

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

		All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.7%	55.7%	0.77	50.7%	0.84	57.4%	0.74	37.2%	1.15
Obstetrics	29.0%	41.5%	0.70	35.8%	0.15	40.0%	0.73	25.4%	1.14
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	38.9%	57.5%	0.68	47.6%	0.82	59.0%	0.66	37.7%	1.03
Average Census (Patients)									
Adult Medical-Surgical	16.7	26.4	0.63	23.3	0.72	36.9	0.45	16.7	1.00
Obstetrics	5.2	5.6	0.93	4.4	1.20	7.9	0.66	5.1	1.03
Pediatrics	0.0	1.4	N/A	0.5	N/A	5.2	N/A	0.0	N/A
Total Hospital	49.4	49.4	1.00	40.3	1.23	78.6	0.63	51.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.80	3.6	0.88	3.8	0.83	3.3	0.97
Obstetrics	2.1	2.5	0.82	2.5	0.83	2.6	0.81	2.0	1.02
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.2	4.4	0.73	3.6	0.88	4.4	0.72	3.3	0.98
Surgical Operations									
Inpatient	1,266	1,396	0.91	1,119	1.13	1,842	0.69	1,436	0.88
Outpatient	5,138	4,206	1.22	4,642	1.11	4,876	1.05	4,858	1.06
Inpatient as % of All Surgeries	19.8%	24.9%	0.79	19.4%	1.02	27.4%	0.72	22.8%	0.87
Outpatient Visits									
Non-Emergency Visits	78,687	136,074	0.58	200,883	0.39	168,131	0.47	76,368	1.03
Emergency Visits	22,774	18,688	1.22	18,216	1.25	31,181	0.73	21,983	1.04
Full-Time Equivalents (FTEs)									
Administrators	9.0	19.3	0.47	19.6	0.46	25.9	0.35	9.0	1.00
Nurses, Licensed	266.6	239.2	1.11	266.6	1.00	358.4	0.74	273.1	0.98
Ancillary Nursing Personnel	61.4	40.0	1.53	32.6	1.88	57.2	1.07	59.4	1.03
All Other Personnel	425.4	480.4	0.89	519.5	0.82	660.2	0.64	420.3	1.01
Total FTEs	762.5	779.0	0.98	838.3	0.91	1,101.6	0.69	761.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.1	14.9	0.34	13.4	0.38	12.9	0.40	5.4	0.95
Nurses, Licensed	151.8	183.7	0.83	183.1	0.83	178.3	0.85	164.3	0.92
Ancillary Nursing Personnel	35.0	30.8	1.14	22.4	1.56	28.5	1.23	35.7	0.98
All Other Personnel	242.2	369.0	0.66	356.8	0.68	328.4	0.74	252.9	0.96
Total FTEs	434.1	598.3	0.73	575.7	0.75	548.0	0.79	458.3	0.95

Total Hospital:

Beds Set Up & Staffed 127
 Discharges 5,631
 Inpatient Days 18,026

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:

Bassinet 18
 Total Births 915
 Newborn Days 1,591

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	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	1,930	6,081	42.7%	16.7	3.2
Orthopedic	1	29	982	2,168	20.5%	5.9	2.2
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	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	18	918	1,906	29.0%	5.2	2.1
Psychiatric	1	29	1,421	5,862	55.4%	16.1	4.1
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	6	142	772	35.3%	2.1	5.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	115	1,237	56.5%	3.4	10.8
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.

** 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	9	0	9.0	Surgical Personnel	8	10	14.5
Physicians & Dentists	18	15	19.6	Radiological Services Personnel	22	21	39.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	4	9.4
Registered Nurses	187	93	250.1	Occupational Therapists	4	7	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	1	1.5	Physical Therapists	7	2	8.2
Ancillary Nursing Personnel	34	46	61.4	Physical Therapy Assistants/Aides	2	1	2.7
Medical Assistants	3	3	5.5	Recreational Therapists	1	0	1.0
Physician Assistants	4	2	4.0	Dietitians & Nutritionists	1	1	1.9
Nurse Practitioners	5	3	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	13	7	18.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	112	71	153.0
Health Info Mgmt-Administrators/Technicians	10	1	10.6	All Other Personnel	63	39	85.5
Pharmacy Personnel	19	3	21.8				
Clinical Laboratory Personnel	16	3	18.3				
				Total	557	337	762.5

