

**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 2022	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	35.0%	60.7%	0.58	29.8%	1.17	37.9%	0.92	24.0%	1.46
Obstetrics	19.3%	37.3%	0.52	23.9%	0.03	18.2%	1.06	17.6%	1.10
Pediatrics	0.0%	67.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.5%	61.9%	0.52	32.0%	1.01	39.7%	0.82	22.9%	1.42
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.4	27.3	0.27	5.9	1.25	6.8	1.08	5.0	1.46
Obstetrics	0.8	4.7	0.16	1.1	0.72	0.9	0.90	0.7	1.10
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.1	50.5	0.16	7.4	1.10	9.8	0.83	5.7	1.42
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	4.9	0.84	4.2	0.99	3.7	1.10	3.4	1.21
Obstetrics	2.1	2.4	0.87	2.2	0.95	2.1	0.99	2.1	0.98
Pediatrics	0.0	4.0	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	5.3	0.72	4.4	0.86	4.0	0.96	3.2	1.19
<b>Surgical Operations</b>									
Inpatient	96	990	0.10	57	1.69	203	0.47	95	1.01
Outpatient	998	4,017	0.25	1,029	0.97	1,593	0.63	1,017	0.98
Inpatient as % of All Surgeries	8.8%	19.8%	0.44	5.2%	1.68	11.3%	0.78	8.5%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	32,730	141,022	0.23	36,461	0.90	64,671	0.51	5,380	6.08
Emergency Visits	8,993	17,305	0.52	7,164	1.26	8,798	1.02	6,500	1.38
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	1.9	2.08	12.5	0.32	10.4	0.38
Nurses, Licensed	64.5	234.4	0.28	66.2	0.98	81.9	0.79	66.9	0.96
Ancillary Nursing Personnel	9.9	38.1	0.26	8.0	1.24	11.6	0.86	11.4	0.87
All Other Personnel	198.8	466.6	0.43	159.0	1.25	180.7	1.10	155.9	1.27
Total FTEs	277.2	758.0	0.37	235.1	1.18	286.7	0.97	244.7	1.13
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.9	12.6	0.71	3.4	2.62	23.7	0.38	31.3	0.28
Nurses, Licensed	143.7	156.2	0.92	117.1	1.23	155.9	0.92	200.2	0.72
Ancillary Nursing Personnel	22.1	25.4	0.87	14.2	1.56	22.0	1.00	34.3	0.64
All Other Personnel	442.6	310.9	1.42	281.4	1.57	344.0	1.29	466.8	0.95
Total FTEs	617.3	505.0	1.22	416.0	1.48	545.6	1.13	732.5	0.84

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	2	Bassinets	6
Discharges	784	Preferred Provider Organization (PPO)	No	Discharges	50	Total Births	135
Inpatient Days	2,965			Inpatient Days	721	Newborn Days	254

