

**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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	94.1%	61.5%	1.53	31.6%	2.98	62.5%	1.51	84.1%	1.12
Obstetrics	27.4%	41.1%	0.67	23.2%	0.06	35.5%	0.77	27.6%	0.99
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	81.3%	61.6%	1.32	33.6%	2.42	61.3%	1.33	74.6%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.8	24.9	0.75	6.2	3.02	27.9	0.67	16.8	1.12
Obstetrics	1.4	5.0	0.27	1.0	1.31	4.2	0.33	1.4	0.99
Pediatrics	0.0	1.7	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	28.4	44.9	0.63	7.7	3.68	54.3	0.52	26.1	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.8	4.5	1.05	4.5	1.07	4.4	1.08	4.0	1.21
Obstetrics	2.3	2.4	0.93	2.2	1.01	2.4	0.94	2.3	0.99
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.4	4.9	1.11	4.7	1.14	4.7	1.14	4.6	1.17
<b>Surgical Operations</b>									
Inpatient	194	989	0.20	53	3.67	1,120	0.17	223	0.87
Outpatient	2,326	4,208	0.55	1,137	2.05	5,321	0.44	2,204	1.06
Inpatient as % of All Surgeries	7.7%	19.0%	0.40	4.4%	1.73	17.4%	0.44	9.2%	0.84
<b>Outpatient Visits</b>									
Non-Emergency Visits	81,333	131,799	0.62	38,279	2.12	201,183	0.40	79,606	1.02
Emergency Visits	10,825	16,822	0.64	7,241	1.49	23,507	0.46	10,346	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	17.5	0.23	2.3	1.71	18.1	0.22	4.0	1.00
Nurses, Licensed	124.3	232.9	0.53	73.5	1.69	312.2	0.40	141.1	0.88
Ancillary Nursing Personnel	26.9	42.6	0.63	11.3	2.38	44.9	0.60	23.8	1.13
All Other Personnel	373.8	453.0	0.83	164.2	2.28	592.5	0.63	366.9	1.02
Total FTEs	529.1	746.0	0.71	251.4	2.10	967.7	0.55	535.9	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.1	12.3	0.17	3.5	0.61	9.7	0.22	2.6	0.82
Nurses, Licensed	66.8	163.8	0.41	111.2	0.60	167.7	0.40	92.6	0.72
Ancillary Nursing Personnel	14.5	30.0	0.48	17.1	0.85	24.1	0.60	15.6	0.93
All Other Personnel	200.8	318.6	0.63	248.5	0.81	318.3	0.63	240.8	0.83
Total FTEs	284.2	524.6	0.54	380.3	0.75	519.9	0.55	351.7	0.81

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	1,929	Organization (HMO)	No	Discharges	0	Total Births	203
Inpatient Days	10,382	Preferred Provider		Inpatient Days	0	Newborn Days	376
		Organization (PPO)	No				

**006 Tamarack Health Ashland Medical Center**  
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	20	1,433	6,869	94.1%	18.8	4.8
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	5	221	500	27.4%	1.4	2.3
<b>Psychiatric</b>	1	10	496	3,013	82.5%	8.3	6.1
<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	8	3	8.6
Physicians & Dentists	20	0	20.0	Radiological Services Personnel	15	1	15.2
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	3.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	8.4
Registered Nurses	89	35	102.3	Occupational Therapists	4	1	4.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	1	3	3.2	Physical Therapists	6	1	6.6
Ancillary Nursing Personnel	26	4	26.9	Physical Therapy Assistants/Aides	3	1	3.5
Medical Assistants	10	0	10.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.2	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	11	1	11.2	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	7	1	7.7	Social Workers	5	1	5.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	81	0	81.0
Health Info Mgmt-Administrators/Technicians	4	2	5.0	All Other Personnel	146	65	172.9
Pharmacy Personnel	6	2	7.2				
Clinical Laboratory Personnel	9	3	9.6				
				<b>Total</b>	<b>478</b>	<b>130</b>	<b>529.1</b>

