

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.8%	52.4%	0.78	50.1%	0.81	44.9%	0.91	39.9%	1.02
Obstetrics	15.0%	36.2%	0.41	30.3%	0.02	25.5%	0.59	17.9%	0.84
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	38.7%	53.9%	0.72	46.7%	0.83	52.8%	0.73	37.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	6.5	25.5	0.26	23.5	0.28	15.7	0.42	6.4	1.02
Obstetrics	0.8	4.7	0.16	3.8	0.20	2.3	0.33	0.9	0.84
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	9.7	47.4	0.20	41.3	0.23	36.1	0.27	9.5	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.72	4.0	0.77	3.7	0.83	2.9	1.07
Obstetrics	2.2	2.4	0.92	2.2	0.98	2.2	1.00	2.2	0.99
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	1.9	4.7	0.41	4.1	0.47	4.4	0.43	1.7	1.10
Surgical Operations									
Inpatient	42	1,280	0.03	912	0.05	711	0.06	247	0.17
Outpatient	2,992	4,115	0.73	4,561	0.66	2,960	1.01	2,111	1.42
Inpatient as % of All Surgeries	1.4%	23.7%	0.06	16.7%	0.08	19.4%	0.07	10.5%	0.13
Outpatient Visits									
Non-Emergency Visits	127,276	127,898	1.00	178,054	0.71	117,985	1.08	136,208	0.93
Emergency Visits	9,585	15,799	0.61	16,398	0.58	14,651	0.65	9,422	1.02
Full-Time Equivalents (FTEs)									
Administrators	29.0	20.3	1.43	15.2	1.91	17.3	1.68	29.0	1.00
Nurses, Licensed	120.9	255.1	0.47	279.4	0.43	217.2	0.56	123.1	0.98
Ancillary Nursing Personnel	8.6	42.6	0.20	41.9	0.20	30.0	0.28	10.1	0.85
All Other Personnel	371.3	501.2	0.74	501.4	0.74	363.9	1.02	351.8	1.06
Total FTEs	529.7	819.2	0.65	837.9	0.63	628.4	0.84	514.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.3	15.7	2.38	9.9	3.77	16.4	2.28	36.1	1.03
Nurses, Licensed	155.5	197.1	0.79	181.6	0.86	206.1	0.75	153.0	1.02
Ancillary Nursing Personnel	11.0	33.0	0.33	27.2	0.40	28.5	0.39	12.6	0.88
All Other Personnel	477.4	387.2	1.23	325.9	1.46	345.3	1.38	437.6	1.09
Total FTEs	681.2	633.0	1.08	544.7	1.25	596.3	1.14	639.2	1.07

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,848
 Inpatient Days 3,540

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 54
 Inpatient Days 558

Newborn Nursery:
 Bassinets 6
 Total Births 117
 Newborn Days 231

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	776	2,391	40.8%	6.5	3.1
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	125	275	15.0%	0.8	2.2
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	344	874	59.7%	2.4	2.5
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.

* 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	29	0	29.0	Surgical Personnel	2	4	5.0
Physicians & Dentists	22	12	29.0	Radiological Services Personnel	13	13	18.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	4	2.0	Respiratory Therapists	4	8	9.0
Registered Nurses	44	80	90.0	Occupational Therapists	3	10	8.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	15	14	22.5	Physical Therapists	13	10	19.4
Ancillary Nursing Personnel	7	4	8.6	Physical Therapy Assistants/Aides	2	6	5.7
Medical Assistants	12	11	19.5	Recreational Therapists	4	1	4.8
Physician Assistants	1	2	1.8	Dietitians & Nutritionists	0	4	2.7
Nurse Practitioners	7	2	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	51	34	67.2
Health Info Mgmt-Administrators/Technicians	14	5	18.0	All Other Personnel	85	68	121.3
Pharmacy Personnel	7	3	8.3				
Clinical Laboratory Personnel	17	5	19.9				
				Total	362	301	529.7

