

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 2021	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.4%	57.9%	0.63	25.1%	1.45	14.2%	2.56	32.3%	1.13
Obstetrics	0.0%	36.8%	N/A	24.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	26.1%	58.7%	0.44	28.2%	0.93	18.3%	1.42	20.2%	1.29
Average Census (Patients)									
Adult Medical-Surgical	3.6	26.8	0.14	5.0	0.73	2.1	1.77	3.2	1.13
Obstetrics	0.0	4.8	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	3.7	49.8	0.07	6.5	0.56	2.8	1.32	3.2	1.13
Average Length of Stay (Days)									
Adult Medical-Surgical	5.6	4.6	1.22	3.6	1.56	3.6	1.54	6.2	0.91
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.6	N/A	0.0	N/A
Total Hospital	5.6	4.9	1.15	3.9	1.44	4.3	1.29	5.3	1.06
Surgical Operations									
Inpatient	5	1,037	0.00	70	0.07	54	0.09	2	2.50
Outpatient	194	3,865	0.05	1,013	0.19	1,655	0.12	150	1.29
Inpatient as % of All Surgeries	2.5%	21.2%	0.12	6.4%	0.39	3.2%	0.79	1.3%	1.91
Outpatient Visits									
Non-Emergency Visits	19,593	145,246	0.13	40,762	0.48	27,310	0.72	18,421	1.06
Emergency Visits	1,207	16,058	0.08	6,148	0.20	3,184	0.38	912	1.32
Full-Time Equivalents (FTEs)									
Administrators	0.0	19.0	N/A	2.8	N/A	1.7	N/A	1.0	0.00
Nurses, Licensed	26.8	247.5	0.11	61.3	0.44	37.1	0.72	27.8	0.96
Ancillary Nursing Personnel	5.0	40.3	0.12	8.9	0.56	6.4	0.78	4.5	1.10
All Other Personnel	48.3	496.2	0.10	146.9	0.33	71.3	0.68	48.6	0.99
Total FTEs	80.1	803.0	0.10	219.9	0.36	116.6	0.69	81.9	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	13.0	N/A	5.7	N/A	11.4	N/A	6.1	0.00
Nurses, Licensed	117.7	168.4	0.70	125.8	0.94	246.5	0.48	168.9	0.70
Ancillary Nursing Personnel	21.9	27.4	0.80	18.3	1.20	42.3	0.52	27.5	0.80
All Other Personnel	211.8	337.6	0.63	301.1	0.70	473.5	0.45	295.7	0.72
Total FTEs	351.4	546.4	0.64	450.8	0.78	773.8	0.45	498.2	0.71

Total Hospital:
 Beds Set Up & Staffed 14
 Discharges 239
 Inpatient Days 1,334

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 15
 Inpatient Days 287

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	237	1,328	36.4%	3.6	5.6
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	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	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	2	6	0.4%	0.0	3.0
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	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	1	3.2
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	20	2	21.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	0	5.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	5	0	5.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	6	1	6.3	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	2	0	2.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	21	6	23.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	4	0	4.0				
				Total	75	12	80.1