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Sheboygan, WI 53083			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	\$218,788,375	44.7%	45.7%	0.98	46.7%	0.96	41.9%	1.07	44.7%	1.00	
Medical Assistance	\$63,179,061	12.9%	14.0%	0.92	11.9%	1.09	19.9%	0.65	12.6%	1.03	
Commercial	\$193,323,258	39.5%	35.8%	1.10	38.0%	1.04	35.1%	1.13	40.2%	0.98	
All Other	\$14,125,238	2.9%	4.5%	0.64	3.4%	0.84	3.2%	0.90	2.6%	1.12	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$170,824,963	34.9%	34.1%	1.02	34.7%	1.01	31.8%	1.10	33.8%	1.03	
Medical Assistance	\$48,021,071	9.8%	10.6%	0.93	9.0%	1.10	14.5%	0.68	9.3%	1.06	
Commercial	\$86,761,470	17.7%	14.7%	1.21	16.1%	1.10	12.7%	1.39	17.8%	1.00	
Charity Care	\$7,709,469	1.6%	1.0%	1.62	0.9%	1.71	1.0%	1.60	1.5%	1.02	
Bad Debt	\$5,457,892	1.1%	1.1%	1.04	1.0%	1.13	1.1%	0.98	0.9%	1.21	
All Other	\$4,562,949	0.9%	2.0%	0.48	1.8%	0.53	1.4%	0.65	0.9%	1.08	
Total Deductions	\$323,337,814	66.1%	63.3%	1.04	63.5%	1.04	62.6%	1.06	64.1%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.4%	5.5%	0.44	3.5%	0.69	3.7%	0.65	2.3%	1.05	
Net Gains/Losses as % of Net Income		0.4%	2.6%	0.17	8.5%	0.05	5.1%	0.08	N/A	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$51,267,307	38.1%	44.1%	0.86	45.8%	0.83	43.3%	0.88	37.3%	1.02	
Supplies & Services	\$74,256,412	55.2%	49.0%	1.13	46.8%	1.18	49.6%	1.11	57.6%	0.96	
Capital Component	\$9,058,331	6.7%	6.9%	0.98	7.4%	0.91	7.1%	0.94	5.1%	1.33	
Fiscal Statistics											
Operating Margin (%)		20.9%	8.4%	2.50	9.4%	2.23	10.1%	2.08	18.6%	1.12	
Total Hospital Net Income (%)		21.0%	8.6%	2.45	10.2%	2.06	10.6%	1.99	18.5%	1.14	
Return on Equity (%)		8.2%	6.3%	1.29	7.0%	1.17	6.8%	1.21	7.6%	1.08	
Current Ratio		50.0	5.9	8.44	4.3	11.65	7.2	6.90	36.8	1.36	
Days in Net Patient Accounts Receivable		49.7	51.6	0.96	50.7	0.98	53.7	0.93	49.5	1.00	
Average Payment Period		22.3	38.5	0.58	54.9	0.41	35.4	0.63	27.6	0.81	
Equity Financing (%)		98.2%	75.1%	1.31	75.6%	1.30	73.3%	1.34	97.6%	1.01	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		0.0	13.4	N/A	14.7	N/A	19.0	N/A	0.0	N/A	
Total Asset Turnover		0.4	0.7	0.53	0.7	0.57	0.6	0.61	0.4	0.95	
Average Age of Plant (Years)		6.0	9.9	0.61	10.4	0.58	8.4	0.71	6.9	0.87	
Increase (Decrease) Total Net Patient Revenue		3.1%	5.4%	0.56	3.9%	0.78	5.3%	0.57	-2.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)		70.0%	61.9%	1.13	71.3%	0.98	60.4%	1.16	67.6%	1.04	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$10,574		\$15,830	0.67	\$12,899	0.82	\$15,632	0.68	\$10,583	1.00	
Inpatient Net Revenue per Day	\$3,099		\$3,538	0.88	\$3,402	0.91	\$3,480	0.89	\$3,092	1.00	
Outpatient Net Revenue per Visit	\$1,104		\$686	1.61	\$545	2.02	\$697	1.58	\$1,063	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$489,415,932	Cash & Cash Equivalents	\$358,998,091	Current Liabilities	\$7,673,931
Less Deductions	\$323,337,814	Net Patient Receivables	\$22,633,295	Long-Term Debt	\$0
Net Patient Revenue	\$166,078,118	Other Receivables	\$158,315	Other Liabilities	\$193,959
Plus Other Revenue	\$4,163,237			Subtotal	\$7,867,890
Total Revenue	\$170,241,355	Land, Buildings & Equipment (Net)	\$47,398,591	Unrestricted Fund Balance	\$429,476,554
Less Expenses	\$134,582,050	Other Assets	\$8,156,152	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$152,958			Total Liabilities & Fund Balance	\$437,344,444
Net Income	\$35,812,263	Total Assets	\$437,344,444		