

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

		All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.8%	55.4%	0.32	20.9%	0.85	19.8%	0.90	19.8%	0.90
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.5%	56.3%	0.31	22.7%	0.77	23.2%	0.75	19.0%	0.92
Average Census (Patients)									
Adult Medical-Surgical	3.9	26.5	0.15	4.0	0.97	3.3	1.17	4.4	0.90
Obstetrics	0.0	5.0	N/A	0.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	48.3	0.09	5.5	0.80	4.7	0.93	4.7	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	3.9	0.64	2.9	0.86	3.0	0.82	2.9	0.87
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.1	0.93	2.9	0.97	2.8	1.00
Surgical Operations									
Inpatient	3	1,408	0.00	57	0.05	249	0.01	4	0.75
Outpatient	626	4,098	0.15	963	0.65	1,286	0.49	675	0.93
Inpatient as % of All Surgeries	0.5%	25.6%	0.02	5.6%	0.09	16.2%	0.03	0.6%	0.81
Outpatient Visits									
Non-Emergency Visits	22,192	132,001	0.17	18,612	1.19	24,580	0.90	22,139	1.00
Emergency Visits	5,014	17,964	0.28	7,144	0.70	4,890	1.03	5,175	0.97
Full-Time Equivalents (FTEs)									
Administrators	7.0	18.9	0.37	3.9	1.81	5.9	1.19	6.0	1.17
Nurses, Licensed	41.8	244.4	0.17	55.2	0.76	42.0	1.00	38.0	1.10
Ancillary Nursing Personnel	25.5	40.0	0.64	9.0	2.84	8.1	3.15	20.7	1.23
All Other Personnel	115.0	484.8	0.24	137.0	0.84	98.5	1.17	111.5	1.03
Total FTEs	189.3	788.1	0.24	205.0	0.92	154.4	1.23	176.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.8	15.1	1.91	11.1	2.60	32.0	0.90	22.4	1.28
Nurses, Licensed	172.3	195.2	0.88	158.7	1.09	227.6	0.76	142.2	1.21
Ancillary Nursing Personnel	104.9	32.0	3.28	25.8	4.06	43.9	2.39	77.6	1.35
All Other Personnel	473.6	387.3	1.22	394.2	1.20	534.3	0.89	417.0	1.14
Total FTEs	779.6	629.5	1.24	589.9	1.32	837.8	0.93	659.2	1.18

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 566
 Inpatient Days 1,598

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 12
 Inpatient Days 38

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	571	1,427	17.8%	3.9	2.5
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
Pediatric, acute	2	0	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	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	68	171	15.6%	0.5	2.5
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
Subacute care	2	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	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	1	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.5
Registered Nurses	17	40	41.8	Occupational Therapists	2	1	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	1	2.2
Ancillary Nursing Personnel	14	18	25.5	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	0	2	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	5.2
Health Info Mgmt-Administrators/Technicians	6	4	8.4	All Other Personnel	44	23	59.4
Pharmacy Personnel	5	1	5.2				
Clinical Laboratory Personnel	12	3	12.9				
				Total	124	121	189.3