**006 Tamarack Health Ashland Medical Center**

Ashland, WI 54806

Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$164,378,671	55.1%	48.2%	1.14	52.4%	1.05	44.9%	1.23	51.9%	1.06
Medical Assistance	\$45,321,542	15.2%	14.2%	1.07	16.1%	0.94	18.0%	0.84	16.6%	0.91
Commercial	\$69,948,667	23.4%	32.4%	0.72	25.8%	0.91	32.5%	0.72	26.2%	0.89
All Other	\$18,835,399	6.3%	5.2%	1.21	5.6%	1.13	4.6%	1.39	5.3%	1.20
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$93,543,877	31.3%	37.1%	0.85	28.7%	1.09	35.8%	0.88	28.3%	1.11
Medical Assistance	\$30,198,295	10.1%	11.2%	0.90	11.1%	0.91	14.0%	0.72	10.4%	0.97
Commercial	\$11,121,497	3.7%	14.9%	0.25	5.9%	0.63	13.9%	0.27	4.4%	0.84
Charity Care	\$947,020	0.3%	0.7%	0.43	0.4%	0.79	0.5%	0.59	0.3%	1.09
Bad Debt	\$2,888,819	1.0%	0.8%	1.14	1.5%	0.65	0.8%	1.17	1.4%	0.70
All Other	\$11,157,568	3.7%	3.1%	1.19	2.7%	1.40	2.9%	1.30	3.3%	1.12
Total Deductions	\$149,857,077	50.2%	67.9%	0.74	50.3%	1.00	67.9%	0.74	48.2%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.1%	6.4%	0.17	1.5%	0.71	6.1%	0.18	1.0%	1.08
Net Gains/Losses as % of Net Income		53.0%	11.1%	4.79	27.6%	1.92	10.0%	5.31	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$64,258,289	45.8%	41.6%	1.10	49.7%	0.92	43.9%	1.04	46.7%	0.98
Supplies & Services	\$65,449,183	46.7%	52.7%	0.89	43.4%	1.08	49.1%	0.95	45.0%	1.04
Capital Component	\$10,492,052	7.5%	5.7%	1.30	6.9%	1.09	6.9%	1.08	8.4%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.7%	6.4%	1.05	9.6%	0.70	7.1%	0.94	9.1%	0.74
Total Hospital Net Income (%)		13.2%	7.1%	1.86	12.8%	1.04	7.8%	1.69	3.1%	4.28
Return on Equity (%)		8.7%	3.1%	2.83	1.6%	5.43	2.1%	4.12	1.8%	4.72
Current Ratio		9.9	2.9	3.43	1.3	7.34	2.2	4.47	10.4	0.95
Days in Net Patient Accounts Receivable		49.8	85.9	0.58	276.9	0.18	119.9	0.42	50.1	0.99
Average Payment Period		42.5	125.5	0.34	717.7	0.06	229.7	0.19	33.0	1.29
Equity Financing (%)		79.9%	57.8%	1.38	40.6%	1.97	53.3%	1.50	79.5%	1.00
Long-Term Debt to Equity Ratio		0.1	0.4	0.37	0.9	0.17	0.5	0.29	0.2	0.86
Times Interest Earned		30.8	12.0	2.56	29.2	1.06	9.1	3.40	6.1	5.09
Total Asset Turnover		0.6	0.4	1.42	0.1	5.04	0.3	2.28	0.6	0.96
Average Age of Plant (Years)		6.5	19.6	0.33	54.5	0.12	25.3	0.26	6.1	1.06
Increase (Decrease) Total Net Patient Revenue		7.4%	3.9%	1.87	7.7%	0.95	4.1%	1.80	13.0%	0.57
Outpatient Gross Revenue (% of Total GPR)		86.0%	67.6%	1.27	88.6%	0.97	71.5%	1.20	83.7%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,668		\$19,469	0.80	\$17,278	0.91	\$18,306	0.86	\$16,225	0.97
Inpatient Net Revenue per Day	\$3,170		\$3,859	0.82	\$3,301	0.96	\$3,976	0.80	\$3,710	0.85
Outpatient Net Revenue per Visit	\$1,316		\$875	1.50	\$1,111	1.18	\$752	1.75	\$1,207	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$298,484,278	Cash & Cash Equivalents	\$123,948,930	Current Liabilities	\$15,233,706
Less Deductions	\$149,857,077	Net Patient Receivables	\$20,289,401	Long-Term Debt	\$28,410,101
Net Patient Revenue	\$148,627,201	Other Receivables	\$940,511	Other Liabilities	\$6,170,283
Plus Other Revenue	\$1,628,428			Subtotal	\$49,814,090
Total Revenue	\$150,255,629	Land, Buildings & Equipment (Net)	\$90,370,336	Unrestricted Fund Balance	\$197,515,464
Less Expenses	\$140,199,524	Other Assets	\$11,780,376	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$11,345,012			Total Liabilities & Fund Balance	\$247,329,554
Net Income	\$21,401,117	Total Assets	\$247,329,554		