

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.3%	52.4%	0.92	50.1%	0.96	51.7%	0.94	44.2%	1.09
Obstetrics	23.9%	36.2%	0.66	30.3%	0.14	29.4%	0.81	27.9%	0.86
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	39.1%	53.9%	0.73	46.7%	0.84	48.2%	0.81	37.2%	1.05
Average Census (Patients)									
Adult Medical-Surgical	18.9	25.5	0.74	23.5	0.80	30.8	0.61	17.2	1.09
Obstetrics	4.3	4.7	0.91	3.8	1.13	5.1	0.84	5.0	0.86
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	48.2	47.4	1.02	41.3	1.17	57.5	0.84	47.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.3	0.88	4.0	0.94	4.2	0.89	3.3	1.16
Obstetrics	1.9	2.4	0.78	2.2	0.84	2.1	0.89	2.0	0.92
Pediatrics	0.0	3.5	N/A	3.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.76	4.1	0.87	4.3	0.83	3.2	1.09
Surgical Operations									
Inpatient	983	1,280	0.77	912	1.08	1,247	0.79	1,229	0.80
Outpatient	4,275	4,115	1.04	4,561	0.94	4,177	1.02	4,988	0.86
Inpatient as % of All Surgeries	18.7%	23.7%	0.79	16.7%	1.12	23.0%	0.81	19.8%	0.95
Outpatient Visits									
Non-Emergency Visits	64,774	127,898	0.51	178,054	0.36	195,436	0.33	78,024	0.83
Emergency Visits	20,680	15,799	1.31	16,398	1.26	26,485	0.78	23,167	0.89
Full-Time Equivalents (FTEs)									
Administrators	12.0	20.3	0.59	15.2	0.79	24.9	0.48	9.0	1.33
Nurses, Licensed	276.6	255.1	1.08	279.4	0.99	338.1	0.82	261.4	1.06
Ancillary Nursing Personnel	85.2	42.6	2.00	41.9	2.03	60.0	1.42	56.8	1.50
All Other Personnel	443.4	501.2	0.88	501.4	0.88	661.2	0.67	471.5	0.94
Total FTEs	817.3	819.2	1.00	837.9	0.98	1,084.2	0.75	798.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	15.7	0.41	9.9	0.65	12.8	0.50	5.2	1.23
Nurses, Licensed	147.5	197.1	0.75	181.6	0.81	174.4	0.85	150.7	0.98
Ancillary Nursing Personnel	45.4	33.0	1.38	27.2	1.67	31.0	1.47	32.7	1.39
All Other Personnel	236.4	387.2	0.61	325.9	0.73	341.1	0.69	271.8	0.87
Total FTEs	435.8	633.0	0.69	544.7	0.80	559.3	0.78	460.3	0.95

Total Hospital:
 Beds Set Up & Staffed 123
 Discharges 4,996
 Inpatient Days 17,624

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:
 Bassinets 18
 Total Births 823
 Newborn Days 1,288

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,825	6,901	48.3%	18.9	3.8
Orthopedic	1	29	849	2,281	21.5%	6.2	2.7
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	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	839	1,573	23.9%	4.3	1.9
Psychiatric	1	24	1,080	4,641	52.8%	12.7	4.3
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	7	164	1,100	42.9%	3.0	6.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	102	1,128	51.4%	3.1	11.1
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	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	12	0	12.0	Surgical Personnel	15	12	22.6
Physicians & Dentists	24	15	26.7	Radiological Services Personnel	24	30	45.1
Medical & Dental Residents	0	0	0.0	Sonographers	2	1	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	6	10.1
Registered Nurses	187	104	255.8	Occupational Therapists	5	8	8.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	1	2.1	Physical Therapists	8	3	9.8
Ancillary Nursing Personnel	48	79	85.2	Physical Therapy Assistants/Aides	5	2	5.9
Medical Assistants	4	8	10.0	Recreational Therapists	1	0	1.0
Physician Assistants	3	1	4.3	Dietitians & Nutritionists	0	2	1.7
Nurse Practitioners	7	1	7.7	Psychologists	9	6	12.7
Certified Registered Nurse Anesthetists	11	0	11.0	Social Workers	3	3	5.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	16	63.7
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	117	65	154.7
Pharmacy Personnel	20	3	22.0				
Clinical Laboratory Personnel	20	2	21.5				
				Total	603	370	817.3

