

**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

|                                               |         | All GMS Hospitals |       | Analysis Area<br>7 |       | Volume Group<br>2 |       | FY 2021 vs. 2020 |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2021 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2020          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| 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  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| 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:**

Beds Set Up & Staffed 25  
Discharges 658  
Inpatient Days 2,094

**Contract with:**

Health Maintenance  
Organization (HMO) No  
Preferred Provider  
Organization (PPO) No

**Medicare-certified Swing Beds:**

Average Beds Used 2  
Discharges 36  
Inpatient Days 441

**Newborn Nursery:**

Bassinet 6  
Total Births 119  
Newborn Days 222

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>03/31/2021 | 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                                  | 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                           |
| <b>Pediatric, acute</b>               | 5                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | 1                 | 4                                   | 120                      | 257                  | 17.6%              | 0.7                       | 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     | 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       |                                       |                  |                  |              |
|                                             |                  |                  |            | <b>Total</b>                          | <b>195</b>       | <b>120</b>       | <b>244.7</b> |

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Hayward, WI 54843

|                                                          |              |          | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2021 vs. 2020 |       |
|----------------------------------------------------------|--------------|----------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|
| Selected Financial Statistics                            |              |          | Value             | Ratio | Value         | Ratio | Value        | Ratio | FY 2020          | Ratio |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |              |          |                   |       |               |       |              |       |                  |       |
| 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  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |              |          |                   |       |               |       |              |       |                  |       |
| 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  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |              |          |                   |       |               |       |              |       |                  |       |
| 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   |
| <b>Expenses as % of Total Expenses</b>                   |              |          |                   |       |               |       |              |       |                  |       |
| 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  |
| <b>Fiscal Statistics</b>                                 |              |          |                   |       |               |       |              |       |                  |       |
| 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  |
| <b>Net Revenue Statistics</b>                            |              |          |                   |       |               |       |              |       |                  |       |
| 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  |                                  |               |
| Less Expenses               | \$57,095,066  | Other Assets                      | \$18,780,908  | Unrestricted Fund Balance        | \$85,434,070  |
| Non-Operating Gains/Losses  | \$9,424,077   |                                   |               | Restricted Fund Balance          | \$0           |
| Net Income                  | \$11,346,480  | Total Assets                      | \$103,473,616 | Total Liabilities & Fund Balance | \$103,473,615 |