

**106 Flambeau Hospital**  
 98 Sherry Avenue, PO Box 310  
 Park Falls, WI 54552  
 715-762-7505

Fiscal Year: 07/01 to 06/30  
 Type: **GMS**  
 Critical Access Hospital  
 Control: **Other Not-For-Profit**

County: Price  
 Analysis Area: **Western Lake Superior (7)**  
 Volume Group: **2**

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	15.2%	55.2%	0.28	22.3%	0.68	18.2%	0.84	15.8%	0.96
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.4%	57.4%	0.25	24.4%	0.59	22.2%	0.65	15.6%	0.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.4	26.0	0.13	4.2	0.80	2.8	1.19	3.5	0.96
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	49.0	0.07	5.7	0.63	4.1	0.87	3.9	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	4.1	0.72	2.7	1.07	3.1	0.93	3.0	0.97
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.64	3.2	0.91	2.9	0.99	2.9	0.99
<b>Surgical Operations</b>									
Inpatient	0	1,426	N/A	137	N/A	305	N/A	0	N/A
Outpatient	442	4,581	0.10	759	0.58	1,106	0.40	528	0.84
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	15.3%	N/A	21.6%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,934	144,376	0.14	20,365	1.03	28,429	0.74	21,425	0.98
Emergency Visits	5,521	17,768	0.31	6,830	0.81	4,284	1.29	5,097	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	23.0	0.30	3.7	1.88	5.9	1.20	7.0	1.00
Nurses, Licensed	37.1	251.3	0.15	69.4	0.53	43.5	0.85	36.6	1.01
Ancillary Nursing Personnel	17.4	39.7	0.44	8.5	2.05	6.3	2.74	14.8	1.17
All Other Personnel	107.5	509.3	0.21	147.1	0.73	106.9	1.00	109.1	0.99
Total FTEs	168.9	823.3	0.21	228.6	0.74	162.6	1.04	167.4	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.7	17.0	1.69	10.1	2.85	33.7	0.85	28.1	1.02
Nurses, Licensed	152.0	185.7	0.82	187.9	0.81	250.2	0.61	146.9	1.03
Ancillary Nursing Personnel	71.2	29.3	2.43	22.9	3.11	36.4	1.95	59.4	1.20
All Other Personnel	440.8	376.3	1.17	398.4	1.11	615.3	0.72	437.8	1.01
Total FTEs	692.8	608.3	1.14	619.3	1.12	935.7	0.74	672.1	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 458  
 Inpatient Days 1,317

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 2  
 Inpatient Days 8

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	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	22	420	1,223	15.2%	3.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	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>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<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	2	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	1	3	30	94	8.6%	0.3	3.1
Step-Down (Special Care)	2	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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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

