

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

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	24.0%	57.9%	0.41	25.1%	0.95	19.3%	1.24	26.9%	0.89
Obstetrics	17.6%	36.8%	0.48	24.3%	0.03	21.6%	0.82	19.4%	0.91
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.9%	58.7%	0.39	28.2%	0.81	20.9%	1.10	25.7%	0.89
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.8	0.19	5.0	1.02	3.3	1.51	5.6	0.89
Obstetrics	0.7	4.8	0.15	1.1	0.64	0.9	0.78	0.8	0.91
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.7	49.8	0.12	6.5	0.88	4.2	1.36	6.4	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.6	0.74	3.6	0.95	3.6	0.95	3.2	1.08
Obstetrics	2.1	2.4	0.88	2.3	0.95	2.2	0.98	2.1	1.00
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.9	0.65	3.9	0.82	3.1	1.04	3.0	1.06
Surgical Operations									
Inpatient	95	1,037	0.09	70	1.36	202	0.47	129	0.74
Outpatient	1,017	3,865	0.26	1,013	1.00	1,213	0.84	961	1.06
Inpatient as % of All Surgeries	8.5%	21.2%	0.40	6.4%	1.33	14.3%	0.60	11.8%	0.72
Outpatient Visits									
Non-Emergency Visits	5,380	145,246	0.04	40,762	0.13	37,326	0.14	7,867	0.68
Emergency Visits	6,500	16,058	0.40	6,148	1.06	4,868	1.34	7,240	0.90
Full-Time Equivalents (FTEs)									
Administrators	10.4	19.0	0.55	2.8	3.76	5.6	1.87	7.0	1.49
Nurses, Licensed	66.9	247.5	0.27	61.3	1.09	48.0	1.39	79.1	0.85
Ancillary Nursing Personnel	11.4	40.3	0.28	8.9	1.29	5.7	2.02	8.3	1.37
All Other Personnel	155.9	496.2	0.31	146.9	1.06	98.5	1.58	171.7	0.91
Total FTEs	244.7	803.0	0.30	219.9	1.11	157.8	1.55	266.2	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.3	13.0	2.41	5.7	5.49	26.2	1.19	21.0	1.49
Nurses, Licensed	200.2	168.4	1.19	125.8	1.59	225.1	0.89	237.4	0.84
Ancillary Nursing Personnel	34.3	27.4	1.25	18.3	1.88	26.6	1.29	25.0	1.37
All Other Personnel	466.8	337.6	1.38	301.1	1.55	461.9	1.01	515.2	0.91
Total FTEs	732.5	546.4	1.34	450.8	1.62	739.8	0.99	798.6	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	6
Discharges	658	Organization (HMO)	No	Discharges	36	Total Births	119
Inpatient Days	2,094	Preferred Provider		Inpatient Days	441	Newborn Days	222
		Organization (PPO)	No				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2021	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	538	1,837	24.0%	5.0	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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	120	257	17.6%	0.7	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	10	2	10.4	Surgical Personnel	1	1	1.7
Physicians & Dentists	7	5	9.8	Radiological Services Personnel	10	9	12.9
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	47	27	60.9	Occupational Therapists	1	2	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	5	6	9.0
Ancillary Nursing Personnel	7	9	11.4	Physical Therapy Assistants/Aides	6	0	6.0
Medical Assistants	3	0	3.0	Recreational Therapists	2	1	2.2
Physician Assistants	2	5	5.3	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	0	3	1.1	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	21	5	24.0
Health Info Mgmt-Administrators/Technicians	6	2	7.6	All Other Personnel	40	33	44.9
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	11	2	12.1				
				Total	195	120	244.7

