

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

County: Sawyer
Analysis Area: Western Lake Superior (7)
Volume Group: 3

Control:

		All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2024 vs. 2023	
Selected Utilization Statistics	FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.5%	63.0%	0.56	31.4%	1.13	27.1%	1.31	36.0%	0.98
Obstetrics	19.3%	40.9%	0.47	22.9%	0.03	15.0%	1.28	17.9%	1.07
Pediatrics	0.0%	77.7%	N/A	0.0%	N/A	52.7%	N/A	0.0%	N/A
Total Hospital	32.9%	63.6%	0.52	32.9%	1.00	28.0%	1.18	33.1%	0.99
Average Census (Patients)									
Adult Medical-Surgical	7.5	25.0	0.30	5.5	1.36	5.0	1.50	7.6	0.98
Obstetrics	0.8	5.2	0.15	1.0	0.75	0.7	1.13	0.7	1.07
Pediatrics	0.0	3.9	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	8.2	46.9	0.18	6.6	1.24	6.7	1.23	8.3	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.83	3.9	0.93	3.4	1.06	3.9	0.93
Obstetrics	2.0	2.4	0.83	2.1	0.95	2.0	1.02	2.2	0.90
Pediatrics	0.0	3.9	N/A	0.0	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.3	4.8	0.69	4.1	0.81	3.6	0.94	3.6	0.92
Surgical Operations									
Inpatient	76	1,014	0.07	45	1.70	135	0.56	97	0.78
Outpatient	1,218	4,465	0.27	1,215	1.00	1,811	0.67	1,042	1.17
Inpatient as % of All Surgeries	5.9%	18.5%	0.32	3.5%	1.66	7.0%	0.84	8.5%	0.69
Outpatient Visits									
Non-Emergency Visits	46,863	139,692	0.34	41,632	1.13	73,827	0.63	38,805	1.21
Emergency Visits	9,373	17,650	0.53	7,093	1.32	7,850	1.19	9,035	1.04
Full-Time Equivalents (FTEs)									
Administrators	4.0	4.3	0.92	2.3	1.75	3.3	1.21	4.0	1.00
Nurses, Licensed	79.9	232.9	0.34	58.8	1.36	68.4	1.17	76.2	1.05
Ancillary Nursing Personnel	7.4	38.9	0.19	8.4	0.88	8.4	0.88	14.8	0.50
All Other Personnel	254.8	451.0	0.56	147.2	1.73	185.6	1.37	234.6	1.09
Total FTEs	346.1	727.1	0.48	216.7	1.60	265.7	1.30	329.6	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.8	3.0	2.28	3.4	1.97	6.7	1.01	7.7	0.87
Nurses, Licensed	135.1	160.0	0.84	88.5	1.53	138.0	0.98	147.2	0.92
Ancillary Nursing Personnel	12.5	26.7	0.47	12.6	0.99	17.1	0.73	28.7	0.44
All Other Personnel	430.7	309.9	1.39	221.6	1.94	374.7	1.15	453.5	0.95
Total FTEs	585.1	499.6	1.17	326.2	1.79	536.4	1.09	637.1	0.92

Total Hospital:

Beds Set Up & Staffed 25
Discharges 900
Inpatient Days 3,010

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 36
Inpatient Days 308

Newborn Nursery:

Bassinets 6
Total Births 140
Newborn Days 245

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2024	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	21	759	2,728	35.5%	7.5	3.6
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	N	0	0	0	0.0%	0.0	0.0
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	H	4	141	282	19.3%	0.8	2.0
Psychiatric	N	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	N	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	4	0	4.0	Radiological Services Personnel	8	8	10.2
Dentists	0	0	0.0	Sonographers	2	3	3.3
Medical & Dental Residents	0	0	0.0	Physician Assistants	2	2	2.8
Dental Hygienists	0	0	0.0	Surgical Technicians	2	1	2.8
Registered Nurses	47	60	70.2	Respiratory Therapists	1	4	2.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	1	1.8
Licensed Practical Nurses	1	1	1.8	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	19	7.4	Physical Therapists	5	2	6.1
Medical Assistants	3	7	7.3	Physical Therapy Assistants/Aides	2	1	2.6
Nurse Practitioners	1	5	3.2	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.8	Dietitians & Nutritionists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	Social Workers	3	0	3.0
Pharmacists	2	1	2.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	5	0	5.0	Pharmacy Technicians	2	1	2.3
Surgical Personnel	0	0	0.0	Medical Coding Technicians	5	1	5.8
Directors/Managers	21	0	21.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	7	27	15.2	All Other Health Professionals	44	56	62.1
Environmental Services Workers	12	8	17.3	All Other Personnel	62	15	72.7
Medical & Clinical Laboratory Technologists	3	2	3.8				
All Other Radiologic Personnel	2	0	2.0				
				Total	256	226	346.1
Total Active Privileged Medical Staff: 28							

