

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 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.9%	55.2%	0.72	48.2%	0.83	43.3%	0.92	49.7%	0.80
Obstetrics	17.9%	38.0%	0.47	34.9%	0.03	23.8%	0.75	15.9%	1.13
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.9%	57.4%	0.66	47.8%	0.79	44.0%	0.86	43.9%	0.86
Average Census (Patients)									
Adult Medical-Surgical	6.4	26.0	0.25	22.4	0.29	15.3	0.42	8.0	0.80
Obstetrics	0.9	4.9	0.18	4.2	0.21	2.1	0.42	0.8	1.13
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.0	0.19	40.5	0.23	27.3	0.35	11.0	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.71	3.6	0.79	3.4	0.83	2.8	1.02
Obstetrics	2.2	2.6	0.87	2.4	0.92	2.3	0.96	2.2	1.00
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	4.5	0.39	3.7	0.47	3.7	0.47	2.1	0.82
Surgical Operations									
Inpatient	247	1,426	0.17	1,109	0.22	657	0.38	307	0.80
Outpatient	2,111	4,581	0.46	5,157	0.41	2,872	0.74	1,757	1.20
Inpatient as % of All Surgeries	10.5%	23.7%	0.44	17.7%	0.59	18.6%	0.56	14.9%	0.70
Outpatient Visits									
Non-Emergency Visits	136,208	144,376	0.94	219,705	0.62	115,084	1.18	124,891	1.09
Emergency Visits	9,422	17,768	0.53	18,012	0.52	13,821	0.68	9,333	1.01
Full-Time Equivalents (FTEs)									
Administrators	29.0	23.0	1.26	16.0	1.81	18.2	1.60	30.0	0.97
Nurses, Licensed	123.1	251.3	0.49	277.3	0.44	150.6	0.82	125.2	0.98
Ancillary Nursing Personnel	10.1	39.7	0.25	36.2	0.28	19.7	0.51	9.7	1.05
All Other Personnel	351.8	509.3	0.69	540.2	0.65	320.3	1.10	341.2	1.03
Total FTEs	514.0	823.3	0.62	869.6	0.59	508.8	1.01	506.0	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.1	17.0	2.12	10.4	3.47	18.2	1.98	46.0	0.78
Nurses, Licensed	153.0	185.7	0.82	180.1	0.85	151.1	1.01	191.8	0.80
Ancillary Nursing Personnel	12.6	29.3	0.43	23.5	0.53	19.8	0.63	14.8	0.85
All Other Personnel	437.6	376.3	1.16	350.8	1.25	321.5	1.36	522.6	0.84
Total FTEs	639.2	608.3	1.05	564.7	1.13	510.6	1.25	775.1	0.82

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,985
 Inpatient Days 3,460

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 42
 Inpatient Days 385

Newborn Nursery:
 Bassinets 6
 Total Births 132
 Newborn Days 282

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	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	812	2,333	39.9%	6.4	2.9
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	147	327	17.9%	0.9	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	340	800	54.8%	2.2	2.4
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	3	3	4.4
Physicians & Dentists	24	8	27.4	Radiological Services Personnel	12	12	18.5
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	5	2.2	Respiratory Therapists	4	10	9.0
Registered Nurses	42	80	88.6	Occupational Therapists	2	10	8.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	17	15	26.0	Physical Therapists	12	8	16.5
Ancillary Nursing Personnel	7	6	10.1	Physical Therapy Assistants/Aides	3	5	6.2
Medical Assistants	13	10	20.7	Recreational Therapists	4	1	4.8
Physician Assistants	1	2	1.8	Dietitians & Nutritionists	0	4	2.6
Nurse Practitioners	7	2	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	28	56.8
Health Info Mgmt-Administrators/Technicians	18	6	22.0	All Other Personnel	81	68	113.4
Pharmacy Personnel	6	4	7.6				
Clinical Laboratory Personnel	18	8	20.2				
				Total	359	296	514.0