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$53,524,918	46.9%	46.6%	1.00	50.8%	0.92	47.7%	0.98	47.5%	0.99
Medical Assistance	\$22,310,072	19.5%	14.4%	1.35	16.7%	1.17	12.6%	1.55	18.6%	1.05
Commercial	\$27,866,682	24.4%	33.9%	0.72	26.9%	0.91	35.5%	0.69	25.3%	0.97
All Other	\$10,514,587	9.2%	5.1%	1.82	5.6%	1.65	4.2%	2.19	8.7%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,783,315	26.1%	35.2%	0.74	27.0%	0.96	27.4%	0.95	27.3%	0.96
Medical Assistance	\$14,682,020	12.9%	11.1%	1.16	11.1%	1.15	8.8%	1.46	11.9%	1.08
Commercial	\$3,562,547	3.1%	14.9%	0.21	5.5%	0.57	12.2%	0.26	2.7%	1.17
Charity Care	\$1,253,638	1.1%	0.7%	1.54	0.7%	1.63	0.7%	1.56	0.5%	2.28
Bad Debt	\$963,375	0.8%	1.0%	0.83	1.5%	0.57	1.3%	0.67	2.4%	0.35
All Other	\$5,198,196	4.6%	2.8%	1.63	2.7%	1.69	2.4%	1.88	2.8%	1.64
Total Deductions	\$55,443,091	48.5%	65.8%	0.74	48.5%	1.00	52.8%	0.92	47.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	6.5%	0.06	3.4%	0.12	4.2%	0.10	0.4%	1.06
Net Gains/Losses as % of Net Income		83.1%	29.4%	2.83	46.4%	1.79	27.5%	3.03	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,991,256	59.5%	42.4%	1.40	52.8%	1.13	46.9%	1.27	54.9%	1.08
Supplies & Services	\$17,630,608	30.9%	51.3%	0.60	40.1%	0.77	45.9%	0.67	36.0%	0.86
Capital Component	\$5,473,202	9.6%	6.2%	1.54	7.1%	1.35	7.1%	1.34	9.1%	1.05
Fiscal Statistics										
Operating Margin (%)		3.3%	10.4%	0.31	12.3%	0.26	14.1%	0.23	9.2%	0.35
Total Hospital Net Income (%)		16.6%	14.1%	1.17	20.8%	0.80	18.4%	0.90	9.0%	1.83
Return on Equity (%)		11.0%	6.3%	1.74	2.3%	4.84	1.6%	6.87	6.2%	1.77
Current Ratio		5.1	4.1	1.24	3.1	1.62	2.8	1.82	7.1	0.72
Days in Net Patient Accounts Receivable		50.7	87.5	0.58	372.2	0.14	469.6	0.11	47.4	1.07
Average Payment Period		68.8	89.9	0.77	407.2	0.17	503.0	0.14	46.5	1.48
Equity Financing (%)		82.6%	64.7%	1.28	51.8%	1.59	50.7%	1.63	87.7%	0.94
Long-Term Debt to Equity Ratio		0.1	0.3	0.20	0.7	0.09	0.7	0.09	0.1	1.16
Times Interest Earned		80.6	21.0	3.83	56.7	1.42	28.6	2.82	24.7	3.26
Total Asset Turnover		0.6	0.4	1.33	0.1	5.79	0.1	6.93	0.7	0.83
Average Age of Plant (Years)		9.4	17.1	0.55	55.6	0.17	72.9	0.13	9.8	0.96
Increase (Decrease) Total Net Patient Revenue		1.5%	12.7%	0.12	17.4%	0.09	13.5%	0.11	17.1%	0.09
Outpatient Gross Revenue (% of Total GPR)		82.8%	64.9%	1.28	86.8%	0.95	80.3%	1.03	80.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,895		\$18,658	1.07	\$14,908	1.33	\$17,504	1.14	\$18,280	1.09
Inpatient Net Revenue per Day	\$5,406		\$3,656	1.48	\$3,393	1.59	\$4,490	1.20	\$5,413	1.00
Outpatient Net Revenue per Visit	\$3,861		\$781	4.94	\$924	4.18	\$784	4.93	\$3,015	1.28

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$114,216,256	Cash & Cash Equivalents	\$39,865,216	Current Liabilities	\$10,042,681
Less Deductions	\$55,443,091	Net Patient Receivables	\$8,161,414	Long-Term Debt	\$5,496,864
Net Patient Revenue	\$58,773,165	Other Receivables	\$529,650	Other Liabilities	\$2,500,000
Plus Other Revenue	\$244,304			Subtotal	\$18,039,545
Total Revenue	\$59,017,469	Land, Buildings & Equipment (Net)	\$36,136,428	Unrestricted Fund Balance	\$85,434,070
Less Expenses	\$57,095,066	Other Assets	\$18,780,908	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,424,077			Total Liabilities & Fund Balance	\$103,473,615
Net Income	\$11,346,480	Total Assets	\$103,473,616		