

**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: Other Not-For-Profit

County: Washburn  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 1

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	21.1%	61.5%	0.34	31.6%	0.67	13.7%	1.54	24.4%	0.86
Obstetrics	0.0%	41.1%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	0.0%	N/A	95.3%	N/A	0.0%	N/A
Total Hospital	15.1%	61.6%	0.25	33.6%	0.45	19.0%	0.79	17.6%	0.86
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.1	24.9	0.08	6.2	0.34	1.7	1.25	2.4	0.86
Obstetrics	0.0	5.0	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.0	N/A	0.3	N/A	0.0	N/A
Total Hospital	2.1	44.9	0.05	7.7	0.27	2.5	0.86	2.5	0.86
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	4.5	0.98	4.5	0.99	3.5	1.28	4.4	1.02
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	0.0	N/A	3.2	N/A	0.0	N/A
Total Hospital	4.5	4.9	0.92	4.7	0.94	4.4	1.01	4.3	1.04
<b>Surgical Operations</b>									
Inpatient	0	989	N/A	53	N/A	63	N/A	7	0.00
Outpatient	173	4,208	0.04	1,137	0.15	1,640	0.11	183	0.95
Inpatient as % of All Surgeries	0.0%	19.0%	N/A	4.4%	N/A	3.7%	N/A	3.7%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	17,903	131,799	0.14	38,279	0.47	15,186	1.18	17,315	1.03
Emergency Visits	1,388	16,822	0.08	7,241	0.19	3,910	0.35	1,398	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	17.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Nurses, Licensed	25.3	232.9	0.11	73.5	0.34	31.3	0.81	27.1	0.93
Ancillary Nursing Personnel	6.0	42.6	0.14	11.3	0.53	6.3	0.95	3.0	2.00
All Other Personnel	50.2	453.0	0.11	164.2	0.31	60.7	0.83	52.4	0.96
Total FTEs	81.4	746.0	0.11	251.4	0.32	100.2	0.81	82.5	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	12.3	N/A	3.5	N/A	12.8	N/A	0.0	N/A
Nurses, Licensed	137.2	163.8	0.84	111.2	1.23	213.7	0.64	158.9	0.86
Ancillary Nursing Personnel	32.6	30.0	1.09	17.1	1.90	43.1	0.76	17.6	1.85
All Other Personnel	272.5	318.6	0.86	248.5	1.10	414.9	0.66	307.4	0.89
Total FTEs	442.3	524.6	0.84	380.3	1.16	684.6	0.65	483.9	0.91

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	0
Discharges	173	Preferred Provider Organization (PPO)	Yes	Discharges	20	Total Births	0
Inpatient Days	772			Inpatient Days	229	Newborn Days	0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	10	173	769	21.1%	2.1	4.4
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
<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	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	3	0.2%	0.0	1.5
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
<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.

\* 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	2	1	2.6
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	16	0	16.0	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	7	2	7.4	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	6	0	6.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	4	1	4.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	1	0	1.0	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	23	5	24.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	0	5.0				
				<b>Total</b>	<b>77</b>	<b>11</b>	<b>81.4</b>

