

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

		All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2025 vs. 2024		
Selected Utilization Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	4.8%	65.1%	0.07	29.3%	0.16	16.2%	0.30	18.6%	0.26	
Obstetrics	0.0%	43.7%	N/A	28.4%	N/A	0.0%	N/A	0.0%	N/A	
Pediatrics	0.0%	77.8%	N/A	0.0%	N/A	89.4%	N/A	0.0%	N/A	
Total Hospital	4.8%	65.1%	0.07	31.9%	0.15	22.9%	0.21	18.6%	0.26	
Average Census (Patients)										
Adult Medical-Surgical	1.2	26.0	0.05	5.3	0.22	2.0	0.60	1.9	0.64	
Obstetrics	0.0	5.4	N/A	1.3	N/A	0.0	N/A	0.0	N/A	
Pediatrics	0.0	3.9	N/A	0.0	N/A	0.9	N/A	0.0	N/A	
Total Hospital	1.2	47.2	0.03	6.6	0.18	2.5	0.48	1.9	0.64	
Average Length of Stay (Days)										
Adult Medical-Surgical	4.6	4.2	1.09	4.0	1.16	3.6	1.29	4.2	1.09	
Obstetrics	0.0	2.4	N/A	2.1	N/A	0.0	N/A	0.0	N/A	
Pediatrics	0.0	4.0	N/A	0.0	N/A	2.6	N/A	0.0	N/A	
Total Hospital	2.6	4.7	0.54	3.9	0.66	4.6	0.56	4.2	0.61	
Surgical Operations										
Inpatient	0	1,075	N/A	63	N/A	25	N/A	20	0.00	
Outpatient	127	4,478	0.03	1,126	0.11	390	0.33	281	0.45	
Inpatient as % of All Surgeries	0.0%	18.4%	N/A	3.9%	N/A	3.9%	N/A	6.6%	0.00	
Outpatient Visits										
Non-Emergency Visits	9,065	149,200	0.06	41,376	0.22	19,417	0.47	16,587	0.55	
Emergency Visits	1,489	17,658	0.08	7,923	0.19	4,717	0.32	1,509	0.99	
Full-Time Equivalents (FTEs)										
Administrators	0.0	3.6	N/A	2.9	N/A	1.0	N/A	0.0	N/A	
Nurses, Licensed	27.7	231.2	0.12	62.4	0.44	30.6	0.90	19.7	1.41	
Ancillary Nursing Personnel	4.7	36.8	0.13	13.5	0.35	4.8	0.98	4.7	1.00	
All Other Personnel	50.9	472.1	0.11	150.1	0.34	57.4	0.89	49.2	1.03	
Total FTEs	83.2	743.6	0.11	228.9	0.36	93.8	0.89	73.5	1.13	
FTEs per 100 Patient Census (Adjusted)										
Administrators	0.0	2.4	N/A	4.0	N/A	6.6	N/A	0.0	N/A	
Nurses, Licensed	113.1	155.9	0.73	87.5	1.29	208.7	0.54	116.4	0.97	
Ancillary Nursing Personnel	19.1	24.8	0.77	18.9	1.01	32.5	0.59	27.6	0.69	
All Other Personnel	207.8	318.4	0.65	210.5	0.99	391.6	0.53	291.1	0.71	
Total FTEs	340.0	501.6	0.68	320.9	1.06	639.3	0.53	435.2	0.78	

Total Hospital:

Beds Set Up & Staffed 25
Discharges 170
Inpatient Days 437

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
Discharges 18
Inpatient Days 270

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	25	95	437	4.8%	1.2	4.6
Orthopedic	C	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	H	0	0	0	0.0%	0.0	0.0
Pediatric, acute	C	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	N	0	0	0	0.0%	0.0	0.0
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	S	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	0	0	0.0	Radiological Services Personnel	3	1	3.7
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	3	0.6
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	0	0	0.0
Registered Nurses	17	8	17.3	Respiratory Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	2	0	2.0
Licensed Practical Nurses	8	2	8.3	Occupational Therapy Assistants/Aides	1	1	1.7
Ancillary Nursing Personnel	4	1	4.7	Physical Therapists	2	0	2.0
Medical Assistants	3	0	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Nurse Practitioners	2	0	2.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	Social Workers	0	0	0.0
Pharmacists	0	0	0.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	0	0	0.0	Pharmacy Technicians	0	0	0.0
Surgical Personnel	1	0	1.0	Medical Coding Technicians	0	0	0.0
Directors/Managers	11	0	11.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	2	2	2.2	All Other Health Professionals	0	0	0.0
Environmental Services Workers	3	0	3.0	All Other Personnel	12	1	12.7
Medical & Clinical Laboratory Technologists	4	0	4.0				
				Total	79	20	83.2
Total Active Privileged Medical Staff: 18							

