

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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.0%	57.9%	0.95	57.7%	0.95	58.1%	0.95	48.3%	1.14
Obstetrics	23.6%	36.8%	0.64	33.1%	0.13	31.4%	0.75	23.9%	0.99
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	40.3%	58.7%	0.69	51.8%	0.78	55.7%	0.72	39.1%	1.03
Average Census (Patients)									
Adult Medical-Surgical	21.5	26.8	0.80	25.0	0.86	31.3	0.68	18.9	1.14
Obstetrics	4.2	4.8	0.88	3.9	1.10	4.8	0.88	4.3	0.99
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	54.8	49.8	1.10	44.3	1.24	61.6	0.89	48.2	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.2	0.98	4.4	0.94	3.8	1.09
Obstetrics	1.9	2.4	0.77	2.3	0.83	2.4	0.79	1.9	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.82	4.4	0.90	4.6	0.86	3.5	1.13
Surgical Operations									
Inpatient	789	1,037	0.76	879	0.90	1,302	0.61	983	0.80
Outpatient	5,043	3,865	1.30	5,410	0.93	5,418	0.93	4,275	1.18
Inpatient as % of All Surgeries	13.5%	21.2%	0.64	14.0%	0.97	19.4%	0.70	18.7%	0.72
Outpatient Visits									
Non-Emergency Visits	84,654	145,246	0.58	191,881	0.44	219,131	0.39	64,774	1.31
Emergency Visits	22,837	16,058	1.42	17,038	1.34	24,739	0.92	20,680	1.10
Full-Time Equivalents (FTEs)									
Administrators	11.0	19.0	0.58	15.5	0.71	20.7	0.53	12.0	0.92
Nurses, Licensed	297.6	247.5	1.20	286.5	1.04	342.9	0.87	276.6	1.08
Ancillary Nursing Personnel	93.3	40.3	2.31	43.7	2.14	54.5	1.71	85.2	1.09
All Other Personnel	457.1	496.2	0.92	497.2	0.92	656.1	0.70	443.4	1.03
Total FTEs	858.9	803.0	1.07	842.9	1.02	1,074.1	0.80	817.3	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.7	13.0	0.37	8.7	0.54	10.1	0.47	6.4	0.74
Nurses, Licensed	128.3	168.4	0.76	160.8	0.80	168.5	0.76	147.5	0.87
Ancillary Nursing Personnel	40.2	27.4	1.47	24.5	1.64	26.8	1.50	45.4	0.88
All Other Personnel	197.1	337.6	0.58	279.1	0.71	322.3	0.61	236.4	0.83
Total FTEs	370.4	546.4	0.68	473.2	0.78	527.7	0.70	435.8	0.85

Total Hospital:
 Beds Set Up & Staffed 136
 Discharges 5,015
 Inpatient Days 19,997

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 802
 Newborn Days 1,220

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	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	1,894	7,830	55.0%	21.5	4.1
Orthopedic	1	29	831	2,962	28.0%	8.1	3.6
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	824	1,549	23.6%	4.2	1.9
Psychiatric	1	24	1,038	4,952	56.5%	13.6	4.8
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	189	1,460	57.1%	4.0	7.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	104	1,006	45.9%	2.8	9.7
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	2	13	33	238	5.0%	0.7	7.2

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	11	0	11.0	Surgical Personnel	18	11	25.3
Physicians & Dentists	24	17	25.8	Radiological Services Personnel	24	37	49.7
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	12	13.9
Registered Nurses	201	112	276.8	Occupational Therapists	6	8	9.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	2	0	2.0	Physical Therapists	9	2	10.1
Ancillary Nursing Personnel	51	91	93.3	Physical Therapy Assistants/Aides	4	3	5.6
Medical Assistants	3	7	7.7	Recreational Therapists	1	0	1.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	2	2.2
Nurse Practitioners	8	1	8.8	Psychologists	12	4	15.0
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	2	3	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	58	16	67.6
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	119	57	155.1
Pharmacy Personnel	19	7	22.8				
Clinical Laboratory Personnel	19	3	20.3				
				Total	627	396	858.9

