

124 Aurora Sheboygan Memorial Medical Center
 2629 North Seventh Street
 Sheboygan, WI 53083
 920-451-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

		All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.2%	55.4%	0.67	49.3%	0.75	58.7%	0.63	35.5%	1.05
Obstetrics	25.4%	38.4%	0.66	36.0%	0.14	36.5%	0.70	27.1%	0.94
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	37.7%	56.3%	0.67	48.0%	0.78	58.0%	0.65	38.1%	0.99
Average Census (Patients)									
Adult Medical-Surgical	16.7	26.5	0.63	23.1	0.72	38.4	0.44	16.0	1.05
Obstetrics	5.1	5.0	1.01	4.4	1.16	7.1	0.72	5.4	0.94
Pediatrics	0.0	1.4	N/A	0.6	N/A	5.4	N/A	0.0	N/A
Total Hospital	51.2	48.3	1.06	40.6	1.26	79.6	0.64	51.8	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.84	3.5	0.93	3.8	0.86	3.4	0.97
Obstetrics	2.0	2.6	0.79	2.5	0.83	2.5	0.81	2.1	0.97
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.75	3.6	0.90	4.4	0.75	3.3	0.98
Surgical Operations									
Inpatient	1,436	1,408	1.02	1,238	1.16	1,955	0.73	1,498	0.96
Outpatient	4,858	4,098	1.19	4,498	1.08	5,493	0.88	5,079	0.96
Inpatient as % of All Surgeries	22.8%	25.6%	0.89	21.6%	1.06	26.2%	0.87	22.8%	1.00
Outpatient Visits									
Non-Emergency Visits	76,368	132,001	0.58	188,046	0.41	208,790	0.37	74,606	1.02
Emergency Visits	21,983	17,964	1.22	19,336	1.14	31,589	0.70	20,853	1.05
Full-Time Equivalents (FTEs)									
Administrators	9.0	18.9	0.48	17.5	0.52	28.7	0.31	10.0	0.90
Nurses, Licensed	273.1	244.4	1.12	253.8	1.08	343.5	0.80	259.4	1.05
Ancillary Nursing Personnel	59.4	40.0	1.48	33.6	1.76	56.6	1.05	56.6	1.05
All Other Personnel	420.3	484.8	0.87	503.6	0.83	642.7	0.65	311.7	1.35
Total FTEs	761.8	788.1	0.97	808.6	0.94	1,071.5	0.71	637.8	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.4	15.1	0.36	12.8	0.42	14.6	0.37	6.1	0.89
Nurses, Licensed	164.3	195.2	0.84	186.1	0.88	174.3	0.94	158.5	1.04
Ancillary Nursing Personnel	35.7	32.0	1.12	24.7	1.45	28.7	1.24	34.6	1.03
All Other Personnel	252.9	387.3	0.65	369.2	0.68	326.0	0.78	190.5	1.33
Total FTEs	458.3	629.5	0.73	592.8	0.77	543.5	0.84	389.7	1.18

Total Hospital:

Beds Set Up & Staffed 136
 Discharges 5,744
 Inpatient Days 18,699

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinet 12
 Total Births 800
 Newborn Days 1,517

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	45	1,876	6,107	37.2%	16.7	3.3
Orthopedic	1	29	1,182	2,653	25.1%	7.3	2.2
Rehabilitation & Physical Medicine	3	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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	20	909	1,853	25.4%	5.1	2.0
Psychiatric	1	30	1,406	6,229	56.9%	17.1	4.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	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	6	142	756	34.5%	2.1	5.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	113	1,101	50.3%	3.0	9.7
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.

** 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	9	0	9.0	Surgical Personnel	10	7	15.5
Physicians & Dentists	17	11	18.6	Radiological Services Personnel	23	16	36.2
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	5.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	3	9.1
Registered Nurses	192	90	255.6	Occupational Therapists	4	8	8.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.9
Licensed Practical Nurses	1	1	1.8	Physical Therapists	7	2	8.1
Ancillary Nursing Personnel	31	55	59.4	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	4	2	5.3	Recreational Therapists	1	0	1.0
Physician Assistants	3	1	3.4	Dietitians & Nutritionists	0	2	1.9
Nurse Practitioners	6	3	6.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	0	9.0	Social Workers	11	6	16.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	113	64	154.8
Health Info Mgmt-Administrators/Technicians	13	1	13.4	All Other Personnel	63	37	84.2
Pharmacy Personnel	19	2	20.7				
Clinical Laboratory Personnel	12	5	15.0				
				Total	561	320	761.8