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			All GMS Hospitals		Analysis Area ⁷		Volume Group ¹		FY 2025 vs. 2024	
Selected Financial Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,641,278	58.8%	49.8%	1.18	52.9%	1.11	45.1%	1.31	57.4%	1.02
Medical Assistance	\$2,690,208	13.6%	12.1%	1.12	13.6%	1.00	14.0%	0.97	14.7%	0.92
Commercial	\$5,183,779	26.2%	31.6%	0.83	27.2%	0.96	34.6%	0.76	25.9%	1.01
All Other	\$268,828	1.4%	6.4%	0.21	6.3%	0.21	6.4%	0.21	2.0%	0.70
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,320,467	21.8%	39.1%	0.56	31.5%	0.69	26.6%	0.82	19.2%	1.13
Medical Assistance	\$1,786,577	9.0%	9.5%	0.95	9.3%	0.97	9.0%	1.01	10.2%	0.88
Commercial	\$1,742,200	8.8%	15.5%	0.57	7.1%	1.24	12.9%	0.68	7.8%	1.13
Charity Care	\$13,008	0.1%	1.0%	0.07	0.6%	0.11	1.0%	0.07	0.5%	0.13
Bad Debt	\$213,506	1.1%	1.0%	1.11	2.0%	0.54	1.5%	0.70	1.3%	0.83
All Other	\$0	0.0%	3.7%	N/A	3.0%	N/A	6.9%	N/A	0.0%	N/A
Total Deductions	\$8,075,758	40.8%	69.8%	0.59	53.6%	0.76	58.0%	0.70	39.1%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.5%	8.6%	0.64	1.5%	3.77	4.1%	1.33	1.9%	2.94
Net Gains/Losses as % of Net Income		N/A	20.2%	N/A	32.6%	N/A	18.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,715,603	53.3%	40.7%	1.31	51.1%	1.04	46.8%	1.14	53.9%	0.99
Supplies & Services	\$5,063,210	40.2%	54.1%	0.74	42.1%	0.96	43.5%	0.92	39.4%	1.02
Capital Component	\$809,463	6.4%	5.2%	1.24	6.8%	0.95	9.6%	0.67	6.6%	0.97
Fiscal Statistics										
Operating Margin (%)		-1.6%	7.7%	N/A	9.8%	N/A	4.2%	N/A	-3.2%	0.52
Total Hospital Net Income (%)		-0.4%	9.4%	N/A	13.9%	N/A	5.1%	N/A	-1.0%	0.34
Current Ratio		1.6	2.3	0.66	1.3	1.17	3.9	0.40	1.4	1.10
Days in Net Patient Accounts Receivable		65.1	62.7	1.04	61.2	1.06	56.4	1.15	48.8	1.33
Equity Financing (%)		0.0%	62.3%	N/A	56.3%	N/A	35.3%	N/A	0.0%	0.28
Long-Term Debt to Equity Ratio		-59.3	0.4	N/A	0.5	N/A	1.1	N/A	-18.0	3.28
Times Interest Earned		0.9	16.0	0.05	41.4	0.02	3.1	0.27	0.6	1.39
Total Asset Turnover		1.4	0.2	6.55	0.0	35.52	1.0	1.47	1.5	0.95
Average Age of Plant (Years)		12.2	14.2	0.86	11.2	1.09	4.8	2.52	11.4	1.06
Increase (Decrease) Total Net Patient Revenue		3.9%	6.9%	0.56	9.5%	0.41	17.4%	0.22	7.0%	0.55
Outpatient Gross Revenue (% of Total GPR)		91.8%	67.9%	1.35	90.6%	1.01	83.6%	1.10	89.0%	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,784,093	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,402,602
Less Deductions	\$8,075,758	Net Patient Receivables	\$2,087,107	Long-Term Debt	\$6,480,113
Net Patient Revenue	\$11,708,335	Other Receivables	\$175,737	Other Liabilities	\$0
Plus Other Revenue	\$678,676			Subtotal	\$8,882,715
Total Revenue	\$12,387,011	Land, Buildings & Equipment (Net)	\$5,046,162	Unrestricted Fund Balance	-\$109,327.00
Less Expenses	\$12,588,276	Other Assets	\$1,464,382	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$156,938			Total Liabilities & Fund Balance	\$8,773,388
Net Income	-\$44,327	Total Assets	\$8,773,388		