

**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 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.0%	57.9%	0.72	57.7%	0.73	54.3%	0.77	40.8%	1.03
Obstetrics	15.3%	36.8%	0.42	33.1%	0.02	31.5%	0.49	15.0%	1.02
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.5%	58.7%	0.72	51.8%	0.82	55.3%	0.77	38.7%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.7	26.8	0.25	25.0	0.27	18.1	0.37	6.5	1.03
Obstetrics	0.8	4.8	0.16	3.9	0.20	3.1	0.25	0.8	1.02
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.6	49.8	0.21	44.3	0.24	37.4	0.28	9.7	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	4.6	0.73	4.2	0.79	4.1	0.82	3.1	1.08
Obstetrics	2.0	2.4	0.80	2.3	0.86	2.3	0.85	2.2	0.89
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	4.9	0.43	4.4	0.47	4.4	0.48	1.9	1.09
<b>Surgical Operations</b>									
Inpatient	277	1,037	0.27	879	0.32	612	0.45	42	6.60
Outpatient	3,180	3,865	0.82	5,410	0.59	2,709	1.17	2,992	1.06
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	1.4%	5.79
<b>Outpatient Visits</b>									
Non-Emergency Visits	167,489	145,246	1.15	191,881	0.87	120,713	1.39	127,276	1.32
Emergency Visits	10,087	16,058	0.63	17,038	0.59	16,865	0.60	9,585	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	33.2	19.0	1.74	15.5	2.14	17.0	1.95	29.0	1.14
Nurses, Licensed	120.8	247.5	0.49	286.5	0.42	164.3	0.74	120.9	1.00
Ancillary Nursing Personnel	8.3	40.3	0.21	43.7	0.19	24.6	0.34	8.6	0.97
All Other Personnel	357.8	496.2	0.72	497.2	0.72	297.6	1.20	371.3	0.96
Total FTEs	520.1	803.0	0.65	842.9	0.62	503.6	1.03	529.7	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	36.5	13.0	2.82	8.7	4.18	14.0	2.61	37.3	0.98
Nurses, Licensed	132.8	168.4	0.79	160.8	0.83	134.7	0.99	155.5	0.85
Ancillary Nursing Personnel	9.1	27.4	0.33	24.5	0.37	20.2	0.45	11.0	0.83
All Other Personnel	393.3	337.6	1.16	279.1	1.41	244.0	1.61	477.4	0.82
Total FTEs	571.7	546.4	1.05	473.2	1.21	412.8	1.38	681.2	0.84

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,854  
 Inpatient Days 3,875

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 6  
 Discharges 48  
 Inpatient Days 503

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 120  
 Newborn Days 223

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2021	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	737	2,453	42.0%	6.7	3.3
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	143	280	15.3%	0.8	2.0
<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	356	1,142	78.2%	3.1	3.2
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.