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Selected Financial Statistics			All GMS Hospitals		Analysis Area		Volume Group		FY 2024 vs. 2023	
FY 2024			Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$80,061,563	48.8%	49.1%	0.99	52.5%	0.93	50.2%	0.97	50.5%	0.97
Medical Assistance	\$29,065,202	17.7%	13.0%	1.36	15.1%	1.18	12.0%	1.48	18.6%	0.95
Commercial	\$39,257,513	23.9%	32.2%	0.74	26.6%	0.90	34.6%	0.69	22.3%	1.08
All Other	\$15,727,115	9.6%	5.7%	1.67	5.8%	1.64	3.2%	2.95	8.7%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$47,705,063	29.1%	38.3%	0.76	30.4%	0.96	34.5%	0.84	27.5%	1.06
Medical Assistance	\$16,377,305	10.0%	10.2%	0.98	9.9%	1.01	8.7%	1.14	11.8%	0.84
Commercial	\$7,216,192	4.4%	15.3%	0.29	6.6%	0.66	13.8%	0.32	4.0%	1.10
Charity Care	\$855,845	0.5%	0.9%	0.61	0.5%	1.09	0.5%	1.11	0.4%	1.24
Bad Debt	\$2,963,540	1.8%	1.0%	1.75	1.8%	1.03	1.4%	1.33	1.8%	0.99
All Other	\$6,462,345	3.9%	3.3%	1.20	2.8%	1.40	1.5%	2.63	3.4%	1.15
Total Deductions	\$81,580,290	49.7%	68.9%	0.72	52.0%	0.96	60.4%	0.82	49.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.3%	7.1%	0.04	1.2%	0.22	3.8%	0.07	0.2%	1.16
Net Gains/Losses as % of Net Income		49.0%	19.9%	2.47	40.1%	1.22	24.6%	1.99	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,152,651	58.7%	41.8%	1.40	51.4%	1.14	51.4%	1.14	57.5%	1.02
Supplies & Services	\$24,877,301	31.6%	52.7%	0.60	41.8%	0.76	41.7%	0.76	31.9%	0.99
Capital Component	\$7,636,472	9.7%	5.5%	1.77	6.8%	1.43	6.8%	1.42	10.6%	0.91
Fiscal Statistics										
Operating Margin (%)		4.9%	7.9%	0.63	9.4%	0.53	6.0%	0.82	7.6%	0.65
Total Hospital Net Income (%)		9.3%	9.7%	0.96	14.7%	0.63	7.8%	1.18	7.3%	1.27
Return on Equity (%)		7.6%	8.4%	0.91	5.5%	1.39	5.5%	1.40	4.7%	1.61
Current Ratio		5.8	5.5	1.07	3.2	1.83	3.2	1.83	7.4	0.79
Days in Net Patient Accounts Receivable		48.2	78.5	0.61	239.9	0.20	125.7	0.38	46.5	1.04
Equity Financing (%)		83.4%	59.9%	1.39	39.0%	2.14	43.7%	1.91	86.0%	0.97
Long-Term Debt to Equity Ratio		0.1	0.5	0.21	1.2	0.09	1.0	0.11	0.1	1.24
Times Interest Earned		42.4	16.8	2.52	40.0	1.06	14.8	2.86	20.8	2.04
Total Asset Turnover		0.7	0.5	1.39	0.1	5.06	0.3	2.31	0.7	1.01
Average Age of Plant (Years)		7.3	20.1	0.36	56.4	0.13	26.0	0.28	7.0	1.04
Increase (Decrease) Total Net Patient Revenue		12.4%	7.2%	1.72	5.3%	2.33	4.5%	2.78	11.2%	1.11
Outpatient Gross Revenue (% of Total GPR)		86.1%	67.5%	1.28	90.3%	0.95	86.6%	0.99	84.0%	1.03
Income Statement			Assets			Liabilities & Fund Balances				
Gross Patient Revenue (GPR)	\$164,111,394		Cash & Cash Equivalents		\$42,280,042	Current Liabilities		\$9,949,227		
Less Deductions	\$81,580,290		Net Patient Receivables		\$10,867,767	Long-Term Debt		\$11,026,145		
Net Patient Revenue	\$82,531,104		Other Receivables		\$818,206	Other Liabilities		\$0		
Plus Other Revenue	\$228,430					Subtotal		\$20,975,372		
Total Revenue	\$82,759,533		Land, Buildings & Equipment (Net)		\$51,857,444					
Less Expenses	\$78,666,424		Other Assets		\$20,313,331	Unrestricted Fund Balance		\$105,161,418.00		
Non-Operating Gains/Losses	\$3,928,590					Restricted Fund Balance		\$0		
Net Income	\$8,021,699		Total Assets		\$126,136,790	Total Liabilities & Fund Balance		\$126,136,790		