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$10,777,750	57.9%	46.6%	1.24	50.8%	1.14	46.0%	1.26	58.9%	0.98
Medical Assistance	\$2,287,049	12.3%	14.4%	0.85	16.7%	0.74	12.0%	1.02	13.6%	0.90
Commercial	\$5,337,953	28.7%	33.9%	0.85	26.9%	1.07	37.7%	0.76	25.9%	1.11
All Other	\$206,500	1.1%	5.1%	0.22	5.6%	0.20	4.2%	0.26	1.5%	0.72
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,330,985	23.3%	35.2%	0.66	27.0%	0.86	24.4%	0.95	18.4%	1.27
Medical Assistance	\$1,709,316	9.2%	11.1%	0.83	11.1%	0.82	8.3%	1.10	8.5%	1.08
Commercial	\$1,934,464	10.4%	14.9%	0.70	5.5%	1.89	11.4%	0.91	7.0%	1.48
Charity Care	\$76,474	0.4%	0.7%	0.58	0.7%	0.61	0.7%	0.58	0.6%	0.64
Bad Debt	\$316,085	1.7%	1.0%	1.67	1.5%	1.14	1.4%	1.22	1.8%	0.96
All Other	\$0	0.0%	2.8%	N/A	2.7%	N/A	2.2%	N/A	0.0%	N/A
Total Deductions	\$8,367,324	45.0%	65.8%	0.68	48.5%	0.93	48.5%	0.93	36.3%	1.24
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		26.2%	6.5%	4.05	3.4%	7.74	5.2%	5.08	16.1%	1.63
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	46.4%	N/A	16.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,444,548	49.3%	42.4%	1.16	52.8%	0.93	49.0%	1.01	49.3%	1.00
Supplies & Services	\$5,031,107	45.5%	51.3%	0.89	40.1%	1.14	44.0%	1.03	46.4%	0.98
Capital Component	\$570,447	5.2%	6.2%	0.83	7.1%	0.73	7.0%	0.74	4.3%	1.19
Fiscal Statistics										
Operating Margin (%)		20.4%	10.4%	1.96	12.3%	1.66	12.2%	1.68	8.8%	2.32
Total Hospital Net Income (%)		20.4%	14.1%	1.45	20.8%	0.98	14.2%	1.44	8.8%	2.32
Return on Equity (%)		28.9%	6.3%	4.58	2.3%	12.77	21.6%	1.34	9.5%	3.04
Current Ratio		0.6	4.1	0.15	3.1	0.20	2.1	0.29	0.8	0.82
Days in Net Patient Accounts Receivable		53.4	87.5	0.61	372.2	0.14	53.3	1.00	52.7	1.01
Average Payment Period		198.7	89.9	2.21	407.2	0.49	54.9	3.62	331.8	0.60
Equity Financing (%)		5.5%	64.7%	0.09	51.8%	0.11	43.0%	0.13	10.0%	0.55
Long-Term Debt to Equity Ratio		6.4	0.3	19.49	0.7	9.41	0.7	9.21	0.3	20.53
Times Interest Earned		24.1	21.0	1.15	56.7	0.43	13.9	1.74	8.8	2.73
Total Asset Turnover		1.4	0.4	3.30	0.1	14.38	1.5	0.95	1.1	1.31
Average Age of Plant (Years)		11.7	17.1	0.68	55.6	0.21	8.5	1.38	15.6	0.75
Increase (Decrease) Total Net Patient Revenue		9.6%	12.7%	0.75	17.4%	0.55	15.6%	0.62	10.8%	0.89
Outpatient Gross Revenue (% of Total GPR)		81.6%	64.9%	1.26	86.8%	0.94	82.0%	1.00	83.8%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,764	\$18,658	0.52	\$14,908	0.65	\$21,986	0.44	\$9,154	1.07
Inpatient Net Revenue per Day		\$1,385	\$3,656	0.38	\$3,393	0.41	\$3,295	0.42	\$1,628	0.85
Outpatient Net Revenue per Visit		\$388	\$781	0.50	\$924	0.42	\$696	0.56	\$380	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,609,252	Cash & Cash Equivalents	\$954,642	Current Liabilities	\$5,806,342
Less Deductions	\$8,367,324	Net Patient Receivables	\$1,497,521	Long-Term Debt	\$3,455,978
Net Patient Revenue	\$10,241,928	Other Receivables	\$275,149	Other Liabilities	\$0
Plus Other Revenue	\$3,638,495			Subtotal	\$9,262,320
Total Revenue	\$13,880,423	Land, Buildings & Equipment (Net)	\$6,005,426	Unrestricted Fund Balance	\$539,178
Less Expenses	\$11,046,102	Other Assets	\$1,068,760	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,801,498	Total Liabilities & Fund Balance	\$9,801,498
Net Income	\$2,834,321				