

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

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

Control:

		All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2024 vs. 2023	
Selected Utilization Statistics	FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.6%	63.0%	0.30	31.4%	0.59	13.6%	1.37	21.1%	0.88
Obstetrics	0.0%	40.9%	N/A	22.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	77.7%	N/A	0.0%	N/A	97.3%	N/A	0.0%	N/A
Total Hospital	18.6%	63.6%	0.29	32.9%	0.57	19.6%	0.95	15.1%	1.23
Average Census (Patients)									
Adult Medical-Surgical	1.9	25.0	0.07	5.5	0.34	1.6	1.16	2.1	0.88
Obstetrics	0.0	5.2	N/A	1.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.9	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	1.9	46.9	0.04	6.6	0.28	2.3	0.81	2.1	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.3	0.97	3.9	1.08	3.1	1.37	4.4	0.95
Obstetrics	0.0	2.4	N/A	2.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.9	N/A	0.0	N/A	2.8	N/A	0.0	N/A
Total Hospital	4.2	4.8	0.87	4.1	1.02	4.2	1.01	4.5	0.94
Surgical Operations									
Inpatient	20	1,014	0.02	45	0.45	69	0.29	0	N/A
Outpatient	281	4,465	0.06	1,215	0.23	1,875	0.15	173	1.62
Inpatient as % of All Surgeries	6.6%	18.5%	0.36	3.5%	1.87	3.5%	1.88	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	16,587	139,692	0.12	41,632	0.40	15,640	1.06	17,903	0.93
Emergency Visits	1,509	17,650	0.09	7,093	0.21	5,113	0.30	1,388	1.09
Full-Time Equivalents (FTEs)									
Administrators	0.0	4.3	N/A	2.3	N/A	1.7	N/A	0.0	N/A
Nurses, Licensed	19.7	232.9	0.08	58.8	0.33	30.4	0.65	25.3	0.78
Ancillary Nursing Personnel	4.7	38.9	0.12	8.4	0.56	5.3	0.89	6.0	0.78
All Other Personnel	49.2	451.0	0.11	147.2	0.33	57.9	0.85	50.2	0.98
Total FTEs	73.5	727.1	0.10	216.7	0.34	95.3	0.77	81.4	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	3.0	N/A	3.4	N/A	12.0	N/A	0.0	N/A
Nurses, Licensed	116.4	160.0	0.73	88.5	1.32	220.1	0.53	137.2	0.85
Ancillary Nursing Personnel	27.6	26.7	1.03	12.6	2.19	38.0	0.73	32.6	0.85
All Other Personnel	291.1	309.9	0.94	221.6	1.31	418.6	0.70	272.5	1.07
Total FTEs	435.2	499.6	0.87	326.2	1.33	688.8	0.63	442.3	0.98

Total Hospital:

Beds Set Up & Staffed 10
Discharges 162
Inpatient Days 682

Contract with:

Health Maintenance
Organization (HMO) Yes
Preferred Provider
Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 17
Discharges 17
Inpatient Days 264

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2024	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	10	162	682	18.6%	1.9	4.2
Orthopedic	C	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	N	0	0	0	0.0%	0.0	0.0
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	C	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	N	0	0	0	0.0%	0.0	0.0
Psychiatric	N	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	S	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	0	0	0.0	Radiological Services Personnel	2	2	2.7
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	3	0.6
Dental Hygienists	0	0	0.0	Surgical Technicians	0	1	0.8
Registered Nurses	9	9	9.7	Respiratory Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	2	0	2.0
Licensed Practical Nurses	8	2	8.0	Occupational Therapy Assistants/Aides	1	1	1.7
Ancillary Nursing Personnel	4	1	4.7	Physical Therapists	2	0	2.0
Medical Assistants	3	0	3.0	Physical Therapy Assistants/Aides	2	0	2.0
Nurse Practitioners	2	0	2.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	1	3.3	Social Workers	0	0	0.0
Pharmacists	0	0	0.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	0	0	0.0	Pharmacy Technicians	1	0	1.0
Surgical Personnel	0	0	0.0	Medical Coding Technicians	0	0	0.0
Directors/Managers	12	0	12.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	2	2	2.2	All Other Health Professionals	0	1	0.3
Environmental Services Workers	3	0	3.0	All Other Personnel	8	1	8.7
Medical & Clinical Laboratory Technologists	4	0	4.0				
All Other Radiologic Personnel	0	0	0.0				
				Total	68	25	73.5
Total Active Privileged Medical Staff: 15							

