

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2010	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2010 vs. 2009	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.3%	56.1%	0.40	28.8%	0.77	12.3%	1.82	20.9%	1.07
Obstetrics	2.6%	39.1%	0.07	18.1%	0.00	25.2%	0.11	2.2%	1.21
Pediatrics	1.5%	48.6%	0.03	1.3%	1.18	18.9%	0.08	2.2%	0.69
Total Hospital	14.5%	55.8%	0.26	27.9%	0.52	18.7%	0.77	14.2%	1.02
Average Census (Patients)									
Adult Medical-Surgical	3.6	28.4	0.13	5.5	0.65	2.3	1.56	3.3	1.07
Obstetrics	0.1	5.1	0.02	0.7	0.12	1.2	0.07	0.1	1.21
Pediatrics	0.0	2.1	0.01	0.0	2.36	0.5	0.01	0.0	0.69
Total Hospital	3.6	51.6	0.07	7.0	0.52	3.9	0.93	3.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.8	0.78	3.0	0.97	3.1	0.94	3.2	0.92
Obstetrics	2.6	2.4	1.08	2.2	1.18	2.5	1.06	2.0	1.32
Pediatrics	1.6	2.0	0.77	1.5	1.07	1.5	1.04	1.8	0.88
Total Hospital	2.8	4.3	0.65	2.9	0.97	3.6	0.78	3.0	0.92
Surgical Operations									
Inpatient	32	1,814	0.02	101	0.32	98	0.32	26	1.23
Outpatient	278	4,285	0.06	937	0.30	355	0.78	218	1.28
Inpatient as % of All Surgeries	10.3%	29.7%	0.35	9.8%	1.06	21.7%	0.48	10.7%	0.97
Outpatient Visits									
Non-Emergency Visits	8,516	99,026	0.09	20,099	0.42	16,872	0.50	8,986	0.95
Emergency Visits	1,021	16,365	0.06	7,479	0.14	2,456	0.42	1,146	0.89
Full-Time Equivalents (FTEs)									
Administrators	0.0	18.3	N/A	2.9	N/A	4.4	N/A	0.0	N/A
Nurses, Licensed	22.9	199.5	0.11	48.4	0.47	31.3	0.73	21.4	1.07
Ancillary Nursing Personnel	4.8	37.1	0.13	7.8	0.62	9.3	0.51	3.7	1.30
All Other Personnel	39.2	439.3	0.09	119.8	0.33	72.5	0.54	38.6	1.02
Total FTEs	66.9	694.4	0.10	178.7	0.37	117.6	0.57	63.6	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	16.6	N/A	9.8	N/A	40.2	N/A	0.0	N/A
Nurses, Licensed	218.0	181.2	1.20	166.7	1.31	285.7	0.76	203.2	1.07
Ancillary Nursing Personnel	45.5	33.7	1.35	26.7	1.70	85.0	0.53	34.9	1.30
All Other Personnel	373.2	399.0	0.94	412.7	0.90	661.6	0.56	366.8	1.02
Total FTEs	636.7	630.6	1.01	616.0	1.03	1,072.5	0.59	604.9	1.05

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 473
 Inpatient Days 1,324

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 6
 Discharges 40
 Inpatient Days 362

Newborn Nursery:
 Bassinets 3
 Total Births 11
 Newborn Days 25

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	445	1,303	22.3%	3.6	2.9
Orthopedic	2	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	2	2	7	11	1.5%	0.0	1.6
Obstetrics	1	3	11	29	2.6%	0.1	2.6
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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	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	1	4	10	10	0.7%	0.0	1.0
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.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	1	0.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	17	1	17.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	0	5.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	3	4.8	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	3	0	3.0	All Other Health Professionals	2	0	2.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	15	12	20.9
Clinical Laboratory Personnel	6	1	6.3	Total	57	20	66.9

