

**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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	15.8%	55.7%	0.28	22.0%	0.72	20.1%	0.78	17.8%	0.89
Obstetrics	0.0%	41.5%	N/A	27.5%	N/A	16.5%	N/A	0.0%	N/A
Pediatrics	0.0%	52.8%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.6%	57.5%	0.27	24.4%	0.64	24.5%	0.63	17.5%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.5	26.4	0.13	4.1	0.86	3.2	1.10	3.9	0.89
Obstetrics	0.0	5.6	N/A	1.2	N/A	0.6	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	3.9	49.4	0.08	5.6	0.69	4.6	0.84	4.4	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.1	0.98	3.0	1.00	2.5	1.20
Obstetrics	0.0	2.5	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.66	3.3	0.87	2.9	1.01	2.8	1.02
<b>Surgical Operations</b>									
Inpatient	0	1,396	N/A	62	N/A	350	N/A	3	0.00
Outpatient	528	4,206	0.13	881	0.60	1,888	0.28	626	0.84
Inpatient as % of All Surgeries	0.0%	24.9%	N/A	6.5%	N/A	15.6%	N/A	0.5%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	21,425	136,074	0.16	19,272	1.11	24,234	0.88	22,192	0.97
Emergency Visits	5,097	18,688	0.27	6,871	0.74	3,778	1.35	5,014	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	19.3	0.36	4.1	1.71	5.4	1.29	7.0	1.00
Nurses, Licensed	36.6	239.2	0.15	60.3	0.61	46.6	0.79	41.8	0.87
Ancillary Nursing Personnel	14.8	40.0	0.37	8.2	1.81	8.1	1.83	25.5	0.58
All Other Personnel	109.1	480.4	0.23	142.4	0.77	107.7	1.01	115.0	0.95
Total FTEs	167.4	779.0	0.21	215.0	0.78	167.8	1.00	189.3	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.1	14.9	1.89	10.5	2.69	30.5	0.92	28.8	0.97
Nurses, Licensed	146.9	183.7	0.80	153.9	0.95	261.4	0.56	172.3	0.85
Ancillary Nursing Personnel	59.4	30.8	1.93	20.8	2.85	45.4	1.31	104.9	0.57
All Other Personnel	437.8	369.0	1.19	363.3	1.21	604.7	0.72	473.6	0.92
Total FTEs	672.1	598.3	1.12	548.5	1.23	941.9	0.71	779.6	0.86

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 491  
 Inpatient Days 1,420

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 2  
 Discharges 7  
 Inpatient Days 33

**Newborn Nursery:**

Bassinet 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	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	22	423	1,268	15.8%	3.5	3.0
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
<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	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	152	13.9%	0.4	2.2
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
<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.

