

128 Spooner Health
 1280 Chandler Drive
 Spooner, WI 54801
 715-635-2111

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.8%	55.4%	0.30	20.9%	0.80	19.8%	0.85	16.3%	1.03
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	18.3%	N/A	0.2%	0.00
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.3%	56.3%	0.25	22.7%	0.63	23.2%	0.61	10.6%	1.35
Average Census (Patients)									
Adult Medical-Surgical	2.7	26.5	0.10	4.0	0.67	3.3	0.81	2.5	1.10
Obstetrics	0.0	5.0	N/A	0.7	N/A	0.5	N/A	0.0	0.00
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	48.3	0.06	5.5	0.52	4.7	0.61	2.6	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	3.9	0.76	2.9	1.02	3.0	0.97	3.4	0.87
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.2	N/A	2.5	0.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.54	3.1	0.77	2.9	0.80	2.5	0.92
Surgical Operations									
Inpatient	6	1,408	0.00	57	0.11	249	0.02	5	1.20
Outpatient	382	4,098	0.09	963	0.40	1,286	0.30	435	0.88
Inpatient as % of All Surgeries	1.5%	25.6%	0.06	5.6%	0.28	16.2%	0.10	1.1%	1.36
Outpatient Visits									
Non-Emergency Visits	14,541	132,001	0.11	18,612	0.78	24,580	0.59	13,821	1.05
Emergency Visits	7,293	17,964	0.41	7,144	1.02	4,890	1.49	6,949	1.05
Full-Time Equivalents (FTEs)									
Administrators	3.0	18.9	0.16	3.9	0.78	5.9	0.51	3.0	1.00
Nurses, Licensed	31.9	244.4	0.13	55.2	0.58	42.0	0.76	31.4	1.02
Ancillary Nursing Personnel	2.3	40.0	0.06	9.0	0.25	8.1	0.28	2.3	1.01
All Other Personnel	73.7	484.8	0.15	137.0	0.54	98.5	0.75	74.2	0.99
Total FTEs	110.9	788.1	0.14	205.0	0.54	154.4	0.72	110.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.6	15.1	1.04	11.1	1.41	32.0	0.49	17.1	0.92
Nurses, Licensed	166.3	195.2	0.85	158.7	1.05	227.6	0.73	178.7	0.93
Ancillary Nursing Personnel	11.9	32.0	0.37	25.8	0.46	43.9	0.27	12.8	0.93
All Other Personnel	384.4	387.3	0.99	394.2	0.98	534.3	0.72	422.8	0.91
Total FTEs	578.2	629.5	0.92	589.9	0.98	837.8	0.69	631.4	0.92

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 444
 Inpatient Days 1,042

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 89
 Inpatient Days 1,102

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2017	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	333	981	16.8%	2.7	2.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	4	17	0.0%	0.0	4.3
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	1	4	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	3	9	0.0%	0.0	3.0
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	5	0	0	0	0.0%	0.0	0.0
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	2	0	11	35	0.0%	0.1	3.2

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	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	6	2	7.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.8
Registered Nurses	24	11	30.9	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	5	0	5.0
Ancillary Nursing Personnel	0	4	2.3	Physical Therapy Assistants/Aides	2	4	3.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	2	10.3
Health Info Mgmt-Administrators/Technicians	3	3	5.1	All Other Personnel	17	9	22.5
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	6	1	6.5				
				Total	88	39	110.9