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,131,707	60.2%	48.2%	1.25	52.4%	1.15	44.4%	1.36	61.9%	0.97
Medical Assistance	\$2,781,277	15.1%	14.2%	1.06	16.1%	0.93	14.1%	1.06	14.6%	1.03
Commercial	\$4,278,051	23.2%	32.4%	0.72	25.8%	0.90	37.2%	0.62	22.1%	1.05
All Other	\$285,474	1.5%	5.2%	0.30	5.6%	0.28	4.3%	0.36	1.5%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,155,066	17.1%	37.1%	0.46	28.7%	0.59	25.2%	0.68	24.2%	0.71
Medical Assistance	\$1,742,543	9.4%	11.2%	0.84	11.1%	0.85	10.0%	0.94	10.4%	0.91
Commercial	\$1,355,065	7.3%	14.9%	0.49	5.9%	1.24	12.1%	0.61	6.9%	1.07
Charity Care	\$3,558	0.0%	0.7%	0.03	0.4%	0.05	0.3%	0.06	0.5%	0.04
Bad Debt	\$262,458	1.4%	0.8%	1.68	1.5%	0.95	0.8%	1.71	1.6%	0.86
All Other	\$21,933	0.1%	3.1%	0.04	2.7%	0.04	3.5%	0.03	0.3%	0.43
Total Deductions	\$6,540,623	35.4%	67.9%	0.52	50.3%	0.70	51.9%	0.68	43.8%	0.81
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.7%	6.4%	1.04	1.5%	4.36	3.9%	1.69	5.5%	1.20	
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A	27.6%	N/A	5.4%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$6,614,046	48.6%	41.6%	1.17	49.7%	0.98	47.1%	1.03	50.7%	0.96
Supplies & Services	\$6,156,084	45.3%	52.7%	0.86	43.4%	1.04	43.9%	1.03	42.0%	1.08
Capital Component	\$831,875	6.1%	5.7%	1.06	6.9%	0.89	9.0%	0.68	7.3%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)	-6.4%	6.4%	N/A	9.6%	N/A	7.7%	N/A	2.9%	N/A	
Total Hospital Net Income (%)	-6.4%	7.1%	N/A	12.8%	N/A	8.1%	N/A	2.9%	N/A	
Return on Equity (%)	-8.6%	3.1%	N/A	1.6%	N/A	8.5%	N/A	3.7%	N/A	
Current Ratio	1.2	2.9	0.42	1.3	0.90	2.4	0.50	0.7	1.71	
Days in Net Patient Accounts Receivable	49.7	85.9	0.58	276.9	0.18	60.0	0.83	43.2	1.15	
Average Payment Period	80.1	125.5	0.64	717.7	0.11	45.4	1.76	155.0	0.52	
Equity Financing (%)	0.1%	57.8%	0.00	40.6%	0.00	37.9%	0.00	12.2%	0.01	
Long-Term Debt to Equity Ratio	513.9	0.4	1,312.26	0.9	593.99	1.0	499.38	3.1	166.81	
Times Interest Earned	-1.8	12.0	N/A	29.2	N/A	7.3	N/A	2.3	N/A	
Total Asset Turnover	1.4	0.4	3.17	0.1	11.23	1.0	1.30	1.3	1.07	
Average Age of Plant (Years)	11.3	19.6	0.58	54.5	0.21	5.6	2.01	9.6	1.17	
Increase (Decrease) Total Net Patient Revenue	5.9%	3.9%	1.49	7.7%	0.76	7.6%	0.78	10.1%	0.59	
Outpatient Gross Revenue (% of Total GPR)	88.7%	67.6%	1.31	88.6%	1.00	83.4%	1.06	85.1%	1.04	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,504	\$19,469	0.64	\$17,278	0.72	\$20,257	0.62	\$9,745	1.28	
Inpatient Net Revenue per Day	\$2,371	\$3,859	0.61	\$3,301	0.72	\$3,306	0.72	\$1,831	1.29	
Outpatient Net Revenue per Visit	\$507	\$875	0.58	\$1,111	0.46	\$992	0.51	\$500	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$18,476,509	Cash & Cash Equivalents	\$102,830	Current Liabilities	\$2,878,046
Less Deductions	\$6,540,623	Net Patient Receivables	\$1,624,913	Long-Term Debt	\$6,553,760
Net Patient Revenue	\$11,935,886	Other Receivables	\$1,117,795	Other Liabilities	\$0
Plus Other Revenue	\$850,723			Subtotal	\$9,431,806
Total Revenue	\$12,786,609	Land, Buildings & Equipment (Net)	\$5,976,204	Unrestricted Fund Balance	\$12,752
Less Expenses	\$13,602,005	Other Assets	\$622,816	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,444,558	Total Liabilities & Fund Balance	\$9,444,558
Net Income	-\$815,396				