

044 Tamarack Health Hayward Medical Center
 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 2023	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.0%	61.5%	0.59	31.6%	1.14	32.8%	1.10	35.0%	1.03
Obstetrics	17.9%	41.1%	0.44	23.2%	0.03	18.9%	0.95	19.3%	0.93
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.1%	61.6%	0.54	33.6%	0.99	35.7%	0.93	32.5%	1.02
Average Census (Patients)									
Adult Medical-Surgical	7.6	24.9	0.30	6.2	1.21	5.6	1.35	7.4	1.03
Obstetrics	0.7	5.0	0.14	1.0	0.69	0.8	0.87	0.8	0.93
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	44.9	0.18	7.7	1.07	8.1	1.03	8.1	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.5	0.85	4.5	0.86	3.8	1.02	4.1	0.93
Obstetrics	2.2	2.4	0.92	2.2	0.99	2.1	1.06	2.1	1.06
Pediatrics	0.0	3.8	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.75	4.7	0.77	3.8	0.95	3.8	0.96
Surgical Operations									
Inpatient	97	989	0.10	53	1.84	135	0.72	96	1.01
Outpatient	1,042	4,208	0.25	1,137	0.92	1,616	0.64	998	1.04
Inpatient as % of All Surgeries	8.5%	19.0%	0.45	4.4%	1.92	7.7%	1.11	8.8%	0.97
Outpatient Visits									
Non-Emergency Visits	38,805	131,799	0.29	38,279	1.01	55,406	0.70	32,730	1.19
Emergency Visits	9,035	16,822	0.54	7,241	1.25	8,784	1.03	8,993	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	2.3	1.71	10.8	0.37	4.0	1.00
Nurses, Licensed	76.2	232.9	0.33	73.5	1.04	65.3	1.17	64.5	1.18
Ancillary Nursing Personnel	14.8	42.6	0.35	11.3	1.31	8.4	1.76	9.9	1.50
All Other Personnel	234.6	453.0	0.52	164.2	1.43	151.7	1.55	198.8	1.18
Total FTEs	329.6	746.0	0.44	251.4	1.31	236.3	1.40	277.2	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.7	12.3	0.63	3.5	2.18	21.5	0.36	8.9	0.87
Nurses, Licensed	147.2	163.8	0.90	111.2	1.32	129.7	1.14	143.7	1.02
Ancillary Nursing Personnel	28.7	30.0	0.96	17.1	1.67	16.8	1.71	22.1	1.30
All Other Personnel	453.5	318.6	1.42	248.5	1.83	301.4	1.50	442.6	1.02
Total FTEs	637.1	524.6	1.21	380.3	1.68	469.3	1.36	617.3	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	6
Discharges	833	Organization (HMO)	No	Discharges	64	Total Births	116
Inpatient Days	3,024	Preferred Provider		Inpatient Days	811	Newborn Days	223
		Organization (PPO)	No				

044 Tamarack Health Hayward Medical Center
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2023	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	715	2,762	36.0%	7.6	3.9
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	118	262	17.9%	0.7	2.2
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	4	0	4.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	14	5	16.1	Radiological Services Personnel	11	11	15.5
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	3	2.8
Registered Nurses	45	44	66.7	Occupational Therapists	2	2	3.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.9	Physical Therapists	5	6	8.2
Ancillary Nursing Personnel	5	23	14.8	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	2	5	5.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	4	3.5	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.8	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	34	15	39.2
Health Info Mgmt-Administrators/Technicians	7	1	7.9	All Other Personnel	78	50	106.8
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	7	2	8.0				
				Total	237	180	329.6