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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	\$98,657,627	59.0%	46.6%	1.27	47.2%	1.25	41.7%	1.42	59.0%	1.00
Medical Assistance	\$13,498,379	8.1%	13.8%	0.59	11.7%	0.69	18.4%	0.44	7.0%	1.15
Commercial	\$46,436,951	27.8%	34.5%	0.81	36.7%	0.76	36.0%	0.77	29.5%	0.94
All Other	\$8,537,384	5.1%	5.1%	1.00	4.4%	1.16	4.0%	1.27	4.5%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$57,944,158	34.7%	35.0%	0.99	36.0%	0.96	30.1%	1.15	33.1%	1.05
Medical Assistance	\$9,653,639	5.8%	10.4%	0.56	9.0%	0.64	12.3%	0.47	4.9%	1.17
Commercial	\$12,928,778	7.7%	14.5%	0.53	15.2%	0.51	12.1%	0.64	8.2%	0.95
Charity Care	\$3,039,916	1.8%	1.0%	1.89	0.8%	2.40	0.8%	2.22	1.6%	1.14
Bad Debt	\$1,004,048	0.6%	1.2%	0.51	1.1%	0.55	1.1%	0.54	0.9%	0.64
All Other	\$3,840,618	2.3%	2.6%	0.90	2.7%	0.86	2.3%	0.98	2.0%	1.15
Total Deductions	\$88,411,157	52.9%	64.6%	0.82	64.6%	0.82	58.8%	0.90	50.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.4%	8.4%	1.35	6.6%	1.73	6.4%	1.78	3.4%	3.32	
Net Gains/Losses as % of Net Income	65.9%	13.8%	4.76	12.8%	5.16	N/A	N/A	78.1%	0.84	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$56,424,536	65.0%	43.5%	1.49	45.2%	1.44	41.7%	1.56	63.8%	1.02
Supplies & Services	\$25,272,456	29.1%	49.9%	0.58	47.8%	0.61	50.0%	0.58	30.5%	0.95
Capital Component	\$5,144,465	5.9%	6.6%	0.90	7.0%	0.85	8.3%	0.71	5.7%	1.04
Fiscal Statistics										
Operating Margin (%)	2.2%	7.5%	0.30	7.5%	0.30	6.6%	0.34	1.4%	1.55	
Total Hospital Net Income (%)	6.3%	8.6%	0.73	8.5%	0.74	6.2%	1.01	6.2%	1.00	
Return on Equity (%)	5.0%	4.1%	1.20	5.4%	0.92	3.0%	1.65	5.5%	0.90	
Current Ratio	1.9	3.9	0.50	3.5	0.56	3.4	0.57	3.0	0.64	
Days in Net Patient Accounts Receivable	48.0	71.5	0.67	54.3	0.88	48.8	0.98	56.5	0.85	
Average Payment Period	70.0	90.1	0.78	79.8	0.88	63.5	1.10	33.5	2.09	
Equity Financing (%)	77.6%	63.6%	1.22	71.2%	1.09	75.1%	1.03	83.7%	0.93	
Long-Term Debt to Equity Ratio	0.1	0.3	0.31	0.2	0.57	0.2	0.53	0.1	0.86	
Times Interest Earned	16.9	12.2	1.38	11.3	1.50	7.4	2.29	18.5	0.91	
Total Asset Turnover	0.8	0.5	1.60	0.6	1.20	0.5	1.56	0.8	0.90	
Average Age of Plant (Years)	15.1	14.1	1.07	10.9	1.39	9.8	1.53	13.8	1.09	
Increase (Decrease) Total Net Patient Revenue	-6.7%	-2.2%	3.01	-1.9%	3.56	-5.0%	1.35	6.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.5%	63.0%	1.34	72.6%	1.16	64.9%	1.30	85.5%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,423	\$17,652	0.36	\$14,359	0.45	\$18,057	0.36	\$6,000	1.07	
Inpatient Net Revenue per Day	\$2,457	\$3,704	0.66	\$3,457	0.71	\$3,961	0.62	\$2,615	0.94	
Outpatient Net Revenue per Visit	\$493	\$780	0.63	\$649	0.76	\$669	0.74	\$507	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$167,130,341	Cash & Cash Equivalents	\$15,375,540	Current Liabilities	\$15,884,331
Less Deductions	\$88,411,157	Net Patient Receivables	\$10,315,397	Long-Term Debt	\$8,400,663
Net Patient Revenue	\$78,719,184	Other Receivables	\$868,633	Other Liabilities	\$1,960,083
Plus Other Revenue	\$10,105,100			Subtotal	\$26,245,077
Total Revenue	\$88,824,284	Land, Buildings & Equipment (Net)	\$30,080,380	Unrestricted Fund Balance	\$91,121,139
Less Expenses	\$86,841,457	Other Assets	\$60,726,267	Restricted Fund Balance	\$368,842
Non-Operating Gains/Losses	\$3,831,971			Total Liabilities & Fund Balance	\$117,366,216
Net Income	\$5,814,799	Total Assets	\$117,366,217		