

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

		All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.9%	55.7%	0.50	22.0%	1.27	11.4%	2.45	17.3%	1.61
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	26.9%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A
Total Hospital	17.5%	57.5%	0.30	24.4%	0.71	17.7%	0.99	12.6%	1.38
Average Census (Patients)									
Adult Medical-Surgical	2.8	26.4	0.11	4.1	0.69	1.9	1.47	2.8	1.01
Obstetrics	0.0	5.6	N/A	1.2	N/A	4.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.8	49.4	0.06	5.6	0.50	3.1	0.91	2.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.9	0.98	3.1	1.25	3.0	1.26	3.6	1.07
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.8	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	3.8	4.4	0.87	3.3	1.15	4.2	0.91	3.6	1.07
Surgical Operations									
Inpatient	11	1,396	0.01	62	0.18	55	0.20	12	0.92
Outpatient	186	4,206	0.04	881	0.21	307	0.61	211	0.88
Inpatient as % of All Surgeries	5.6%	24.9%	0.22	6.5%	0.85	15.1%	0.37	5.4%	1.04
Outpatient Visits									
Non-Emergency Visits	17,039	136,074	0.13	19,272	0.88	22,296	0.76	14,751	1.16
Emergency Visits	950	18,688	0.05	6,871	0.14	3,144	0.30	1,018	0.93
Full-Time Equivalents (FTEs)									
Administrators	1.0	19.3	0.05	4.1	0.24	2.6	0.39	1.0	1.00
Nurses, Licensed	28.3	239.2	0.12	60.3	0.47	32.1	0.88	23.6	1.20
Ancillary Nursing Personnel	3.9	40.0	0.10	8.2	0.48	7.8	0.50	6.5	0.60
All Other Personnel	50.4	480.4	0.11	142.4	0.35	75.6	0.67	55.4	0.91
Total FTEs	83.6	779.0	0.11	215.0	0.39	118.0	0.71	86.5	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.0	14.9	0.40	10.5	0.57	19.1	0.31	7.5	0.79
Nurses, Licensed	168.6	183.7	0.92	153.9	1.10	236.9	0.71	177.1	0.95
Ancillary Nursing Personnel	23.2	30.8	0.75	20.8	1.11	57.6	0.40	49.0	0.47
All Other Personnel	300.7	369.0	0.81	363.3	0.83	557.9	0.54	416.0	0.72
Total FTEs	498.5	598.3	0.83	548.5	0.91	871.5	0.57	649.7	0.77

Total Hospital:

Beds Set Up & Staffed 16
Discharges 267
Inpatient Days 1,020

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 6
Discharges 37
Inpatient Days 442

Newborn Nursery:

Bassinet 0
Total Births 0
Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	265	1,018	27.9%	2.8	3.8
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	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
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	2	4	2	2	0.1%	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.

** 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	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	2	2.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	21	4	21.8	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	6	1	6.5	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	2	3.9	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	4	1	4.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	25	7	27.7
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	0	5.0				
				Total	77	19	83.6