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$320,274,961	48.3%	46.6%	1.03	47.1%	1.02	43.4%	1.11	46.5%	1.04
Medical Assistance	\$86,957,448	13.1%	14.4%	0.91	12.3%	1.06	18.4%	0.71	12.4%	1.05
Commercial	\$235,006,789	35.4%	33.9%	1.05	36.3%	0.97	33.8%	1.05	38.0%	0.93
All Other	\$21,174,009	3.2%	5.1%	0.63	4.2%	0.75	4.3%	0.73	3.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$257,183,244	38.8%	35.2%	1.10	35.4%	1.10	33.7%	1.15	36.7%	1.06
Medical Assistance	\$68,708,780	10.4%	11.1%	0.94	9.8%	1.06	14.1%	0.73	9.3%	1.12
Commercial	\$114,029,449	17.2%	14.9%	1.15	16.0%	1.07	13.7%	1.26	17.3%	0.99
Charity Care	\$6,146,658	0.9%	0.7%	1.30	0.7%	1.35	0.7%	1.41	1.1%	0.84
Bad Debt	\$7,427,961	1.1%	1.0%	1.10	1.1%	1.04	1.3%	0.89	1.0%	1.10
All Other	\$9,703,618	1.5%	2.8%	0.52	2.9%	0.50	2.7%	0.55	1.5%	1.01
Total Deductions	\$463,199,710	69.8%	65.8%	1.06	65.9%	1.06	66.0%	1.06	66.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	6.5%	0.55	6.1%	0.59	6.7%	0.53	5.4%	0.67
Net Gains/Losses as % of Net Income		0.0%	29.4%	0.00	31.1%	0.00	20.9%	0.00	0.3%	0.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$60,831,387	36.7%	42.4%	0.86	42.5%	0.86	43.3%	0.85	37.3%	0.98
Supplies & Services	\$95,481,234	57.6%	51.3%	1.12	50.9%	1.13	49.2%	1.17	56.6%	1.02
Capital Component	\$9,520,522	5.7%	6.2%	0.92	6.6%	0.87	7.4%	0.77	6.1%	0.94
Fiscal Statistics										
Operating Margin (%)		20.1%	10.4%	1.94	15.9%	1.27	12.2%	1.64	21.1%	0.95
Total Hospital Net Income (%)		20.2%	14.1%	1.43	21.5%	0.94	15.0%	1.34	21.1%	0.95
Return on Equity (%)		7.2%	6.3%	1.14	15.0%	0.48	3.8%	1.93	7.1%	1.02
Current Ratio		14.1	4.1	3.42	3.7	3.82	4.0	3.50	11.6	1.21
Days in Net Patient Accounts Receivable		58.1	87.5	0.66	56.7	1.03	139.1	0.42	51.8	1.12
Average Payment Period		48.2	89.9	0.54	76.1	0.63	140.8	0.34	77.5	0.62
Equity Financing (%)		94.7%	64.7%	1.46	75.3%	1.26	62.1%	1.53	91.7%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	0.05	0.2	0.11	0.4	0.04	0.0	0.96
Times Interest Earned		15.7	21.0	0.75	32.4	0.49	15.1	1.05	24.7	0.64
Total Asset Turnover		0.4	0.4	0.84	0.7	0.55	0.2	1.48	0.3	1.07
Average Age of Plant (Years)		11.0	17.1	0.64	10.6	1.04	23.5	0.47	9.5	1.16
Increase (Decrease) Total Net Patient Revenue		12.7%	12.7%	1.00	10.0%	1.26	18.6%	0.68	2.3%	5.48
Outpatient Gross Revenue (% of Total GPR)		75.5%	64.9%	1.16	74.4%	1.01	69.2%	1.09	72.8%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,444		\$18,658	0.67	\$15,148	0.82	\$18,023	0.69	\$12,481	1.00
Inpatient Net Revenue per Day	\$3,010		\$3,656	0.82	\$3,286	0.92	\$3,813	0.79	\$3,338	0.90
Outpatient Net Revenue per Visit	\$1,351		\$781	1.73	\$699	1.93	\$729	1.85	\$1,413	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$663,413,206	Cash & Cash Equivalents	\$260,177,512	Current Liabilities	\$21,051,652
Less Deductions	\$463,199,710	Net Patient Receivables	\$31,866,459	Long-Term Debt	\$9,255,634
Net Patient Revenue	\$200,213,496	Other Receivables	-\$89,406	Other Liabilities	\$280,292
Plus Other Revenue	\$7,455,766			Subtotal	\$30,587,578
Total Revenue	\$207,669,260	Land, Buildings & Equipment (Net)	\$281,112,254	Unrestricted Fund Balance	\$548,428,814
Less Expenses	\$165,833,143	Other Assets	\$5,949,574	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$20,204			Total Liabilities & Fund Balance	\$579,016,392
Net Income	\$41,856,321	Total Assets	\$579,016,393		