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2022	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	649	2,683	35.0%	7.4	4.1
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	135	282	19.3%	0.8	2.1
<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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	14	4	15.5	Radiological Services Personnel	4	3	5.3
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	4	3.7
Registered Nurses	39	40	57.8	Occupational Therapists	2	3	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	2	6	6.3
Ancillary Nursing Personnel	4	6	9.9	Physical Therapy Assistants/Aides	5	1	5.2
Medical Assistants	4	6	6.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	3.2	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	5	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.7	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	20	55.7
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	56	8	70.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	2	9.0				
				<b>Total</b>	<b>192</b>	<b>115</b>	<b>277.2</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$63,748,265	49.0%	47.3%	1.04	50.8%	0.96	48.7%	1.01	46.9%	1.04
Medical Assistance	\$25,100,303	19.3%	14.4%	1.34	17.0%	1.13	12.5%	1.55	19.5%	0.99
Commercial	\$29,748,136	22.8%	32.9%	0.69	26.8%	0.85	35.0%	0.65	24.4%	0.94
All Other	\$11,612,957	8.9%	5.4%	1.65	5.4%	1.65	3.9%	2.29	9.2%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$35,388,422	27.2%	36.1%	0.75	27.6%	0.98	31.8%	0.86	26.1%	1.04
Medical Assistance	\$16,846,178	12.9%	11.3%	1.15	11.5%	1.12	9.0%	1.44	12.9%	1.01
Commercial	\$4,133,189	3.2%	14.8%	0.21	5.6%	0.57	14.1%	0.23	3.1%	1.02
Charity Care	\$940,945	0.7%	0.7%	1.00	0.5%	1.37	0.7%	1.06	1.1%	0.66
Bad Debt	\$1,440,557	1.1%	0.9%	1.26	1.7%	0.67	1.2%	0.91	0.8%	1.31
All Other	\$5,428,531	4.2%	3.0%	1.37	2.7%	1.52	2.5%	1.67	4.6%	0.92
Total Deductions	\$64,177,822	49.3%	66.8%	0.74	49.6%	0.99	59.2%	0.83	48.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.3%	5.7%	0.05		2.1%	0.15	6.5%	0.05	0.4%	0.76
Net Gains/Losses as % of Net Income	29.3%	N/A	N/A		N/A	N/A	N/A	N/A	83.1%	0.35
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$36,579,223	59.2%	41.8%	1.42	51.1%	1.16	49.3%	1.20	59.5%	1.00
Supplies & Services	\$19,325,513	31.3%	52.2%	0.60	41.8%	0.75	43.7%	0.72	30.9%	1.01
Capital Component	\$5,841,728	9.5%	6.0%	1.58	7.1%	1.34	7.0%	1.36	9.6%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)	6.8%	5.7%	1.19		9.7%	0.70	5.9%	1.16	3.3%	2.08
Total Hospital Net Income (%)	9.3%	3.5%	2.67		7.8%	1.19	2.8%	3.39	16.6%	0.56
Return on Equity (%)	5.7%	1.4%	3.98		0.8%	6.80	0.7%	7.87	11.0%	0.52
Current Ratio	5.1	3.9	1.31		2.0	2.51	2.6	1.97	5.1	1.00
Days in Net Patient Accounts Receivable	44.0	91.7	0.48		350.9	0.13	148.9	0.30	50.7	0.87
Average Payment Period	67.4	91.7	0.74		484.3	0.14	167.7	0.40	68.8	0.98
Equity Financing (%)	81.8%	59.1%	1.38		44.7%	1.83	55.3%	1.48	82.6%	0.99
Long-Term Debt to Equity Ratio	0.1	0.4	0.26		0.9	0.12	0.6	0.18	0.1	1.66
Times Interest Earned	55.3	5.7	9.67		15.8	3.50	5.2	10.74	80.6	0.69
Total Asset Turnover	0.6	0.4	1.41		0.1	5.43	0.3	2.19	0.6	1.04
Average Age of Plant (Years)	8.9	18.1	0.49		53.6	0.17	22.7	0.39	9.4	0.94
Increase (Decrease) Total Net Patient Revenue	12.3%	3.5%	3.49		7.6%	1.63	5.0%	2.46	1.5%	8.27
Outpatient Gross Revenue (% of Total GPR)	81.9%	66.2%	1.24		87.2%	0.94	81.3%	1.01	82.8%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$21,899	\$19,849	1.10		\$16,587	1.32	\$15,118	1.45	\$19,895	1.10
Inpatient Net Revenue per Day	\$4,943	\$3,697	1.34		\$3,340	1.48	\$3,557	1.39	\$5,406	0.91
Outpatient Net Revenue per Visit	\$1,179	\$819	1.44		\$1,067	1.10	\$717	1.65	\$3,861	0.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,209,660	Cash & Cash Equivalents	\$42,165,869	Current Liabilities	\$10,640,759
Less Deductions	\$64,177,822	Net Patient Receivables	\$7,964,686	Long-Term Debt	\$9,775,722
Net Patient Revenue	\$66,031,838	Other Receivables	\$678,361	Other Liabilities	\$0
Plus Other Revenue	\$209,241			Subtotal	\$20,416,481
Total Revenue	\$66,241,081	Land, Buildings & Equipment (Net)	\$43,340,322	Unrestricted Fund Balance	\$91,788,234
Less Expenses	\$61,746,464	Other Assets	\$18,055,477	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,859,547			Total Liabilities & Fund Balance	\$112,204,715
Net Income	\$6,354,164	Total Assets	\$112,204,715		