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$248,729,367	46.5%	46.6%	1.00	47.2%	0.99	47.1%	0.99	46.6%	1.00
Medical Assistance	\$66,577,042	12.4%	13.8%	0.90	11.7%	1.07	15.8%	0.79	12.0%	1.04
Commercial	\$203,079,945	38.0%	34.5%	1.10	36.7%	1.03	32.3%	1.18	38.2%	0.99
All Other	\$16,408,725	3.1%	5.1%	0.60	4.4%	0.69	4.8%	0.64	3.1%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$196,130,300	36.7%	35.0%	1.05	36.0%	1.02	36.7%	1.00	36.5%	1.00
Medical Assistance	\$49,483,399	9.3%	10.4%	0.89	9.0%	1.03	12.3%	0.75	9.1%	1.02
Commercial	\$92,390,822	17.3%	14.5%	1.19	15.2%	1.14	13.5%	1.28	17.4%	0.99
Charity Care	\$5,886,356	1.1%	1.0%	1.15	0.8%	1.45	1.1%	1.04	1.5%	0.72
Bad Debt	\$5,445,980	1.0%	1.2%	0.87	1.1%	0.93	1.4%	0.74	0.8%	1.20
All Other	\$7,782,499	1.5%	2.6%	0.57	2.7%	0.54	2.6%	0.57	1.1%	1.32
Total Deductions	\$357,119,354	66.8%	64.6%	1.03	64.6%	1.03	67.4%	0.99	66.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.4%	8.4%	0.64	6.6%	0.82	10.8%	0.50	2.3%	2.31
Net Gains/Losses as % of Net Income		0.3%	13.8%	0.02	12.8%	0.02	21.2%	0.01	0.1%	4.89
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,246,030	37.3%	43.5%	0.86	45.2%	0.82	45.0%	0.83	39.5%	0.94
Supplies & Services	\$83,843,259	56.6%	49.9%	1.13	47.8%	1.18	48.5%	1.17	52.8%	1.07
Capital Component	\$9,052,796	6.1%	6.6%	0.93	7.0%	0.88	6.6%	0.93	7.7%	0.79
Fiscal Statistics										
Operating Margin (%)		21.1%	7.5%	2.80	7.5%	2.83	6.5%	3.25	22.8%	0.93
Total Hospital Net Income (%)		21.1%	8.6%	2.45	8.5%	2.50	8.1%	2.61	22.8%	0.93
Return on Equity (%)		7.1%	4.1%	1.72	5.4%	1.31	2.9%	2.42	8.1%	0.88
Current Ratio		11.6	3.9	2.99	3.5	3.33	3.6	3.19	21.8	0.53
Days in Net Patient Accounts Receivable		51.8	71.5	0.72	54.3	0.95	95.9	0.54	50.5	1.03
Average Payment Period		77.5	90.1	0.86	79.8	0.97	121.9	0.64	52.4	1.48
Equity Financing (%)		91.7%	63.6%	1.44	71.2%	1.29	60.0%	1.53	94.5%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	0.06	0.2	0.11	0.4	0.05	0.0	0.94
Times Interest Earned		24.7	12.2	2.02	11.3	2.20	10.0	2.48	16.8	1.47
Total Asset Turnover		0.3	0.5	0.71	0.6	0.53	0.4	0.94	0.4	0.94
Average Age of Plant (Years)		9.5	14.1	0.67	10.9	0.87	17.7	0.54	7.7	1.24
Increase (Decrease) Total Net Patient Revenue		2.3%	-2.2%	N/A	-1.9%	N/A	-3.7%	N/A	4.6%	0.51
Outpatient Gross Revenue (% of Total GPR)		72.8%	63.0%	1.16	72.6%	1.00	69.7%	1.04	71.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,481	\$17,652	0.71	\$14,359	0.87	\$13,747	0.91	\$11,272	1.11	
Inpatient Net Revenue per Day	\$3,338	\$3,704	0.90	\$3,457	0.97	\$3,163	1.06	\$3,279	1.02	
Outpatient Net Revenue per Visit	\$1,413	\$780	1.81	\$649	2.18	\$688	2.05	\$1,164	1.21	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$534,795,078	Cash & Cash Equivalents	\$317,642,030	Current Liabilities	\$29,934,650
Less Deductions	\$357,119,354	Net Patient Receivables	\$25,152,827	Long-Term Debt	\$9,060,210
Net Patient Revenue	\$177,675,724	Other Receivables	\$132	Other Liabilities	\$7,791,777
Plus Other Revenue	\$10,098,171			Subtotal	\$46,786,637
Total Revenue	\$187,773,896	Land, Buildings & Equipment (Net)	\$203,371,247	Unrestricted Fund Balance	\$513,973,728
Less Expenses	\$148,142,085	Other Assets	\$14,594,128	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$103,620			Total Liabilities & Fund Balance	\$560,760,365
Net Income	\$39,735,431	Total Assets	\$560,760,364		