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	7	0	7.0	Surgical Personnel	1	1	1.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	3	3.2
Registered Nurses	20	26	37.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	1	3.2
Ancillary Nursing Personnel	10	21	17.4	Physical Therapy Assistants/Aides	1	1	1.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	6.4
Health Info Mgmt-Administrators/Technicians	6	3	8.2	All Other Personnel	47	15	55.6
Pharmacy Personnel	4	1	4.2				
Clinical Laboratory Personnel	9	4	9.8				
				<b>Total</b>	<b>122</b>	<b>100</b>	<b>168.9</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,428,690	63.4%	46.3%	1.37	49.8%	1.27	47.3%	1.34	61.5%	1.03
Medical Assistance	\$4,209,020	10.5%	13.6%	0.77	17.6%	0.60	10.4%	1.01	12.1%	0.87
Commercial	\$7,726,354	19.3%	35.3%	0.55	27.8%	0.69	38.9%	0.50	20.1%	0.96
All Other	\$2,761,621	6.9%	4.8%	1.44	4.7%	1.45	3.4%	2.00	6.3%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,654,187	26.6%	34.9%	0.76	26.0%	1.02	28.0%	0.95	28.4%	0.94
Medical Assistance	\$2,968,514	7.4%	10.4%	0.71	11.5%	0.64	7.2%	1.02	7.9%	0.94
Commercial	\$1,132,027	2.8%	14.7%	0.19	5.1%	0.56	13.6%	0.21	1.9%	1.48
Charity Care	\$362,764	0.9%	1.0%	0.94	1.1%	0.82	0.7%	1.28	1.3%	0.71
Bad Debt	\$358,363	0.9%	1.1%	0.84	2.1%	0.43	1.3%	0.70	0.7%	1.27
All Other	\$1,208,888	3.0%	2.2%	1.39	2.2%	1.38	2.1%	1.43	2.1%	1.40
Total Deductions	\$16,684,743	41.6%	64.2%	0.65	47.9%	0.87	52.9%	0.79	42.3%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.5%	5.5%	0.44	1.7%	1.46	4.8%	0.51	3.3%	0.74
Net Gains/Losses as % of Net Income		143.7%	13.2%	10.90	14.8%	9.68	10.4%	13.82	114.5%	1.25
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,245,567	55.7%	44.0%	1.27	52.4%	1.06	46.3%	1.20	57.6%	0.97
Supplies & Services	\$9,293,439	39.0%	49.2%	0.79	40.0%	0.98	46.3%	0.84	37.1%	1.05
Capital Component	\$1,259,989	5.3%	6.8%	0.78	7.5%	0.70	7.4%	0.71	5.3%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.0%	9.1%	0.11	8.1%	0.12	12.2%	0.08	0.1%	8.77
Total Hospital Net Income (%)		-2.3%	10.3%	N/A	9.4%	N/A	13.5%	N/A	-0.8%	2.98
Return on Equity (%)		-3.6%	6.0%	N/A	6.6%	N/A	12.4%	N/A	-1.3%	2.68
Current Ratio		2.1	4.7	0.44	5.7	0.36	3.1	0.68	3.7	0.57
Days in Net Patient Accounts Receivable		73.0	64.0	1.14	51.1	1.43	56.0	1.30	39.5	1.85
Average Payment Period		51.4	56.5	0.91	44.6	1.15	54.4	0.94	28.2	1.82
Equity Financing (%)		74.2%	69.2%	1.07	81.9%	0.91	61.0%	1.22	88.8%	0.84
Long-Term Debt to Equity Ratio		0.0	0.3	0.15	0.1	0.33	0.4	0.11	0.0	1.32
Times Interest Earned		-15.2	13.4	N/A	17.2	N/A	16.6	N/A	-2.6	5.90
Total Asset Turnover		1.6	0.6	2.81	0.7	2.34	0.9	1.78	1.8	0.92
Average Age of Plant (Years)		16.9	12.6	1.34	9.0	1.88	9.2	1.82	17.1	0.99
Increase (Decrease) Total Net Patient Revenue		6.0%	7.3%	0.82	12.3%	0.49	3.3%	1.81	3.8%	1.56
Outpatient Gross Revenue (% of Total GPR)		85.3%	63.3%	1.35	84.3%	1.01	76.2%	1.12	84.4%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,013		\$16,906	0.53	\$12,554	0.72	\$15,352	0.59	\$8,225	1.10
Inpatient Net Revenue per Day	\$3,148		\$3,675	0.86	\$3,387	0.93	\$4,244	0.74	\$2,819	1.12
Outpatient Net Revenue per Visit	\$743		\$703	1.06	\$1,287	0.58	\$803	0.92	\$690	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,125,685	Cash & Cash Equivalents	\$1,637,453	Current Liabilities	\$3,189,520
Less Deductions	\$16,684,743	Net Patient Receivables	\$4,685,655	Long-Term Debt	\$421,918
Net Patient Revenue	\$23,440,942	Other Receivables	\$64,498	Other Liabilities	\$242,016
Plus Other Revenue	\$589,704			Subtotal	\$3,853,454
Total Revenue	\$24,030,647	Land, Buildings & Equipment (Net)	\$7,852,941	Unrestricted Fund Balance	\$11,060,815
Less Expenses	\$23,798,994	Other Assets	\$673,721	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$762,261	Total Assets	\$14,914,268	Total Liabilities & Fund Balance	\$14,914,268
Net Income	-\$530,608				