044 Tamarack Health Hayward Medical Center
Hayward, WI 54843

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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,573,508	50.5%	48.2%	1.05	52.4%	0.96	50.4%	1.00	49.0%	1.03
Medical Assistance	\$26,757,074	18.6%	14.2%	1.31	16.1%	1.15	11.9%	1.56	19.3%	0.97
Commercial	\$31,995,553	22.3%	32.4%	0.69	25.8%	0.86	34.9%	0.64	22.8%	0.97
All Other	\$12,473,322	8.7%	5.2%	1.66	5.6%	1.55	2.7%	3.16	8.9%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$39,483,677	27.5%	37.1%	0.74	28.7%	0.96	34.8%	0.79	27.2%	1.01
Medical Assistance	\$17,010,265	11.8%	11.2%	1.06	11.1%	1.07	8.4%	1.40	12.9%	0.91
Commercial	\$5,757,265	4.0%	14.9%	0.27	5.9%	0.68	13.4%	0.30	3.2%	1.26
Charity Care	\$603,845	0.4%	0.7%	0.58	0.4%	1.04	0.7%	0.61	0.7%	0.58
Bad Debt	\$2,623,168	1.8%	0.8%	2.15	1.5%	1.22	1.0%	1.90	1.1%	1.65
All Other	\$4,920,675	3.4%	3.1%	1.09	2.7%	1.28	1.9%	1.85	4.2%	0.82
Total Deductions	\$70,398,895	49.0%	67.9%	0.72	50.3%	0.97	60.1%	0.82	49.3%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.2%	6.4%	0.04		1.5%	0.16	3.7%	0.06	0.3%	0.76
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		27.6%	N/A	21.8%	N/A	29.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,098,233	57.5%	41.6%	1.38	49.7%	1.16	46.1%	1.25	59.2%	0.97
Supplies & Services	\$21,690,662	31.9%	52.7%	0.61	43.4%	0.73	46.6%	0.68	31.3%	1.02
Capital Component	\$7,224,790	10.6%	5.7%	1.85	6.9%	1.54	7.3%	1.46	9.5%	1.12
Fiscal Statistics										
Operating Margin (%)	7.6%	6.4%	1.19		9.6%	0.79	8.5%	0.88	6.8%	1.11
Total Hospital Net Income (%)	7.3%	7.1%	1.03		12.8%	0.57	10.7%	0.68	9.3%	0.78
Return on Equity (%)	4.7%	3.1%	1.55		1.6%	2.97	2.9%	1.64	5.7%	0.84
Current Ratio	7.4	2.9	2.57		1.3	5.50	1.7	4.29	5.1	1.45
Days in Net Patient Accounts Receivable	46.5	85.9	0.54		276.9	0.17	136.5	0.34	44.0	1.06
Average Payment Period	44.3	125.5	0.35		717.7	0.06	286.0	0.15	67.4	0.66
Equity Financing (%)	86.0%	57.8%	1.49		40.6%	2.12	49.5%	1.74	81.8%	1.05
Long-Term Debt to Equity Ratio	0.1	0.4	0.22		0.9	0.10	0.6	0.13	0.1	0.79
Times Interest Earned	20.8	12.0	1.73		29.2	0.71	15.7	1.33	55.3	0.38
Total Asset Turnover	0.7	0.4	1.52		0.1	5.40	0.3	2.47	0.6	1.10
Average Age of Plant (Years)	7.0	19.6	0.36		54.5	0.13	26.1	0.27	8.9	0.79
Increase (Decrease) Total Net Patient Revenue	11.2%	3.9%	2.83		7.7%	1.45	9.7%	1.15	12.3%	0.90
Outpatient Gross Revenue (% of Total GPR)	84.0%	67.6%	1.24		88.6%	0.95	84.3%	1.00	81.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,630	\$19,469	1.11		\$17,278	1.25	\$14,823	1.46	\$21,899	0.99
Inpatient Net Revenue per Day	\$5,022	\$3,859	1.30		\$3,301	1.52	\$3,524	1.43	\$4,943	1.02
Outpatient Net Revenue per Visit	\$1,183	\$875	1.35		\$1,111	1.06	\$832	1.42	\$1,179	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$143,799,457	Cash & Cash Equivalents	\$42,366,013	Current Liabilities	\$7,615,380
Less Deductions	\$70,398,895	Net Patient Receivables	\$9,351,527	Long-Term Debt	\$8,183,811
Net Patient Revenue	\$73,400,562	Other Receivables	\$606,129	Other Liabilities	\$0
Plus Other Revenue	\$175,765			Subtotal	\$15,799,191
Total Revenue	\$73,576,327	Land, Buildings & Equipment (Net)	\$45,363,377	Unrestricted Fund Balance	\$97,139,715
Less Expenses	\$68,013,685	Other Assets	\$15,251,861	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$211,161			Total Liabilities & Fund Balance	\$112,938,906
Net Income	\$5,351,481	Total Assets	\$112,938,907		