\* 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	31	3	33.2	Surgical Personnel	2	5	5.7
Physicians & Dentists	25	9	28.5	Radiological Services Personnel	12	13	17.9
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.8
Dental Hygienists	0	4	2.0	Respiratory Therapists	4	9	9.0
Registered Nurses	42	87	92.2	Occupational Therapists	3	8	7.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	14	12	20.1	Physical Therapists	12	10	19.2
Ancillary Nursing Personnel	6	9	8.3	Physical Therapy Assistants/Aides	2	6	4.9
Medical Assistants	9	9	14.9	Recreational Therapists	3	1	3.8
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.7
Nurse Practitioners	6	4	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	46	36	62.8
Health Info Mgmt-Administrators/Technicians	15	6	19.0	All Other Personnel	81	76	120.4
Pharmacy Personnel	8	4	9.3				
Clinical Laboratory Personnel	14	8	16.2				
				<b>Total</b>	<b>347</b>	<b>327</b>	<b>520.1</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>5</sup>		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$113,913,726	56.2%	46.6%	1.21	47.1%	1.19	49.9%	1.13	59.0%	0.95
Medical Assistance	\$19,512,231	9.6%	14.4%	0.67	12.3%	0.78	15.6%	0.62	8.1%	1.19
Commercial	\$60,125,816	29.7%	33.9%	0.88	36.3%	0.82	30.3%	0.98	27.8%	1.07
All Other	\$9,072,458	4.5%	5.1%	0.88	4.2%	1.06	4.2%	1.06	5.1%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$70,075,946	34.6%	35.2%	0.98	35.4%	0.98	36.9%	0.94	34.7%	1.00
Medical Assistance	\$14,746,903	7.3%	11.1%	0.66	9.8%	0.74	11.4%	0.64	5.8%	1.26
Commercial	\$16,873,629	8.3%	14.9%	0.56	16.0%	0.52	11.8%	0.71	7.7%	1.08
Charity Care	\$2,544,888	1.3%	0.7%	1.76	0.7%	1.83	0.9%	1.34	1.8%	0.69
Bad Debt	\$1,636,269	0.8%	1.0%	0.79	1.1%	0.75	1.2%	0.69	0.6%	1.34
All Other	\$4,451,754	2.2%	2.8%	0.79	2.9%	0.75	2.5%	0.89	2.3%	0.96
Total Deductions	\$110,329,389	54.5%	65.8%	0.83	65.9%	0.83	64.7%	0.84	52.9%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.9%	6.5%	0.60	6.1%	0.64	4.5%	0.87	11.4%	0.34
Net Gains/Losses as % of Net Income		66.1%	29.4%	2.25	31.1%	2.13	43.7%	1.51	65.9%	1.00
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$58,283,431	64.4%	42.4%	1.52	42.5%	1.51	38.8%	1.66	65.0%	0.99
Supplies & Services	\$26,938,638	29.8%	51.3%	0.58	50.9%	0.59	54.3%	0.55	29.1%	1.02
Capital Component	\$5,281,583	5.8%	6.2%	0.94	6.6%	0.88	6.9%	0.85	5.9%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.8%	10.4%	0.55	15.9%	0.36	9.6%	0.60	2.2%	2.58
Total Hospital Net Income (%)		15.3%	14.1%	1.08	21.5%	0.71	15.9%	0.96	6.3%	2.43
Return on Equity (%)		11.5%	6.3%	1.83	15.0%	0.77	11.2%	1.03	5.0%	2.33
Current Ratio		1.8	4.1	0.44	3.7	0.50	3.9	0.47	1.9	0.94
Days in Net Patient Accounts Receivable		51.3	87.5	0.59	56.7	0.91	51.2	1.00	48.0	1.07
Average Payment Period		101.6	89.9	1.13	76.1	1.33	62.2	1.63	70.0	1.45
Equity Financing (%)		76.2%	64.7%	1.18	75.3%	1.01	78.3%	0.97	77.6%	0.98
Long-Term Debt to Equity Ratio		0.1	0.3	0.23	0.2	0.49	0.1	0.75	0.1	0.81
Times Interest Earned		46.5	21.0	2.21	32.4	1.43	21.6	2.16	16.9	2.76
Total Asset Turnover		0.7	0.4	1.58	0.7	1.04	0.7	1.04	0.8	0.90
Average Age of Plant (Years)		15.9	17.1	0.93	10.6	1.50	10.5	1.51	15.1	1.05
Increase (Decrease) Total Net Patient Revenue		17.2%	12.7%	1.35	10.0%	1.72	8.7%	1.99	-6.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.6%	64.9%	1.32	74.4%	1.15	69.3%	1.24	84.5%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,933		\$18,658	0.37	\$15,148	0.46	\$13,373	0.52	\$6,423	1.08
Inpatient Net Revenue per Day	\$2,496		\$3,656	0.68	\$3,286	0.76	\$3,024	0.83	\$2,457	1.02
Outpatient Net Revenue per Visit	\$455		\$781	0.58	\$699	0.65	\$626	0.73	\$493	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$202,624,231	Cash & Cash Equivalents	\$25,132,133	Current Liabilities	\$24,129,941
Less Deductions	\$110,329,389	Net Patient Receivables	\$12,980,613	Long-Term Debt	\$8,017,219
Net Patient Revenue	\$92,294,842	Other Receivables	\$592,505	Other Liabilities	\$1,539,604
Plus Other Revenue	\$3,744,387			Subtotal	\$33,686,764
Total Revenue	\$96,039,229	Land, Buildings & Equipment (Net)	\$30,484,693	Unrestricted Fund Balance	\$107,840,684
Less Expenses	\$90,503,652	Other Assets	\$72,337,504	Restricted Fund Balance	\$238,486
Non-Operating Gains/Losses	\$10,785,021			Total Liabilities & Fund Balance	\$141,527,448
Net Income	\$16,320,597	Total Assets	\$141,527,448		