

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 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.3%	55.4%	0.31	20.9%	0.83	11.3%	1.53	15.9%	1.09
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	12.6%	56.3%	0.22	22.7%	0.56	17.4%	0.73	11.7%	1.08
Average Census (Patients)									
Adult Medical-Surgical	2.8	26.5	0.10	4.0	0.69	1.8	1.53	2.5	1.09
Obstetrics	0.0	5.0	N/A	0.7	N/A	2.1	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	48.3	0.06	5.5	0.51	2.9	0.97	2.6	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	3.9	0.92	2.9	1.24	2.9	1.22	3.6	0.99
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.82	3.1	1.17	4.0	0.90	3.6	1.00
Surgical Operations									
Inpatient	12	1,408	0.01	57	0.21	116	0.10	1	12.00
Outpatient	211	4,098	0.05	963	0.22	1,063	0.20	208	1.01
Inpatient as % of All Surgeries	5.4%	25.6%	0.21	5.6%	0.96	9.8%	0.55	0.5%	11.25
Outpatient Visits									
Non-Emergency Visits	14,751	132,001	0.11	18,612	0.79	20,790	0.71	8,412	1.75
Emergency Visits	1,018	17,964	0.06	7,144	0.14	2,393	0.43	1,049	0.97
Full-Time Equivalents (FTEs)									
Administrators	1.0	18.9	0.05	3.9	0.26	3.2	0.32	1.0	1.00
Nurses, Licensed	23.6	244.4	0.10	55.2	0.43	79.1	0.30	23.4	1.01
Ancillary Nursing Personnel	6.5	40.0	0.16	9.0	0.73	11.1	0.59	3.0	2.18
All Other Personnel	55.4	484.8	0.11	137.0	0.40	112.6	0.49	41.2	1.34
Total FTEs	86.5	788.1	0.11	205.0	0.42	205.9	0.42	68.7	1.26
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.5	15.1	0.50	11.1	0.68	24.4	0.31	9.2	0.82
Nurses, Licensed	177.1	195.2	0.91	158.7	1.12	608.9	0.29	215.0	0.82
Ancillary Nursing Personnel	49.0	32.0	1.53	25.8	1.90	85.1	0.58	27.5	1.78
All Other Personnel	416.0	387.3	1.07	394.2	1.06	866.4	0.48	378.1	1.10
Total FTEs	649.7	629.5	1.03	589.9	1.10	1,584.8	0.41	629.8	1.03

Total Hospital:

Beds Set Up & Staffed 22
 Discharges 285
 Inpatient Days 1,014

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 33
 Inpatient Days 434

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	282	1,010	17.3%	2.8	3.6
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	3	4	0.3%	0.0	1.3
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	6	4	9.9
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	17	2	17.6	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	6	0	6.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	6	1	6.5	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	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	1	2.7	All Other Personnel	25	6	27.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	7	0	7.0				
				Total	78	15	86.5

