

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.3%	52.4%	0.62	22.5%	1.44	11.2%	2.88	21.3%	1.52
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	20.2%	53.9%	0.38	25.0%	0.81	15.7%	1.29	13.4%	1.51
Average Census (Patients)									
Adult Medical-Surgical	3.2	25.5	0.13	4.2	0.77	1.7	1.85	2.1	1.52
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	3.2	47.4	0.07	5.8	0.56	2.5	1.27	2.1	1.51
Average Length of Stay (Days)									
Adult Medical-Surgical	6.2	4.3	1.44	3.0	2.06	3.3	1.85	4.0	1.54
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	5.3	4.7	1.13	3.5	1.53	4.2	1.25	3.6	1.48
Surgical Operations									
Inpatient	2	1,280	0.00	122	0.02	75	0.03	5	0.40
Outpatient	150	4,115	0.04	777	0.19	1,365	0.11	140	1.07
Inpatient as % of All Surgeries	1.3%	23.7%	0.06	13.5%	0.10	5.2%	0.25	3.4%	0.38
Outpatient Visits									
Non-Emergency Visits	18,421	127,898	0.14	31,162	0.59	21,938	0.84	18,007	1.02
Emergency Visits	912	15,799	0.06	6,476	0.14	2,721	0.34	1,170	0.78
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	2.4	0.41	2.2	0.46	1.0	1.00
Nurses, Licensed	27.8	255.1	0.11	68.9	0.40	40.9	0.68	27.9	1.00
Ancillary Nursing Personnel	4.5	42.6	0.11	8.9	0.51	7.0	0.65	3.7	1.21
All Other Personnel	48.6	501.2	0.10	169.3	0.29	77.4	0.63	50.3	0.97
Total FTEs	81.9	819.2	0.10	249.6	0.33	127.5	0.64	83.0	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	6.5	0.93	17.3	0.35	6.4	0.95
Nurses, Licensed	168.9	197.1	0.86	185.7	0.91	323.2	0.52	178.5	0.95
Ancillary Nursing Personnel	27.5	33.0	0.84	24.1	1.14	55.3	0.50	23.9	1.15
All Other Personnel	295.7	387.2	0.76	456.1	0.65	611.6	0.48	321.6	0.92
Total FTEs	498.2	633.0	0.79	672.4	0.74	1,007.4	0.49	530.4	0.94

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 225
 Inpatient Days 1,185

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 18
 Inpatient Days 364

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	191	1,182	32.3%	3.2	6.2
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	3	0.2%	0.0	1.0
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	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

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	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	0	3.0
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	19	2	19.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	7	1	7.6	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	4	1	4.5	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	3	2	3.5	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	1	0.8	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	3	0	3.0	All Other Personnel	22	6	25.4
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	6	1	6.5				
				Total	75	15	81.9

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,652,264	58.9%	46.6%	1.26	49.5%	1.19	46.3%	1.27	61.9%	0.95
Medical Assistance	\$1,994,570	13.6%	13.8%	0.99	17.2%	0.79	11.7%	1.16	14.3%	0.95
Commercial	\$3,808,217	25.9%	34.5%	0.75	27.4%	0.95	37.5%	0.69	22.1%	1.17
All Other	\$225,089	1.5%	5.1%	0.30	5.9%	0.26	4.5%	0.34	1.7%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,695,379	18.4%	35.0%	0.52	26.0%	0.71	23.9%	0.77	18.2%	1.01
Medical Assistance	\$1,253,619	8.5%	10.4%	0.82	11.1%	0.77	7.7%	1.11	8.5%	1.01
Commercial	\$1,031,892	7.0%	14.5%	0.48	5.3%	1.33	10.2%	0.69	8.8%	0.80
Charity Care	\$94,687	0.6%	1.0%	0.67	1.2%	0.52	1.1%	0.61	0.6%	1.00
Bad Debt	\$259,414	1.8%	1.2%	1.50	1.8%	0.97	1.7%	1.07	0.7%	2.51
All Other	\$0	0.0%	2.6%	N/A	2.4%	N/A	2.2%	N/A	0.0%	N/A
Total Deductions	\$5,334,991	36.3%	64.6%	0.56	47.8%	0.76	46.7%	0.78	36.7%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		16.1%	8.4%	1.92	5.0%	3.23	7.5%	2.14	5.8%	2.77
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	5.2%	N/A	10.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,008,113	49.3%	43.5%	1.13	52.9%	0.93	50.8%	0.97	51.8%	0.95
Supplies & Services	\$4,712,018	46.4%	49.9%	0.93	39.9%	1.16	42.0%	1.10	45.2%	1.03
Capital Component	\$439,755	4.3%	6.6%	0.66	7.2%	0.60	7.2%	0.60	3.0%	1.46
Fiscal Statistics										
Operating Margin (%)		8.8%	7.5%	1.17	9.6%	0.92	7.8%	1.13	-1.5%	N/A
Total Hospital Net Income (%)		8.8%	8.6%	1.02	10.1%	0.87	8.7%	1.02	-1.5%	N/A
Return on Equity (%)		9.5%	4.1%	2.31	6.2%	1.54	11.1%	0.86	-4.6%	N/A
Current Ratio		0.8	3.9	0.20	3.6	0.21	2.1	0.37	1.5	0.50
Days in Net Patient Accounts Receivable		52.7	71.5	0.74	47.2	1.12	58.4	0.90	52.6	1.00
Average Payment Period		331.8	90.1	3.68	92.6	3.58	80.3	4.13	63.3	5.24
Equity Financing (%)		10.0%	63.6%	0.16	72.6%	0.14	38.8%	0.26	24.1%	0.41
Long-Term Debt to Equity Ratio		0.3	0.3	1.05	0.1	2.18	0.3	0.92	1.0	0.31
Times Interest Earned		8.8	12.2	0.72	24.0	0.37	10.1	0.87	-2.1	N/A
Total Asset Turnover		1.1	0.5	2.29	0.6	1.77	1.3	0.85	3.0	0.36
Average Age of Plant (Years)		15.6	14.1	1.10	9.6	1.62	9.7	1.60	19.8	0.79
Increase (Decrease) Total Net Patient Revenue		10.8%	-2.2%	N/A	4.5%	2.42	-0.9%	N/A	-2.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		83.8%	63.0%	1.33	85.2%	0.98	80.0%	1.05	86.2%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,154		\$17,652	0.52	\$13,212	0.69	\$21,599	0.42	\$6,715	1.36
Inpatient Net Revenue per Day	\$1,628		\$3,704	0.44	\$3,475	0.47	\$2,988	0.54	\$1,388	1.17
Outpatient Net Revenue per Visit	\$380		\$780	0.49	\$981	0.39	\$759	0.50	\$358	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$14,680,140	Cash & Cash Equivalents	\$4,730,330	Current Liabilities	\$8,975,189
Less Deductions	\$5,334,991	Net Patient Receivables	\$1,346,611	Long-Term Debt	\$322,577
Net Patient Revenue	\$9,345,149	Other Receivables	\$304,003	Other Liabilities	\$0
Plus Other Revenue	\$1,797,385			Subtotal	\$9,297,766
Total Revenue	\$11,142,533	Land, Buildings & Equipment (Net)	\$3,322,430		
Less Expenses	\$10,159,886	Other Assets	\$627,385	Unrestricted Fund Balance	\$1,032,993
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$0
Net Income	\$982,647	Total Assets	\$10,330,759	Total Liabilities & Fund Balance	\$10,330,759