0.8	0.99
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.4	47.4	0.14	5.8	1.11	8.6	0.75	6.3	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.74	3.0	1.05	3.0	1.07	3.2	0.98
Obstetrics	2.1	2.4	0.89	2.4	0.89	2.0	1.08	2.3	0.91
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.64	3.5	0.87	3.2	0.94	3.1	0.97
Surgical Operations									
Inpatient	129	1,280	0.10	122	1.06	247	0.52	166	0.78
Outpatient	961	4,115	0.23	777	1.24	1,277	0.75	811	1.18
Inpatient as % of All Surgeries	11.8%	23.7%	0.50	13.5%	0.87	16.2%	0.73	17.0%	0.70
Outpatient Visits									
Non-Emergency Visits	7,867	127,898	0.06	31,162	0.25	57,441	0.14	6,735	1.17
Emergency Visits	7,240	15,799	0.46	6,476	1.12	8,355	0.87	7,408	0.98
Full-Time Equivalents (FTEs)									
Administrators	7.0	20.3	0.35	2.4	2.88	11.6	0.61	4.0	1.75
Nurses, Licensed	79.1	255.1	0.31	68.9	1.15	84.6	0.93	71.9	1.10
Ancillary Nursing Personnel	8.3	42.6	0.20	8.9	0.93	14.7	0.57	6.4	1.29
All Other Personnel	171.7	501.2	0.34	169.3	1.01	194.6	0.88	149.6	1.15
Total FTEs	266.2	819.2	0.32	249.6	1.07	305.5	0.87	231.9	1.15
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.0	15.7	1.34	6.5	3.21	28.7	0.73	13.4	1.56
Nurses, Licensed	237.4	197.1	1.20	185.7	1.28	210.0	1.13	241.5	0.98
Ancillary Nursing Personnel	25.0	33.0	0.76	24.1	1.04	36.4	0.69	21.6	1.15
All Other Personnel	515.2	387.2	1.33	456.1	1.13	483.0	1.07	502.6	1.03
Total FTEs	798.6	633.0	1.26	672.4	1.19	758.1	1.05	779.1	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	2	Bassinets	6
Discharges	784	Preferred Provider Organization (PPO)	No	Discharges	38	Total Births	132
Inpatient Days	2,351			Inpatient Days	425	Newborn Days	264

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	651	2,067	26.9%	5.6	3.2
Orthopedic	2	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	133	284	19.4%	0.8	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	7	0	7.0	Surgical Personnel	2	1	2.2
Physicians & Dentists	6	4	8.2	Radiological Services Personnel	12	7	13.9
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	4	4.1
Registered Nurses	63	23	71.9	Occupational Therapists	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	7	1	7.2
Ancillary Nursing Personnel	5	11	8.3	Physical Therapy Assistants/Aides	5	0	5.0
Medical Assistants	3	0	3.0	Recreational Therapists	2	0	2.0
Physician Assistants	2	1	2.2	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	2	1.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	6	30.6
Health Info Mgmt-Administrators/Technicians	6	1	6.6	All Other Personnel	47	27	64.0
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	9	2	10.1	Total	224	94	266.2

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$52,481,711	47.5%	46.6%	1.02	49.5%	0.96	47.5%	1.00	48.9%	0.97
Medical Assistance	\$20,500,351	18.6%	13.8%	1.35	17.2%	1.08	12.8%	1.45	19.8%	0.94
Commercial	\$27,886,228	25.3%	34.5%	0.73	27.4%	0.92	35.0%	0.72	23.3%	1.08
