

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Door
 Analysis Area: Northeastern (4)
 Volume Group: 4

		All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
Selected Utilization Statistics		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.4%	55.4%	0.84	49.3%	0.94	38.8%	1.20	44.5%	1.04
Obstetrics	27.3%	38.4%	0.71	36.0%	0.04	31.2%	0.87	20.9%	1.30
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	44.1%	56.3%	0.78	48.0%	0.92	40.5%	1.09	41.8%	1.05
Average Census (Patients)									
Adult Medical-Surgical	7.4	26.5	0.28	23.1	0.32	10.1	0.73	7.1	1.04
Obstetrics	1.4	5.0	0.27	4.4	0.31	2.1	0.64	1.0	1.30
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	11.0	48.3	0.23	40.6	0.27	15.5	0.71	10.5	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.70	3.5	0.78	2.9	0.92	2.0	1.38
Obstetrics	3.7	2.6	1.46	2.5	1.52	2.3	1.62	1.9	1.94
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.54	3.6	0.65	3.0	0.77	2.2	1.08
Surgical Operations									
Inpatient	281	1,408	0.20	1,238	0.23	502	0.56	246	1.14
Outpatient	2,349	4,098	0.57	4,498	0.52	2,146	1.09	1,972	1.19
Inpatient as % of All Surgeries	10.7%	25.6%	0.42	21.6%	0.50	19.0%	0.56	11.1%	0.96
Outpatient Visits									
Non-Emergency Visits	101,682	132,001	0.77	188,046	0.54	53,087	1.92	94,723	1.07
Emergency Visits	9,326	17,964	0.52	19,336	0.48	13,724	0.68	9,282	1.00
Full-Time Equivalents (FTEs)									
Administrators	25.2	18.9	1.33	17.5	1.44	11.1	2.28	21.0	1.20
Nurses, Licensed	129.6	244.4	0.53	253.8	0.51	104.4	1.24	113.9	1.14
Ancillary Nursing Personnel	19.5	40.0	0.49	33.6	0.58	20.7	0.94	12.3	1.59
All Other Personnel	343.7	484.8	0.71	503.6	0.68	226.8	1.52	357.6	0.96
Total FTEs	518.0	788.1	0.66	808.6	0.64	362.9	1.43	504.8	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.1	15.1	2.52	12.8	2.97	19.8	1.92	35.9	1.06
Nurses, Licensed	195.9	195.2	1.00	186.1	1.05	187.1	1.05	194.6	1.01
Ancillary Nursing Personnel	29.5	32.0	0.92	24.7	1.19	37.1	0.79	21.0	1.40
All Other Personnel	519.3	387.3	1.34	369.2	1.41	406.6	1.28	610.9	0.85
Total FTEs	782.8	629.5	1.24	592.8	1.32	650.6	1.20	862.4	0.91

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,720
 Inpatient Days 4,025

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 43
 Inpatient Days 419

Newborn Nursery:

Bassinet 6
 Total Births 117
 Newborn Days 264

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	1,000	2,711	46.4%	7.4	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	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	5	133	498	27.3%	1.4	3.7
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	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	4	180	816	55.9%	2.2	4.5
Step-Down (Special Care)	2	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.

** 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	24	3	25.2	Surgical Personnel	3	3	4.4
Physicians & Dentists	25	10	28.6	Radiological Services Personnel	13	12	18.3
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	3	1.4	Respiratory Therapists	9	6	10.4
Registered Nurses	50	83	92.9	Occupational Therapists	2	9	7.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	20	11	26.7	Physical Therapists	12	9	15.7
Ancillary Nursing Personnel	10	16	19.5	Physical Therapy Assistants/Aides	3	5	5.4
Medical Assistants	13	10	20.7	Recreational Therapists	4	0	4.0
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.4
Nurse Practitioners	10	0	10.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	52	22	59.4
Health Info Mgmt-Administrators/Technicians	14	3	16.4	All Other Personnel	87	62	112.5
Pharmacy Personnel	5	6	7.6				
Clinical Laboratory Personnel	13	7	17.3				
				Total	380	287	518.0