\*\* 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	1.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	3	3.2
Registered Nurses	21	25	36.6	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	1	2.1
Ancillary Nursing Personnel	10	13	14.8	Physical Therapy Assistants/Aides	1	0	1.0
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	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	4.3
Health Info Mgmt-Administrators/Technicians	6	3	8.2	All Other Personnel	44	26	59.1
Pharmacy Personnel	5	1	5.1				
Clinical Laboratory Personnel	9	4	10.1				
				<b>Total</b>	<b>121</b>	<b>101</b>	<b>167.4</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,578,459	61.5%	45.7%	1.35	49.1%	1.25	45.3%	1.36	62.0%	0.99
Medical Assistance	\$4,622,062	12.1%	14.0%	0.86	18.1%	0.67	9.6%	1.26	11.3%	1.07
Commercial	\$7,723,390	20.1%	35.8%	0.56	28.1%	0.72	42.0%	0.48	20.2%	1.00
All Other	\$2,410,081	6.3%	4.5%	1.40	4.7%	1.33	3.1%	2.05	6.4%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,875,587	28.4%	34.1%	0.83	26.8%	1.06	27.2%	1.04	30.7%	0.92
Medical Assistance	\$3,030,753	7.9%	10.6%	0.75	11.7%	0.67	7.0%	1.12	6.9%	1.14
Commercial	\$730,661	1.9%	14.7%	0.13	3.8%	0.50	13.4%	0.14	1.8%	1.08
Charity Care	\$490,555	1.3%	1.0%	1.31	1.3%	0.96	0.6%	2.17	0.8%	1.51
Bad Debt	\$269,000	0.7%	1.1%	0.66	1.5%	0.47	1.3%	0.53	1.7%	0.41
All Other	\$823,246	2.1%	2.0%	1.10	1.8%	1.21	1.4%	1.52	2.2%	0.99
Total Deductions	\$16,219,802	42.3%	63.3%	0.67	47.0%	0.90	50.9%	0.83	44.2%	0.96
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.3%	5.5%	0.61	1.4%	2.33	3.0%	1.10	2.7%	1.23
Net Gains/Losses as % of Net Income		114.5%	2.6%	44.77	25.9%	4.42	2.7%	42.30	104.5%	1.10
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,162,155	57.6%	44.1%	1.31	53.5%	1.08	45.2%	1.27	56.6%	1.02
Supplies & Services	\$8,471,167	37.1%	49.0%	0.76	38.6%	0.96	46.7%	0.79	37.7%	0.98
Capital Component	\$1,218,407	5.3%	6.9%	0.78	7.9%	0.67	8.1%	0.66	5.7%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.1%	8.4%	0.01	7.3%	0.02	14.9%	0.01	0.1%	1.51
Total Hospital Net Income (%)		-0.8%	8.6%	N/A	9.5%	N/A	15.3%	N/A	-1.7%	0.46
Return on Equity (%)		-1.3%	6.3%	N/A	6.4%	N/A	14.6%	N/A	-2.4%	0.56
Current Ratio		3.7	5.9	0.62	5.9	0.62	3.0	1.24	3.8	0.98
Days in Net Patient Accounts Receivable		39.5	51.6	0.77	55.4	0.71	58.4	0.68	37.0	1.07
Average Payment Period		28.2	38.5	0.73	46.4	0.61	56.8	0.50	34.9	0.81
Equity Financing (%)		88.8%	75.1%	1.18	80.3%	1.11	61.3%	1.45	78.1%	1.14
Long-Term Debt to Equity Ratio		0.0	0.2	0.18	0.1	0.21	0.4	0.08	0.1	0.23
Times Interest Earned		-2.6	13.4	N/A	14.1	N/A	18.7	N/A	-3.0	0.86
Total Asset Turnover		1.8	0.7	2.38	0.7	2.68	1.0	1.84	1.5	1.21
Average Age of Plant (Years)		17.1	9.9	1.74	9.3	1.85	8.5	2.03	16.3	1.05
Increase (Decrease) Total Net Patient Revenue		3.8%	5.4%	0.71	9.6%	0.40	2.5%	1.54	-1.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.4%	61.9%	1.36	85.7%	0.98	73.7%	1.14	82.1%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,225		\$15,830	0.52	\$11,404	0.72	\$15,847	0.52	\$8,888	0.93
Inpatient Net Revenue per Day	\$2,819		\$3,538	0.80	\$2,879	0.98	\$4,787	0.59	\$3,125	0.90
Outpatient Net Revenue per Visit	\$690		\$686	1.00	\$1,183	0.58	\$991	0.70	\$620	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,333,992	Cash & Cash Equivalents	\$3,369,751	Current Liabilities	\$1,686,583
Less Deductions	\$16,219,802	Net Patient Receivables	\$2,393,427	Long-Term Debt	\$335,691
Net Patient Revenue	\$22,114,190	Other Receivables	\$149,844	Other Liabilities	-\$558,154
Plus Other Revenue	\$762,682			Subtotal	\$1,464,120
Total Revenue	\$22,876,872	Land, Buildings & Equipment (Net)	\$6,417,557		
Less Expenses	\$22,851,729	Other Assets	\$724,964	Unrestricted Fund Balance	\$11,591,423
Non-Operating Gains/Losses	-\$198,660			Restricted Fund Balance	\$0
Net Income	-\$173,517	Total Assets	\$13,055,543	Total Liabilities & Fund Balance	\$13,055,543