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Shell Lake, WI 54871			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$8,627,284	62.7%	45.7%	1.37	49.1%	1.28	46.6%	1.35	67.4%	0.93	
Medical Assistance	\$1,617,211	11.8%	14.0%	0.84	18.1%	0.65	13.4%	0.88	11.4%	1.03	
Commercial	\$3,280,820	23.9%	35.8%	0.67	28.1%	0.85	35.9%	0.66	19.9%	1.20	
All Other	\$226,731	1.6%	4.5%	0.37	4.7%	0.35	4.0%	0.41	1.3%	1.29	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,643,342	19.2%	34.1%	0.56	26.8%	0.72	21.1%	0.91	20.8%	0.92	
Medical Assistance	\$1,346,420	9.8%	10.6%	0.93	11.7%	0.83	8.5%	1.16	6.5%	1.51	
Commercial	\$771,116	5.6%	14.7%	0.38	3.8%	1.46	9.7%	0.58	4.4%	1.27	
Charity Care	\$88,317	0.6%	1.0%	0.66	1.3%	0.48	1.0%	0.63	0.5%	1.37	
Bad Debt	\$229,845	1.7%	1.1%	1.56	1.5%	1.11	2.2%	0.77	0.8%	2.14	
All Other	\$0	0.0%	2.0%	N/A	1.8%	N/A	1.6%	N/A	0.0%	N/A	
Total Deductions	\$5,079,040	36.9%	63.3%	0.58	47.0%	0.79	44.0%	0.84	33.0%	1.12	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.2%	5.5%	0.58	1.4%	2.25	3.2%	1.01	3.2%	1.01	
Net Gains/Losses as % of Net Income		0.0%	2.6%	N/A	25.9%	N/A	N/A	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$4,669,245	51.5%	44.1%	1.17	53.5%	0.96	54.9%	0.94	50.7%	1.01	
Supplies & Services	\$4,123,715	45.4%	49.0%	0.93	38.6%	1.18	38.5%	1.18	44.0%	1.03	
Capital Component	\$280,592	3.1%	6.9%	0.45	7.9%	0.39	6.7%	0.46	5.3%	0.58	
Fiscal Statistics											
Operating Margin (%)		-1.3%	8.4%	N/A	7.3%	N/A	1.3%	N/A	0.9%	N/A	
Total Hospital Net Income (%)		-1.3%	8.6%	N/A	9.5%	N/A	1.0%	N/A	0.9%	N/A	
Return on Equity (%)		-4.7%	6.3%	N/A	6.4%	N/A	1.2%	N/A	3.1%	N/A	
Current Ratio		1.7	5.9	0.29	5.9	0.29	3.5	0.49	1.9	0.92	
Days in Net Patient Accounts Receivable		52.5	51.6	1.02	55.4	0.95	53.6	0.98	55.0	0.95	
Average Payment Period		42.8	38.5	1.11	46.4	0.92	37.7	1.14	42.2	1.01	
Equity Financing (%)		31.8%	75.1%	0.42	80.3%	0.40	52.0%	0.61	31.3%	1.02	
Long-Term Debt to Equity Ratio		0.8	0.2	4.93	0.1	5.67	0.6	1.42	1.0	0.78	
Times Interest Earned		-1.6	13.4	N/A	14.1	N/A	2.0	N/A	2.7	N/A	
Total Asset Turnover		3.7	0.7	5.05	0.7	5.70	1.3	2.96	3.4	1.10	
Average Age of Plant (Years)		17.7	9.9	1.80	9.3	1.91	10.1	1.75	9.3	1.91	
Increase (Decrease) Total Net Patient Revenue		3.7%	5.4%	0.67	9.6%	0.38	6.3%	0.58	23.5%	0.16	
Outpatient Gross Revenue (% of Total GPR)		83.3%	61.9%	1.34	85.7%	0.97	77.2%	1.08	79.3%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$6,859		\$15,830	0.43	\$11,404	0.60	\$17,237	0.40	\$6,925	0.99	
Inpatient Net Revenue per Day	\$1,386		\$3,538	0.39	\$2,879	0.48	\$2,652	0.52	\$1,543	0.90	
Outpatient Net Revenue per Visit	\$379		\$686	0.55	\$1,183	0.32	\$595	0.64	\$397	0.95	

Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$13,752,046		Cash & Cash Equivalents	\$27,193	Current Liabilities	\$1,039,346
Less Deductions	\$5,079,040		Net Patient Receivables	\$1,246,466	Long-Term Debt	\$602,771
Net Patient Revenue	\$8,673,006		Other Receivables	\$208,284	Other Liabilities	\$0
Plus Other Revenue	\$288,386				Subtotal	\$1,642,117
Total Revenue	\$8,961,392		Land, Buildings & Equipment (Net)	\$587,471		
Less Expenses	\$9,073,552		Other Assets	\$339,874	Unrestricted Fund Balance	\$767,171
Non-Operating Gains/Losses	\$0				Restricted Fund Balance	\$0
Net Income	-\$112,160		Total Assets	\$2,409,288	Total Liabilities & Fund Balance	\$2,409,288