

**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: 5

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.7%	55.7%	0.89	50.7%	0.98	43.4%	1.15	46.4%	1.07
Obstetrics	15.9%	41.5%	0.38	35.8%	0.02	26.7%	0.59	27.3%	0.58
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.9%	57.5%	0.76	47.6%	0.92	41.9%	1.05	44.1%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.0	26.4	0.30	23.3	0.34	13.7	0.58	7.4	1.07
Obstetrics	0.8	5.6	0.14	4.4	0.18	2.3	0.35	1.4	0.58
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.0	49.4	0.22	40.3	0.27	26.3	0.42	11.0	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.72	3.6	0.79	3.3	0.84	2.7	1.04
Obstetrics	2.2	2.5	0.88	2.5	0.89	2.3	0.97	3.7	0.60
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.4	0.48	3.6	0.58	3.6	0.59	2.3	0.91
<b>Surgical Operations</b>									
Inpatient	307	1,396	0.22	1,119	0.27	664	0.46	281	1.09
Outpatient	1,757	4,206	0.42	4,642	0.38	2,945	0.60	2,349	0.75
Inpatient as % of All Surgeries	14.9%	24.9%	0.60	19.4%	0.77	18.4%	0.81	10.7%	1.39
<b>Outpatient Visits</b>									
Non-Emergency Visits	124,891	136,074	0.92	200,883	0.62	115,364	1.08	101,682	1.23
Emergency Visits	9,333	18,688	0.50	18,216	0.51	14,511	0.64	9,326	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	30.0	19.3	1.55	19.6	1.53	13.8	2.17	25.2	1.19
Nurses, Licensed	125.2	239.2	0.52	266.6	0.47	135.2	0.93	129.6	0.97
Ancillary Nursing Personnel	9.7	40.0	0.24	32.6	0.30	20.8	0.46	19.5	0.49
All Other Personnel	341.2	480.4	0.71	519.5	0.66	324.4	1.05	343.7	0.99
Total FTEs	506.0	779.0	0.65	838.3	0.60	494.3	1.02	518.0	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	46.0	14.9	3.09	13.4	3.42	14.2	3.24	38.1	1.21
Nurses, Licensed	191.8	183.7	1.04	183.1	1.05	138.6	1.38	195.9	0.98
Ancillary Nursing Personnel	14.8	30.8	0.48	22.4	0.66	21.3	0.69	29.5	0.50
All Other Personnel	522.6	369.0	1.42	356.8	1.46	332.6	1.57	519.3	1.01
Total FTEs	775.1	598.3	1.30	575.7	1.35	506.7	1.53	782.8	0.99

**Total Hospital:**

Beds Set Up & Staffed 25  
 Discharges 1,886  
 Inpatient Days 4,005

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 6  
 Discharges 36  
 Inpatient Days 388

**Newborn Nursery:**

Bassinet 6  
 Total Births 136  
 Newborn Days 288

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2018	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	16	1,033	2,905	49.7%	8.0	2.8
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	130	290	15.9%	0.8	2.2
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	379	810	55.5%	2.2	2.1
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
<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.

\*\* 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	30	1	30.0	Surgical Personnel	3	3	4.4
Physicians & Dentists	23	8	27.8	Radiological Services Personnel	14	10	18.1
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	3	1.4	Respiratory Therapists	8	5	10.2
Registered Nurses	47	83	90.3	Occupational Therapists	3	11	9.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	20	14	26.2	Physical Therapists	11	7	14.7
Ancillary Nursing Personnel	5	12	9.7	Physical Therapy Assistants/Aides	5	4	7.4
Medical Assistants	11	9	17.9	Recreational Therapists	4	1	4.0
Physician Assistants	1	3	2.6	Dietitians & Nutritionists	0	4	2.4
Nurse Practitioners	8	1	8.8	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	38	27	47.8
Health Info Mgmt-Administrators/Technicians	13	4	16.2	All Other Personnel	91	61	119.1
Pharmacy Personnel	6	5	8.1				
Clinical Laboratory Personnel	20	5	21.4				
				<b>Total</b>	<b>369</b>	<b>281</b>	<b>506.0</b>

