

**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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2022	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	24.4%	60.7%	0.40	29.8%	0.82	15.0%	1.63	36.4%	0.67
Obstetrics	0.0%	37.3%	N/A	23.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.4%	N/A	0.0%	N/A	59.0%	N/A	0.0%	N/A
Total Hospital	17.6%	61.9%	0.28	32.0%	0.55	19.9%	0.88	26.1%	0.67
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.4	27.3	0.09	5.9	0.41	2.6	0.95	3.6	0.67
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.5	50.5	0.05	7.4	0.33	3.5	0.69	3.7	0.67
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	4.9	0.89	4.2	1.04	3.9	1.11	5.6	0.78
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	4.0	N/A	0.0	N/A	2.5	N/A	0.0	N/A
Total Hospital	4.3	5.3	0.81	4.4	0.98	4.8	0.89	5.6	0.77
<b>Surgical Operations</b>									
Inpatient	7	990	0.01	57	0.12	64	0.11	5	1.40
Outpatient	183	4,017	0.05	1,029	0.18	1,572	0.12	194	0.94
Inpatient as % of All Surgeries	3.7%	19.8%	0.19	5.2%	0.70	3.9%	0.94	2.5%	1.47
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,315	141,022	0.12	36,461	0.47	20,590	0.84	19,593	0.88
Emergency Visits	1,398	17,305	0.08	7,164	0.20	4,256	0.33	1,207	1.16
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	1.9	N/A	3.1	N/A	0.0	N/A
Nurses, Licensed	27.1	234.4	0.12	66.2	0.41	36.9	0.74	26.8	1.01
Ancillary Nursing Personnel	3.0	38.1	0.08	8.0	0.37	6.4	0.47	5.0	0.60
All Other Personnel	52.4	466.6	0.11	159.0	0.33	63.8	0.82	48.3	1.09
Total FTEs	82.5	758.0	0.11	235.1	0.35	110.2	0.75	80.1	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	12.6	N/A	3.4	N/A	16.5	N/A	0.0	N/A
Nurses, Licensed	158.9	156.2	1.02	117.1	1.36	195.6	0.81	117.7	1.35
Ancillary Nursing Personnel	17.6	25.4	0.69	14.2	1.24	33.9	0.52	21.9	0.80
All Other Personnel	307.4	310.9	0.99	281.4	1.09	338.7	0.91	211.8	1.45
Total FTEs	483.9	505.0	0.96	416.0	1.16	584.8	0.83	351.4	1.38

**Total Hospital:**

Beds Set Up & Staffed 14  
 Discharges 209  
 Inpatient Days 897

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 6  
 Discharges 21  
 Inpatient Days 238

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	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	10	204	890	24.4%	2.4	4.4
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
<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	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	5	7	0.5%	0.0	1.4
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.