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Selected Financial Statistics	FY 2010	All GMS Hospitals		Analysis Area		Volume Group		FY 2010 vs. 2009		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2009	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$4,921,589	60.4%	41.7%	1.45	44.0%	1.37	38.2%	1.58	61.0%	0.99
Medical Assistance	\$772,975	9.5%	14.0%	0.68	20.2%	0.47	11.8%	0.80	7.9%	1.19
Commercial	\$2,241,523	27.5%	38.1%	0.72	28.4%	0.97	43.8%	0.63	27.7%	0.99
All Other	\$213,785	2.6%	6.2%	0.42	7.4%	0.35	6.2%	0.43	3.3%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$702,838	8.6%	27.4%	0.31	17.9%	0.48	16.3%	0.53	7.2%	1.20
Medical Assistance	\$540,384	6.6%	9.6%	0.69	11.9%	0.56	7.5%	0.88	5.8%	1.14
Commercial	\$272,684	3.3%	11.6%	0.29	4.2%	0.79	12.3%	0.27	3.2%	1.04
Charity Care	\$0	0.0%	1.5%	N/A	0.6%	N/A	0.9%	N/A	0.0%	N/A
All Other	\$103,269	1.3%	2.1%	0.60	2.3%	0.56	1.8%	0.70	1.3%	1.01
Total Deductions	\$1,619,175	19.9%	52.1%	0.38	36.8%	0.54	38.8%	0.51	17.5%	1.14
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	3.7%	0.70	2.0%	1.31	2.8%	0.91	2.6%	0.98
Net Gains/Losses as % of Net Income		N/A	10.6%	N/A	9.0%	N/A	1.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$3,427,806	51.4%	45.3%	1.13	55.9%	0.92	52.1%	0.99	49.5%	1.04
Supplies & Services	\$2,857,721	42.9%	42.1%	1.02	29.5%	1.45	36.7%	1.17	44.0%	0.97
Capital Component	\$255,888	3.8%	8.5%	0.45	8.6%	0.45	6.9%	0.55	4.4%	0.88
Bad Debt	\$125,021	1.9%	4.0%	0.47	6.0%	0.31	4.3%	0.44	2.2%	0.87
Fiscal Statistics										
Operating Margin (%)		0.6%	7.7%	0.07	8.9%	0.06	9.6%	0.06	0.9%	0.61
Total Hospital Net Income (%)		0.6%	8.5%	0.07	9.7%	0.06	9.7%	0.06	0.9%	0.61
Return on Equity (%)		1.6%	6.6%	0.24	9.2%	0.17	12.4%	0.13	2.6%	0.62
Current Ratio		1.4	3.4	0.41	3.9	0.35	2.3	0.62	1.3	1.04
Days in Net Patient Accounts Receivable		38.7	46.5	0.83	56.0	0.69	54.6	0.71	37.4	1.03
Average Payment Period		49.4	53.3	0.93	61.2	0.81	53.9	0.92	55.5	0.89
Equity Financing (%)		0.0%	60.7%	N/A	54.8%	N/A	59.0%	N/A	0.0%	1.04
Long-Term Debt to Equity Ratio		-6.1	0.3	N/A	0.3	N/A	0.4	N/A	-6.0	1.02
Times Interest Earned		1.4	7.4	0.20	8.8	0.16	12.5	0.12	1.5	0.93
Total Asset Turnover		2.8	0.8	3.58	0.9	2.91	1.3	2.16	2.7	1.02
Average Age of Plant (Years)		23.6	10.2	2.31	10.6	2.22	11.0	2.15	21.3	1.11
Increase (Decrease) Total Net Patient Revenue		-1.3%	9.4%	N/A	3.4%	2.30	18.0%	N/A	7.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.5%	53.2%	1.23	75.7%	0.86	64.3%	1.02	66.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,407		\$12,710	0.50	\$8,317	0.77	\$12,736	0.50	\$5,286	1.21
Inpatient Net Revenue per Day	\$1,908		\$2,917	0.65	\$2,169	0.88	\$2,480	0.77	\$1,495	1.28
Outpatient Net Revenue per Visit	\$335		\$555	0.60	\$653	0.51	\$489	0.69	\$408	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$8,149,872	Cash & Cash Equivalents	\$22,914	Current Liabilities	\$890,564
Less Deductions	\$1,619,175	Net Patient Receivables	\$692,679	Long-Term Debt	\$1,843,838
Net Patient Revenue	\$6,530,697	Other Receivables	\$214,139	Other Liabilities	\$0
Plus Other Revenue	\$174,341			Subtotal	\$2,734,402
Total Revenue	\$6,705,038	Land, Buildings & Equipment (Net)	\$346,425	Unrestricted Fund Balance	-\$303,944
Less Expenses	\$6,666,436	Other Assets	\$1,154,301	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$170			Total Liabilities & Fund Balance	\$2,430,458
Net Income	\$38,432	Total Assets	\$2,430,458		