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Sturgeon Bay, WI 54235			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$90,063,127	58.0%	45.7%	1.27	46.7%	1.24	50.0%	1.16	56.3%	1.03	
Medical Assistance	\$14,964,980	9.6%	14.0%	0.69	11.9%	0.81	11.4%	0.84	10.0%	0.97	
Commercial	\$43,146,484	27.8%	35.8%	0.77	38.0%	0.73	34.7%	0.80	29.8%	0.93	
All Other	\$7,197,586	4.6%	4.5%	1.03	3.4%	1.35	3.9%	1.20	3.9%	1.19	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$51,814,471	33.3%	34.1%	0.98	34.7%	0.96	35.4%	0.94	27.0%	1.24	
Medical Assistance	\$8,249,173	5.3%	10.6%	0.50	9.0%	0.59	8.4%	0.63	8.2%	0.65	
Commercial	\$10,875,829	7.0%	14.7%	0.48	16.1%	0.43	13.7%	0.51	4.8%	1.47	
Charity Care	\$1,790,167	1.2%	1.0%	1.18	0.9%	1.25	0.9%	1.26	0.9%	1.30	
Bad Debt	\$1,365,029	0.9%	1.1%	0.82	1.0%	0.89	1.1%	0.78	2.1%	0.42	
All Other	\$1,664,287	1.1%	2.0%	0.55	1.8%	0.61	2.2%	0.49	3.5%	0.30	
Total Deductions	\$75,758,956	48.8%	63.3%	0.77	63.5%	0.77	61.7%	0.79	46.4%	1.05	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.8%	5.5%	0.50	3.5%	0.79	4.3%	0.64	3.1%	0.90	
Net Gains/Losses as % of Net Income		112.7%	2.6%	44.07	8.5%	13.20	N/A	N/A	25.6%	4.41	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$53,840,717	65.5%	44.1%	1.49	45.8%	1.43	45.3%	1.45	65.9%	0.99	
Supplies & Services	\$23,615,765	28.8%	49.0%	0.59	46.8%	0.61	47.8%	0.60	28.4%	1.01	
Capital Component	\$4,682,763	5.7%	6.9%	0.83	7.4%	0.77	6.9%	0.83	5.7%	0.99	
Fiscal Statistics											
Operating Margin (%)		-0.3%	8.4%	N/A	9.4%	N/A	6.9%	N/A	1.9%	N/A	
Total Hospital Net Income (%)		2.5%	8.6%	0.29	10.2%	0.24	5.8%	0.42	2.5%	0.98	
Return on Equity (%)		1.9%	6.3%	0.30	7.0%	0.27	4.3%	0.45	2.0%	0.95	
Current Ratio		3.8	5.9	0.64	4.3	0.89	3.9	0.98	3.2	1.19	
Days in Net Patient Accounts Receivable		56.2	51.6	1.09	50.7	1.11	51.1	1.10	67.4	0.83	
Average Payment Period		36.1	38.5	0.94	54.9	0.66	40.4	0.89	44.5	0.81	
Equity Financing (%)		83.1%	75.1%	1.11	75.6%	1.10	77.0%	1.08	83.5%	1.00	
Long-Term Debt to Equity Ratio		0.1	0.2	0.72	0.2	0.66	0.2	0.74	0.1	1.33	
Times Interest Earned		8.6	13.4	0.65	14.7	0.59	12.4	0.70	10.3	0.84	
Total Asset Turnover		0.8	0.7	1.03	0.7	1.11	0.7	1.02	0.8	0.96	
Average Age of Plant (Years)		15.8	9.9	1.61	10.4	1.53	9.9	1.61	9.5	1.67	
Increase (Decrease) Total Net Patient Revenue		-0.2%	5.4%	N/A	3.9%	N/A	1.9%	N/A	2.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		81.6%	61.9%	1.32	71.3%	1.14	72.6%	1.12	80.3%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$8,249		\$15,830	0.52	\$12,899	0.64	\$10,657	0.77	\$9,776	0.84	
Inpatient Net Revenue per Day	\$3,327		\$3,538	0.94	\$3,402	0.98	\$2,933	1.13	\$3,345	0.99	
Outpatient Net Revenue per Visit	\$485		\$686	0.71	\$545	0.89	\$589	0.82	\$591	0.82	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,372,177	Cash & Cash Equivalents	\$6,371,789	Current Liabilities	\$7,752,646
Less Deductions	\$75,758,956	Net Patient Receivables	\$12,248,724	Long-Term Debt	\$10,274,266
Net Patient Revenue	\$79,613,221	Other Receivables	\$3,304,575	Other Liabilities	\$174,286
Plus Other Revenue	\$2,263,164			Subtotal	\$18,201,198
Total Revenue	\$81,876,385	Land, Buildings & Equipment (Net)	\$32,088,558		
Less Expenses	\$82,139,245	Other Assets	\$53,882,814	Unrestricted Fund Balance	\$89,695,262
Non-Operating Gains/Losses	\$2,334,087			Restricted Fund Balance	\$4,746,396
Net Income	\$2,071,227	Total Assets	\$107,896,460	Total Liabilities & Fund Balance	\$107,896,460