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Shell Lake, WI 54871			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$8,413,642	67.4%	44.8%	1.51	48.8%	1.38	42.6%	1.58	71.9%	0.94	
Medical Assistance	\$1,426,093	11.4%	14.4%	0.79	18.2%	0.63	12.7%	0.90	9.4%	1.21	
Commercial	\$2,485,282	19.9%	36.6%	0.54	29.1%	0.69	40.5%	0.49	17.6%	1.13	
All Other	\$159,420	1.3%	4.2%	0.30	3.9%	0.32	4.2%	0.31	1.0%	1.29	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$2,599,707	20.8%	32.9%	0.63	27.1%	0.77	20.7%	1.01	18.9%	1.10	
Medical Assistance	\$811,175	6.5%	10.7%	0.60	11.3%	0.57	7.9%	0.82	4.6%	1.42	
Commercial	\$550,092	4.4%	14.8%	0.30	4.4%	1.00	11.6%	0.38	3.4%	1.28	
Charity Care	\$58,368	0.5%	1.0%	0.47	0.8%	0.56	0.9%	0.54	0.0%	N/A	
Bad Debt	\$97,594	0.8%	1.1%	0.74	2.2%	0.36	2.0%	0.39	0.7%	1.16	
All Other	\$0	0.0%	1.9%	N/A	1.0%	N/A	1.5%	N/A	0.0%	N/A	
Total Deductions	\$4,116,936	33.0%	62.4%	0.53	46.8%	0.70	44.6%	0.74	27.6%	1.20	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		3.2%	6.3%	0.50	1.4%	2.30	3.9%	0.81	4.3%	0.73	
Net Gains/Losses as % of Net Income		0.0%	12.7%	N/A	29.4%	N/A	1.9%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$4,346,527	50.7%	44.7%	1.13	53.0%	0.96	51.0%	1.00	54.3%	0.93	
Supplies & Services	\$3,764,311	44.0%	47.9%	0.92	39.2%	1.12	42.2%	1.04	39.6%	1.11	
Capital Component	\$453,843	5.3%	7.4%	0.72	7.8%	0.68	6.8%	0.78	6.1%	0.86	
Fiscal Statistics											
Operating Margin (%)		0.9%	8.9%	0.10	8.3%	0.11	6.0%	0.15	-2.3%	N/A	
Total Hospital Net Income (%)		0.9%	10.1%	0.09	11.3%	0.08	6.1%	0.15	-2.3%	N/A	
Return on Equity (%)		3.1%	7.6%	0.41	7.2%	0.43	8.8%	0.35	-6.5%	N/A	
Current Ratio		1.9	5.6	0.33	5.9	0.32	2.8	0.68	1.4	1.39	
Days in Net Patient Accounts Receivable		55.0	51.4	1.07	53.6	1.03	58.0	0.95	45.0	1.22	
Average Payment Period		42.2	41.5	1.02	50.0	0.84	45.2	0.93	55.7	0.76	
Equity Financing (%)		31.3%	73.6%	0.43	77.1%	0.41	56.7%	0.55	25.3%	1.24	
Long-Term Debt to Equity Ratio		1.0	0.2	6.09	0.2	5.51	0.4	2.51	1.3	0.76	
Times Interest Earned		2.7	14.1	0.19	15.0	0.18	9.6	0.28	-2.6	N/A	
Total Asset Turnover		3.4	0.7	4.57	0.6	5.49	1.5	2.33	2.8	1.21	
Average Age of Plant (Years)		9.3	9.3	1.00	9.9	0.94	9.2	1.01	8.6	1.08	
Increase (Decrease) Total Net Patient Revenue		23.5%	3.6%	6.46	8.8%	2.68	3.4%	6.99	-0.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		79.3%	60.9%	1.30	83.8%	0.95	76.0%	1.04	75.9%	1.05	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$6,925		\$15,675	0.44	\$11,112	0.62	\$19,283	0.36	\$7,479	0.93	
Inpatient Net Revenue per Day	\$1,543		\$3,540	0.44	\$2,936	0.53	\$2,854	0.54	\$1,632	0.95	
Outpatient Net Revenue per Visit	\$397		\$654	0.61	\$1,072	0.37	\$720	0.55	\$496	0.80	

Income Statement			Assets			Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$12,484,437		Cash & Cash Equivalents		\$103,618	Current Liabilities		\$947,989
Less Deductions	\$4,116,936		Net Patient Receivables		\$1,259,718	Long-Term Debt		\$803,650
Net Patient Revenue	\$8,367,501		Other Receivables		\$114,650	Other Liabilities		\$0
Plus Other Revenue	\$276,110					Subtotal		\$1,751,639
Total Revenue	\$8,643,611		Land, Buildings & Equipment (Net)		\$753,665	Unrestricted Fund Balance		\$796,846
Less Expenses	\$8,564,681		Other Assets		\$316,834	Restricted Fund Balance		\$0
Non-Operating Gains/Losses	\$0					Total Liabilities & Fund Balance		\$2,548,485
Net Income	\$78,930		Total Assets		\$2,548,485			