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁵		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$101,107,382	59.0%	46.3%	1.28	47.5%	1.24	51.1%	1.15	58.0%	1.02
Medical Assistance	\$12,018,246	7.0%	13.6%	0.51	11.3%	0.62	11.3%	0.62	9.6%	0.73
Commercial	\$50,521,937	29.5%	35.3%	0.83	37.0%	0.80	33.7%	0.87	27.8%	1.06
All Other	\$7,725,455	4.5%	4.8%	0.94	4.2%	1.06	3.9%	1.17	4.6%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,801,875	33.1%	34.9%	0.95	35.6%	0.93	36.8%	0.90	33.3%	0.99
Medical Assistance	\$8,436,128	4.9%	10.4%	0.48	8.9%	0.55	8.5%	0.58	5.3%	0.93
Commercial	\$14,008,818	8.2%	14.7%	0.56	15.3%	0.53	12.8%	0.64	7.0%	1.17
Charity Care	\$2,722,571	1.6%	1.0%	1.65	1.0%	1.66	0.9%	1.78	1.2%	1.38
Bad Debt	\$1,613,761	0.9%	1.1%	0.89	1.1%	0.85	1.4%	0.69	0.9%	1.07
All Other	\$3,419,877	2.0%	2.2%	0.92	2.1%	0.93	2.1%	0.95	1.1%	1.86
Total Deductions	\$87,003,030	50.8%	64.2%	0.79	64.1%	0.79	62.4%	0.81	48.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.62	3.5%	0.99	3.4%	1.01	2.8%	1.24
Net Gains/Losses as % of Net Income		78.1%	13.2%	5.93	N/A	N/A	4.5%	17.28	112.7%	0.69
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,908,349	63.8%	44.0%	1.45	47.1%	1.35	46.0%	1.39	65.5%	0.97
Supplies & Services	\$26,289,904	30.5%	49.2%	0.62	45.7%	0.67	46.6%	0.65	28.8%	1.06
Capital Component	\$4,910,063	5.7%	6.8%	0.84	7.2%	0.79	7.4%	0.77	5.7%	1.00
Fiscal Statistics										
Operating Margin (%)		1.4%	9.1%	0.16	10.6%	0.14	8.2%	0.18	-0.3%	N/A
Total Hospital Net Income (%)		6.2%	10.3%	0.61	10.5%	0.59	8.6%	0.73	2.5%	2.54
Return on Equity (%)		5.5%	6.0%	0.92	7.1%	0.78	5.8%	0.96	1.9%	2.87
Current Ratio		3.0	4.7	0.64	4.5	0.67	4.4	0.69	3.8	0.79
Days in Net Patient Accounts Receivable		56.5	64.0	0.88	51.1	1.11	49.0	1.15	56.2	1.01
Average Payment Period		33.5	56.5	0.59	60.2	0.56	41.1	0.82	36.1	0.93
Equity Financing (%)		83.7%	69.2%	1.21	74.2%	1.13	81.8%	1.02	83.1%	1.01
Long-Term Debt to Equity Ratio		0.1	0.3	0.42	0.2	0.60	0.1	1.08	0.1	0.93
Times Interest Earned		18.5	13.4	1.38	13.3	1.39	14.1	1.31	8.6	2.14
Total Asset Turnover		0.8	0.6	1.46	0.7	1.25	0.7	1.26	0.8	1.11
Average Age of Plant (Years)		13.8	12.6	1.10	10.6	1.30	9.6	1.44	15.8	0.87
Increase (Decrease) Total Net Patient Revenue		6.0%	7.3%	0.82	6.6%	0.91	2.8%	2.16	-0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.5%	63.3%	1.35	72.4%	1.18	71.9%	1.19	81.6%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,000	\$16,906	0.35	\$13,311	0.45	\$12,065	0.50	\$8,249	0.73	
Inpatient Net Revenue per Day	\$2,615	\$3,675	0.71	\$3,405	0.77	\$3,161	0.83	\$3,327	0.79	
Outpatient Net Revenue per Visit	\$507	\$703	0.72	\$549	0.92	\$614	0.83	\$485	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$171,373,020	Cash & Cash Equivalents	\$5,575,009	Current Liabilities	\$7,564,486
Less Deductions	\$87,003,030	Net Patient Receivables	\$13,057,764	Long-Term Debt	\$9,300,638
Net Patient Revenue	\$84,369,990	Other Receivables	\$728,600	Other Liabilities	\$75,358
Plus Other Revenue	\$2,996,184			Subtotal	\$16,940,482
Total Revenue	\$87,366,174	Land, Buildings & Equipment (Net)	\$30,670,940	Unrestricted Fund Balance	\$87,082,327
Less Expenses	\$86,108,316	Other Assets	\$53,990,496	Restricted Fund Balance	\$361,765
Non-Operating Gains/Losses	\$4,481,469			Total Liabilities & Fund Balance	\$104,022,809
Net Income	\$5,739,327	Total Assets	\$104,022,809		