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
FY 2017										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$83,834,008	56.3%	44.8%	1.26	46.0%	1.22	48.9%	1.15	55.3%	1.02
Medical Assistance	\$14,827,649	10.0%	14.4%	0.69	12.0%	0.83	11.7%	0.85	10.1%	0.99
Commercial	\$44,354,717	29.8%	36.6%	0.81	38.7%	0.77	35.9%	0.83	30.3%	0.98
All Other	\$5,768,631	3.9%	4.2%	0.92	3.2%	1.21	3.5%	1.12	4.3%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,117,734	27.0%	32.9%	0.82	33.6%	0.80	35.0%	0.77	29.8%	0.90
Medical Assistance	\$12,129,958	8.2%	10.7%	0.76	9.0%	0.90	8.5%	0.96	6.2%	1.31
Commercial	\$7,087,478	4.8%	14.8%	0.32	15.8%	0.30	12.4%	0.38	3.9%	1.22
Charity Care	\$1,317,806	0.9%	1.0%	0.90	0.9%	0.97	1.4%	0.62	1.1%	0.81
Bad Debt	\$3,096,015	2.1%	1.1%	1.97	0.8%	2.46	1.3%	1.64	1.5%	1.42
All Other	\$5,239,811	3.5%	1.9%	1.84	1.9%	1.84	1.3%	2.66	1.5%	2.29
Total Deductions	\$68,988,802	46.4%	62.4%	0.74	62.1%	0.75	59.8%	0.77	44.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.1%	6.3%	0.49	3.8%	0.82	3.3%	0.92	2.8%	1.09
Net Gains/Losses as % of Net Income		25.6%	12.7%	2.02	20.8%	1.23	29.9%	0.85	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,221,058	65.9%	44.7%	1.47	46.9%	1.40	47.5%	1.39	66.0%	1.00
Supplies & Services	\$22,931,341	28.4%	47.9%	0.59	45.3%	0.63	42.7%	0.66	27.6%	1.03
Capital Component	\$4,628,719	5.7%	7.4%	0.78	7.7%	0.74	9.8%	0.59	6.4%	0.90
Fiscal Statistics										
Operating Margin (%)		1.9%	8.9%	0.21	11.6%	0.16	4.5%	0.42	6.2%	0.31
Total Hospital Net Income (%)		2.5%	10.1%	0.25	14.2%	0.18	6.3%	0.40	5.1%	0.49
Return on Equity (%)		2.0%	7.6%	0.26	9.8%	0.20	4.0%	0.50	4.3%	0.47
Current Ratio		3.2	5.6	0.57	4.5	0.72	5.4	0.60	4.0	0.81
Days in Net Patient Accounts Receivable		67.4	51.4	1.31	51.4	1.31	50.1	1.34	58.7	1.15
Average Payment Period		44.5	41.5	1.07	55.6	0.80	41.4	1.07	40.1	1.11
Equity Financing (%)		83.5%	73.6%	1.14	73.0%	1.14	67.6%	1.23	82.6%	1.01
Long-Term Debt to Equity Ratio		0.1	0.2	0.52	0.2	0.43	0.3	0.26	0.1	0.79
Times Interest Earned		10.3	14.1	0.73	59.3	0.17	4.4	2.32	18.3	0.56
Total Asset Turnover		0.8	0.7	1.07	0.7	1.18	0.6	1.26	0.8	0.93
Average Age of Plant (Years)		9.5	9.3	1.02	10.2	0.93	9.4	1.00	2.8	3.40
Increase (Decrease) Total Net Patient Revenue		2.8%	3.6%	0.76	4.9%	0.56	0.5%	5.25	2.9%	0.95
Outpatient Gross Revenue (% of Total GPR)		80.3%	60.9%	1.32	69.2%	1.16	71.6%	1.12	79.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,776	\$15,675	0.62	\$13,057	0.75	\$10,854	0.90	\$9,930	0.98
Inpatient Net Revenue per Day		\$3,345	\$3,540	0.94	\$3,477	0.96	\$3,395	0.99	\$3,868	0.86
Outpatient Net Revenue per Visit		\$591	\$654	0.90	\$534	1.11	\$743	0.79	\$594	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$148,785,005	Cash & Cash Equivalents	\$7,903,723	Current Liabilities	\$9,401,071
Less Deductions	\$68,988,802	Net Patient Receivables	\$14,737,997	Long-Term Debt	\$7,491,896
Net Patient Revenue	\$79,796,203	Other Receivables	\$2,772,649	Other Liabilities	\$227,872
Plus Other Revenue	\$2,539,663			Subtotal	\$17,120,839
Total Revenue	\$82,335,866	Land, Buildings & Equipment (Net)	\$29,808,019		
Less Expenses	\$80,781,118	Other Assets	\$48,585,447	Unrestricted Fund Balance	\$86,686,996
Non-Operating Gains/Losses	\$533,766			Restricted Fund Balance	\$1,186,418
Net Income	\$2,088,514	Total Assets	\$103,807,835	Total Liabilities & Fund Balance	\$103,807,835