\* 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	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	0	2.0
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	18	5	21.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	4	1	4.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	3	0	3.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	5	1	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	0	3.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	26	4	27.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	0	5.0				
				<b>Total</b>	<b>76</b>	<b>14</b>	<b>82.5</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$12,413,708	61.9%	47.3%	1.31	50.8%	1.22	47.0%	1.32	57.9%	1.07
Medical Assistance	\$2,924,915	14.6%	14.4%	1.01	17.0%	0.86	13.0%	1.12	12.3%	1.19
Commercial	\$4,424,865	22.1%	32.9%	0.67	26.8%	0.82	36.0%	0.61	28.7%	0.77
All Other	\$302,291	1.5%	5.4%	0.28	5.4%	0.28	4.0%	0.37	1.1%	1.36
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,851,979	24.2%	36.1%	0.67	27.6%	0.88	26.2%	0.92	23.3%	1.04
Medical Assistance	\$2,088,720	10.4%	11.3%	0.92	11.5%	0.90	9.3%	1.12	9.2%	1.13
Commercial	\$1,376,017	6.9%	14.8%	0.46	5.6%	1.23	11.3%	0.61	10.4%	0.66
Charity Care	\$91,240	0.5%	0.7%	0.63	0.5%	0.86	0.7%	0.65	0.4%	1.11
Bad Debt	\$330,153	1.6%	0.9%	1.88	1.7%	0.99	1.5%	1.06	1.7%	0.97
All Other	\$55,646	0.3%	3.0%	0.09	2.7%	0.10	2.2%	0.12	0.0%	N/A
Total Deductions	\$8,793,755	43.8%	66.8%	0.66	49.6%	0.88	51.3%	0.86	45.0%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	5.5%	5.7%	0.96	2.1%	2.69	4.8%	1.16	26.2%	0.21	
Net Gains/Losses as % of Net Income	0.0%	N/A	N/A	N/A	N/A	11.4%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$5,878,453	50.7%	41.8%	1.21	51.1%	0.99	49.1%	1.03	49.3%	1.03
Supplies & Services	\$4,863,523	42.0%	52.2%	0.80	41.8%	1.00	43.7%	0.96	45.5%	0.92
Capital Component	\$841,239	7.3%	6.0%	1.21	7.1%	1.03	7.2%	1.01	5.2%	1.41
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.9%	5.7%	0.51	9.7%	0.30	6.2%	0.47	20.4%	0.14	
Total Hospital Net Income (%)	2.9%	3.5%	0.84	7.8%	0.37	6.9%	0.42	20.4%	0.14	
Return on Equity (%)	3.7%	1.4%	2.61	0.8%	4.45	7.1%	0.52	28.9%	0.13	
Current Ratio	0.7	3.9	0.18	2.0	0.35	3.3	0.22	0.6	1.12	
Days in Net Patient Accounts Receivable	43.2	91.7	0.47	350.9	0.12	58.5	0.74	53.4	0.81	
Average Payment Period	155.0	91.7	1.69	484.3	0.32	38.2	4.06	198.7	0.78	
Equity Financing (%)	12.2%	59.1%	0.21	44.7%	0.27	49.5%	0.25	5.5%	2.23	
Long-Term Debt to Equity Ratio	3.1	0.4	7.38	0.9	3.48	0.8	4.05	6.4	0.48	
Times Interest Earned	2.3	5.7	0.41	15.8	0.15	6.4	0.36	24.1	0.10	
Total Asset Turnover	1.3	0.4	3.04	0.1	11.67	1.0	1.23	1.4	0.90	
Average Age of Plant (Years)	9.6	18.1	0.53	53.6	0.18	7.1	1.35	11.7	0.82	
Increase (Decrease) Total Net Patient Revenue	10.1%	3.5%	2.84	7.6%	1.33	8.5%	1.19	9.6%	1.05	
Outpatient Gross Revenue (% of Total GPR)	85.1%	66.2%	1.28	87.2%	0.98	81.4%	1.05	81.6%	1.04	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,745	\$19,849	0.49	\$16,587	0.59	\$19,261	0.51	\$9,764	1.00	
Inpatient Net Revenue per Day	\$1,831	\$3,697	0.50	\$3,340	0.55	\$2,916	0.63	\$1,385	1.32	
Outpatient Net Revenue per Visit	\$500	\$819	0.61	\$1,067	0.47	\$812	0.62	\$388	1.29	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$20,065,779	Cash & Cash Equivalents	\$565,462	Current Liabilities	\$4,702,107
Less Deductions	\$8,793,755	Net Patient Receivables	\$1,334,520	Long-Term Debt	\$3,545,940
Net Patient Revenue	\$11,272,024	Other Receivables	\$579,044	Other Liabilities	\$0
Plus Other Revenue	\$659,737			Subtotal	\$8,248,047
Total Revenue	\$11,931,762	Land, Buildings & Equipment (Net)	\$5,768,052	Unrestricted Fund Balance	\$1,150,903
Less Expenses	\$11,583,215	Other Assets	\$1,151,872	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,398,950	Total Liabilities & Fund Balance	\$9,398,950
Net Income	\$348,547				