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			All GMS Hospitals		Analysis Area ⁷		Volume Group ¹		FY 2024 vs. 2023	
Selected Financial Statistics		FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,376,208	57.4%	49.1%	1.17	52.5%	1.09	43.9%	1.31	60.2%	0.95
Medical Assistance	\$2,918,298	14.7%	13.0%	1.13	15.1%	0.98	14.3%	1.03	15.1%	0.98
Commercial	\$5,132,680	25.9%	32.2%	0.81	26.6%	0.97	36.1%	0.72	23.2%	1.12
All Other	\$386,436	2.0%	5.7%	0.34	5.8%	0.33	5.7%	0.34	1.5%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,812,795	19.2%	38.3%	0.50	30.4%	0.63	24.7%	0.78	17.1%	1.13
Medical Assistance	\$2,023,355	10.2%	10.2%	1.00	9.9%	1.03	8.2%	1.25	9.4%	1.08
Commercial	\$1,549,516	7.8%	15.3%	0.51	6.6%	1.18	12.8%	0.61	7.3%	1.07
Charity Care	\$103,678	0.5%	0.9%	0.61	0.5%	1.09	0.5%	1.13	0.0%	27.17
Bad Debt	\$257,755	1.3%	1.0%	1.26	1.8%	0.74	1.1%	1.17	1.4%	0.92
All Other	\$0	0.0%	3.3%	N/A	2.8%	N/A	9.3%	N/A	0.1%	N/A
Total Deductions	\$7,747,099	39.1%	68.9%	0.57	52.0%	0.75	56.5%	0.69	35.4%	1.10
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	7.1%	0.26	1.2%	1.52	5.0%	0.37	6.7%	0.28
Net Gains/Losses as % of Net Income		N/A	19.9%	N/A	40.1%	N/A	3.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,838,981	53.9%	41.8%	1.29	51.4%	1.05	46.0%	1.17	48.6%	1.11
Supplies & Services	\$5,003,256	39.4%	52.7%	0.75	41.8%	0.94	45.3%	0.87	45.3%	0.87
Capital Component	\$841,278	6.6%	5.5%	1.21	6.8%	0.98	8.7%	0.77	6.1%	1.08
Fiscal Statistics										
Operating Margin (%)		-3.2%	7.9%	N/A	9.4%	N/A	11.8%	N/A	-6.4%	0.49
Total Hospital Net Income (%)		-1.0%	9.7%	N/A	14.7%	N/A	12.2%	N/A	-6.4%	0.16
Return on Equity (%)		35.3%	8.4%	4.19	5.5%	6.41	42.7%	0.83	-8.6%	N/A
Current Ratio		1.4	5.5	0.26	3.2	0.44	1.9	0.75	1.2	1.17
Days in Net Patient Accounts Receivable		48.8	78.5	0.62	239.9	0.20	57.5	0.85	49.7	0.98
Equity Financing (%)		0.0%	59.9%	N/A	39.0%	N/A	32.5%	N/A	0.1%	N/A
Long-Term Debt to Equity Ratio		-18.0	0.5	N/A	1.2	N/A	1.1	N/A	513.9	N/A
Times Interest Earned		0.6	16.8	0.04	40.0	0.02	10.2	0.06	-1.8	N/A
Total Asset Turnover		1.5	0.5	3.13	0.1	11.43	1.1	1.31	1.4	1.09
Average Age of Plant (Years)		11.4	20.1	0.57	56.4	0.20	6.2	1.86	11.3	1.01
Increase (Decrease) Total Net Patient Revenue		7.0%	7.2%	0.98	5.3%	1.32	13.2%	0.53	5.9%	1.20
Outpatient Gross Revenue (% of Total GPR)		89.0%	67.5%	1.32	90.3%	0.99	83.5%	1.07	88.7%	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,813,623	Cash & Cash Equivalents	\$380,155	Current Liabilities	\$2,010,394
Less Deductions	\$7,747,099	Net Patient Receivables	\$1,607,581	Long-Term Debt	\$6,663,420
Net Patient Revenue	\$12,066,524	Other Receivables	\$356,292	Other Liabilities	\$0
Plus Other Revenue	\$229,469			Subtotal	\$8,673,814
Total Revenue	\$12,295,993	Land, Buildings & Equipment (Net)	\$5,481,736	Unrestricted Fund Balance	-\$369,249.00
Less Expenses	\$12,683,515	Other Assets	\$478,800	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$257,291			Total Liabilities & Fund Balance	\$8,304,565
Net Income	-\$130,231	Total Assets	\$8,304,564		