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,639,456	62.0%	44.8%	1.38	48.8%	1.27	45.4%	1.37	62.6%	0.99
Medical Assistance	\$4,314,712	11.3%	14.4%	0.79	18.2%	0.62	11.2%	1.01	10.8%	1.05
Commercial	\$7,720,430	20.2%	36.6%	0.55	29.1%	0.70	40.6%	0.50	20.6%	0.98
All Other	\$2,457,132	6.4%	4.2%	1.53	3.9%	1.63	2.8%	2.27	5.9%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,707,198	30.7%	32.9%	0.93	27.1%	1.13	26.7%	1.15	31.0%	0.99
Medical Assistance	\$2,650,012	6.9%	10.7%	0.65	11.3%	0.61	7.8%	0.89	6.9%	1.01
Commercial	\$673,196	1.8%	14.8%	0.12	4.4%	0.40	13.1%	0.13	1.6%	1.12
Charity Care	\$322,486	0.8%	1.0%	0.86	0.8%	1.02	0.5%	1.67	0.5%	1.56
Bad Debt	\$652,212	1.7%	1.1%	1.62	2.2%	0.79	1.6%	1.08	1.5%	1.16
All Other	\$830,187	2.2%	1.9%	1.14	1.0%	2.18	1.0%	2.14	2.1%	1.02
Total Deductions	\$16,835,291	44.2%	62.4%	0.71	46.8%	0.94	50.8%	0.87	43.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	6.3%	0.43	1.4%	1.94	3.0%	0.92	3.0%	0.90
Net Gains/Losses as % of Net Income		104.5%	12.7%	8.24	29.4%	3.55	4.4%	23.60	43.6%	2.40
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,378,117	56.6%	44.7%	1.26	53.0%	1.07	48.1%	1.18	55.8%	1.01
Supplies & Services	\$8,238,211	37.7%	47.9%	0.79	39.2%	0.96	43.6%	0.86	37.9%	0.99
Capital Component	\$1,255,684	5.7%	7.4%	0.78	7.8%	0.74	8.2%	0.70	6.3%	0.91
Fiscal Statistics										
Operating Margin (%)		0.1%	8.9%	0.01	8.3%	0.01	14.0%	0.01	3.7%	0.02
Total Hospital Net Income (%)		-1.7%	10.1%	N/A	11.3%	N/A	14.5%	N/A	6.3%	N/A
Return on Equity (%)		-2.4%	7.6%	N/A	7.2%	N/A	12.9%	N/A	8.9%	N/A
Current Ratio		3.8	5.6	0.67	5.9	0.63	3.6	1.05	5.3	0.71
Days in Net Patient Accounts Receivable		37.0	51.4	0.72	53.6	0.69	54.9	0.67	39.1	0.95
Average Payment Period		34.9	41.5	0.84	50.0	0.70	53.8	0.65	30.0	1.16
Equity Financing (%)		78.1%	73.6%	1.06	77.1%	1.01	59.1%	1.32	74.2%	1.05
Long-Term Debt to Equity Ratio		0.1	0.2	0.76	0.2	0.68	0.5	0.27	0.2	0.61
Times Interest Earned		-3.0	14.1	N/A	15.0	N/A	14.4	N/A	12.6	N/A
Total Asset Turnover		1.5	0.7	1.96	0.6	2.35	0.9	1.64	1.4	1.06
Average Age of Plant (Years)		16.3	9.3	1.75	9.9	1.65	9.3	1.74	14.4	1.13
Increase (Decrease) Total Net Patient Revenue		-1.7%	3.6%	N/A	8.8%	N/A	4.3%	N/A	3.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.1%	60.9%	1.35	83.8%	0.98	74.3%	1.10	82.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,888		\$15,675	0.57	\$11,112	0.80	\$14,111	0.63	\$8,152	1.09
Inpatient Net Revenue per Day	\$3,125		\$3,540	0.88	\$2,936	1.06	\$4,070	0.77	\$2,765	1.13
Outpatient Net Revenue per Visit	\$620		\$654	0.95	\$1,072	0.58	\$801	0.77	\$629	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,131,730	Cash & Cash Equivalents	\$4,990,094	Current Liabilities	\$1,989,356
Less Deductions	\$16,835,291	Net Patient Receivables	\$2,160,378	Long-Term Debt	\$1,471,458
Net Patient Revenue	\$21,296,439	Other Receivables	\$0	Other Liabilities	-\$156,397
Plus Other Revenue	\$591,457			Subtotal	\$3,304,417
Total Revenue	\$21,887,896	Land, Buildings & Equipment (Net)	\$7,149,962		
Less Expenses	\$21,872,012	Other Assets	\$768,923	Unrestricted Fund Balance	\$11,764,940
Non-Operating Gains/Losses	-\$371,362			Restricted Fund Balance	\$0
Net Income	-\$355,478	Total Assets	\$15,069,357	Total Liabilities & Fund Balance	\$15,069,357