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Sheboygan, WI 53083			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$200,825,608	44.7%	44.8%	1.00	46.0%	0.97	40.7%	1.10	43.1%	1.04	
Medical Assistance	\$56,506,946	12.6%	14.4%	0.87	12.0%	1.04	19.9%	0.63	12.0%	1.04	
Commercial	\$180,505,904	40.2%	36.6%	1.10	38.7%	1.04	35.3%	1.14	42.2%	0.95	
All Other	\$11,553,787	2.6%	4.2%	0.61	3.2%	0.80	4.1%	0.63	2.6%	0.98	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$151,868,077	33.8%	32.9%	1.03	33.6%	1.01	30.5%	1.11	32.4%	1.04	
Medical Assistance	\$41,641,534	9.3%	10.7%	0.86	9.0%	1.03	14.4%	0.64	9.0%	1.03	
Commercial	\$79,773,721	17.8%	14.8%	1.20	15.8%	1.12	13.0%	1.37	17.9%	0.99	
Charity Care	\$6,920,047	1.5%	1.0%	1.56	0.9%	1.68	1.0%	1.49	1.5%	1.06	
Bad Debt	\$4,148,620	0.9%	1.1%	0.87	0.8%	1.09	1.0%	0.90	0.9%	0.98	
All Other	\$3,888,375	0.9%	1.9%	0.45	1.9%	0.45	2.2%	0.39	0.8%	1.11	
Total Deductions	\$288,240,374	64.1%	62.4%	1.03	62.1%	1.03	62.2%	1.03	62.4%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.3%	6.3%	0.37	3.8%	0.61	9.8%	0.24	2.0%	1.17	
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	20.8%	N/A	4.7%	N/A	0.7%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$50,087,471	37.3%	44.7%	0.83	46.9%	0.79	42.9%	0.87	38.1%	0.98	
Supplies & Services	\$77,350,125	57.6%	47.9%	1.20	45.3%	1.27	48.6%	1.18	57.8%	1.00	
Capital Component	\$6,811,154	5.1%	7.4%	0.69	7.7%	0.66	8.5%	0.60	4.1%	1.23	
Fiscal Statistics											
Operating Margin (%)		18.6%	8.9%	2.08	11.6%	1.60	13.6%	1.37	23.8%	0.78	
Total Hospital Net Income (%)		18.5%	10.1%	1.83	14.2%	1.30	14.1%	1.31	23.9%	0.77	
Return on Equity (%)		7.6%	7.6%	1.00	9.8%	0.77	10.4%	0.73	10.8%	0.70	
Current Ratio		36.8	5.6	6.51	4.5	8.21	6.4	5.71	29.7	1.24	
Days in Net Patient Accounts Receivable		49.5	51.4	0.96	51.4	0.96	47.5	1.04	56.3	0.88	
Average Payment Period		27.6	41.5	0.67	55.6	0.50	36.9	0.75	32.7	0.84	
Equity Financing (%)		97.6%	73.6%	1.33	73.0%	1.34	68.5%	1.42	97.0%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	14.1	N/A	59.3	N/A	17.7	N/A	0.0	N/A	
Total Asset Turnover		0.4	0.7	0.55	0.7	0.61	0.7	0.56	0.5	0.91	
Average Age of Plant (Years)		6.9	9.3	0.74	10.2	0.67	7.9	0.87	11.5	0.60	
Increase (Decrease) Total Net Patient Revenue		-2.3%	3.6%	N/A	4.9%	N/A	2.0%	N/A	3.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)		67.6%	60.9%	1.11	69.2%	0.98	59.1%	1.14	67.0%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$10,583		\$15,675	0.68	\$13,057	0.81	\$14,805	0.71	\$10,663	0.99	
Inpatient Net Revenue per Day	\$3,092		\$3,540	0.87	\$3,477	0.89	\$3,359	0.92	\$3,085	1.00	
Outpatient Net Revenue per Visit	\$1,063		\$654	1.63	\$534	1.99	\$542	1.96	\$1,134	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$449,392,245	Cash & Cash Equivalents	\$331,310,262	Current Liabilities	\$9,665,598
Less Deductions	\$288,240,374	Net Patient Receivables	\$21,860,491	Long-Term Debt	\$0
Net Patient Revenue	\$161,151,871	Other Receivables	\$480,855	Other Liabilities	\$182,121
Plus Other Revenue	\$3,829,474			Subtotal	\$9,847,719
Total Revenue	\$164,981,345	Land, Buildings & Equipment (Net)	\$41,586,818	Unrestricted Fund Balance	\$393,263,117
Less Expenses	\$134,248,750	Other Assets	\$7,872,410	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$234,301			Total Liabilities & Fund Balance	\$403,110,836
Net Income	\$30,498,294	Total Assets	\$403,110,836		