All Other	\$9,555,665	8.7%	5.1%	1.69	5.9%	1.47	4.8%	1.81	8.0%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,122,920	27.3%	35.0%	0.78	26.0%	1.05	30.4%	0.90	28.2%	0.97
Medical Assistance	\$13,183,398	11.9%	10.4%	1.15	11.1%	1.08	8.9%	1.34	11.3%	1.05
Commercial	\$2,955,696	2.7%	14.5%	0.18	5.3%	0.51	12.0%	0.22	3.0%	0.88
Charity Care	\$532,012	0.5%	1.0%	0.50	1.2%	0.39	0.9%	0.51	0.7%	0.66
Bad Debt	\$2,665,872	2.4%	1.2%	2.06	1.8%	1.32	2.0%	1.22	2.0%	1.19
All Other	\$3,055,952	2.8%	2.6%	1.08	2.4%	1.18	2.3%	1.22	3.3%	0.84
Total Deductions	\$52,515,850	47.6%	64.6%	0.74	47.8%	1.00	56.5%	0.84	48.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	8.4%	0.05		5.0%	0.08	10.2%	0.04	0.8%	0.48
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		5.2%	N/A	22.7%	N/A	11.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,960,982	54.9%	43.5%	1.26	52.9%	1.04	51.7%	1.06	54.9%	1.00
Supplies & Services	\$18,988,581	36.0%	49.9%	0.72	39.9%	0.90	40.6%	0.89	35.5%	1.01
Capital Component	\$4,818,878	9.1%	6.6%	1.39	7.2%	1.26	7.7%	1.18	9.5%	0.96
Fiscal Statistics										
Operating Margin (%)	9.2%	7.5%	1.23		9.6%	0.96	7.4%	1.26	9.9%	0.93
Total Hospital Net Income (%)	9.0%	8.6%	1.05		10.1%	0.89	9.3%	0.97	11.1%	0.82
Return on Equity (%)	6.2%	4.1%	1.50		6.2%	1.00	7.6%	0.81	7.1%	0.88
Current Ratio	7.1	3.9	1.83		3.6	1.97	4.8	1.49	8.8	0.81
Days in Net Patient Accounts Receivable	47.4	71.5	0.66		47.2	1.00	49.1	0.96	49.2	0.96
Average Payment Period	46.5	90.1	0.52		92.6	0.50	46.4	1.00	43.0	1.08
Equity Financing (%)	87.7%	63.6%	1.38		72.6%	1.21	79.0%	1.11	86.9%	1.01
Long-Term Debt to Equity Ratio	0.1	0.3	0.19		0.1	0.39	0.2	0.33	0.1	0.70
Times Interest Earned	24.7	12.2	2.02		24.0	1.03	13.2	1.88	27.5	0.90
Total Asset Turnover	0.7	0.5	1.46		0.6	1.13	0.8	0.86	0.6	1.09
Average Age of Plant (Years)	9.8	14.1	0.69		9.6	1.02	8.8	1.11	9.7	1.01
Increase (Decrease) Total Net Patient Revenue	17.1%	-2.2%	N/A		4.5%	3.84	-1.2%	N/A	7.1%	2.39
Outpatient Gross Revenue (% of Total GPR)	80.7%	63.0%	1.28		85.2%	0.95	78.9%	1.02	78.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,280	\$17,652	1.04		\$13,212	1.38	\$14,147	1.29	\$17,519	1.04
Inpatient Net Revenue per Day	\$5,413	\$3,704	1.46		\$3,475	1.56	\$4,080	1.33	\$4,933	1.10
Outpatient Net Revenue per Visit	\$3,015	\$780	3.86		\$981	3.07	\$677	4.45	\$2,641	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$110,423,955	Cash & Cash Equivalents	\$33,571,113	Current Liabilities	\$6,281,270
Less Deductions	\$52,515,850	Net Patient Receivables	\$7,495,735	Long-Term Debt	\$4,098,825
Net Patient Revenue	\$57,908,105	Other Receivables	\$1,089,685	Other Liabilities	\$0
Plus Other Revenue	\$226,301			Subtotal	\$10,380,095
Total Revenue	\$58,134,406	Land, Buildings & Equipment (Net)	\$28,121,305	Unrestricted Fund Balance	\$74,087,594
Less Expenses	\$52,768,441	Other Assets	\$14,189,851	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$123,793			Total Liabilities & Fund Balance	\$84,467,689
Net Income	\$5,242,172	Total Assets	\$84,467,689		