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Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value ⁷	Ratio	Value ²	Ratio	FY 2016	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$21,518,500	50.3%	44.8%	1.12	48.8%	1.03	45.4%	1.11	49.4%	1.02
Medical Assistance	\$6,369,988	14.9%	14.4%	1.04	18.2%	0.82	11.2%	1.32	15.2%	0.98
Commercial	\$12,359,736	28.9%	36.6%	0.79	29.1%	0.99	40.6%	0.71	31.3%	0.92
All Other	\$2,518,101	5.9%	4.2%	1.40	3.9%	1.49	2.8%	2.08	4.1%	1.44
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,697,268	29.7%	32.9%	0.90	27.1%	1.10	26.7%	1.11	30.9%	0.96
Medical Assistance	\$4,571,529	10.7%	10.7%	1.00	11.3%	0.94	7.8%	1.36	11.9%	0.90
Commercial	\$1,496,731	3.5%	14.8%	0.24	4.4%	0.79	13.1%	0.27	3.6%	0.98
Charity Care	\$442,345	1.0%	1.0%	1.05	0.8%	1.24	0.5%	2.04	0.8%	1.30
Bad Debt	\$800,363	1.9%	1.1%	1.77	2.2%	0.87	1.6%	1.18	1.6%	1.14
All Other	\$513,554	1.2%	1.9%	0.63	1.0%	1.20	1.0%	1.18	0.8%	1.45
Total Deductions	\$20,521,790	48.0%	62.4%	0.77	46.8%	1.03	50.8%	0.94	49.6%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%		6.3%	0.12	1.4%	0.55	3.0%	0.26	1.4%	0.56
Net Gains/Losses as % of Net Income	62.0%		12.7%	4.90	29.4%	2.11	4.4%	14.02	22.8%	2.72
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,644,754	45.8%	44.7%	1.02	53.0%	0.86	48.1%	0.95	48.7%	0.94
Supplies & Services	\$9,083,550	43.1%	47.9%	0.90	39.2%	1.10	43.6%	0.99	43.3%	1.00
Capital Component	\$2,332,771	11.1%	7.4%	1.50	7.8%	1.42	8.2%	1.35	8.0%	1.38
Fiscal Statistics										
Operating Margin (%)		6.0%	8.9%	0.68	8.3%	0.73	14.0%	0.43	8.6%	0.70
Total Hospital Net Income (%)		14.5%	10.1%	1.43	11.3%	1.28	14.5%	1.00	10.9%	1.33
Return on Equity (%)		6.6%	7.6%	0.87	7.2%	0.92	12.9%	0.52	4.1%	1.62
Current Ratio		3.2	5.6	0.57	5.9	0.54	3.6	0.89	0.9	3.76
Days in Net Patient Accounts Receivable		42.8	51.4	0.83	53.6	0.80	54.9	0.78	48.5	0.88
Average Payment Period		43.1	41.5	1.04	50.0	0.86	53.8	0.80	159.0	0.27
Equity Financing (%)		51.8%	73.6%	0.70	77.1%	0.67	59.1%	0.88	47.9%	1.08
Long-Term Debt to Equity Ratio		0.8	0.2	5.11	0.2	4.62	0.5	1.85	0.8	1.05
Times Interest Earned		6.3	14.1	0.45	15.0	0.42	14.4	0.43	0.0	N/A
Total Asset Turnover		0.4	0.7	0.56	0.6	0.68	0.9	0.47	0.4	1.14
Average Age of Plant (Years)		3.2	9.3	0.34	9.9	0.32	9.3	0.34	8.9	0.36
Increase (Decrease) Total Net Patient Revenue		14.9%	3.6%	4.12	8.8%	1.71	4.3%	3.47	2.8%	5.25
Outpatient Gross Revenue (% of Total GPR)		85.8%	60.9%	1.41	83.8%	1.02	74.3%	1.15	85.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,748		\$15,675	0.56	\$11,112	0.79	\$14,111	0.62	\$8,389	1.04
Inpatient Net Revenue per Day	\$2,214		\$3,540	0.63	\$2,936	0.75	\$4,070	0.54	\$1,771	1.25
Outpatient Net Revenue per Visit	\$840		\$654	1.29	\$1,072	0.78	\$801	1.05	\$769	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,766,325	Cash & Cash Equivalents	\$4,431,077	Current Liabilities	\$2,325,097
Less Deductions	\$20,521,790	Net Patient Receivables	\$2,607,186	Long-Term Debt	\$23,544,592
Net Patient Revenue	\$22,244,535	Other Receivables	\$25,413	Other Liabilities	\$0
Plus Other Revenue	\$172,128			Subtotal	\$25,869,689
Total Revenue	\$22,416,663	Land, Buildings & Equipment (Net)	\$29,989,388	Unrestricted Fund Balance	\$27,840,355
Less Expenses	\$21,061,075	Other Assets	\$16,656,980	Restricted Fund Balance	\$3,519,281
Non-Operating Gains/Losses	\$2,215,464			Total Liabilities & Fund Balance	\$53,710,044
Net Income	\$3,571,052	Total Assets	\$53,710,044		