

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 2019	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.2%	55.2%	0.80	48.2%	0.92	50.7%	0.87	42.7%	1.03
Obstetrics	27.9%	38.0%	0.73	34.9%	0.14	34.4%	0.81	29.0%	0.96
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	37.2%	57.4%	0.65	47.8%	0.78	54.8%	0.68	38.9%	0.96
Average Census (Patients)									
Adult Medical-Surgical	17.2	26.0	0.66	22.4	0.77	27.5	0.63	16.7	1.03
Obstetrics	5.0	4.9	1.02	4.2	1.19	6.2	0.81	5.2	0.96
Pediatrics	0.0	1.3	N/A	0.6	N/A	4.2	N/A	0.0	N/A
Total Hospital	47.3	49.0	0.97	40.5	1.17	63.1	0.75	49.4	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.6	0.90	3.6	0.90	3.2	1.04
Obstetrics	2.0	2.6	0.80	2.4	0.84	2.5	0.82	2.1	0.99
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.72	3.7	0.87	4.3	0.75	3.2	1.01
Surgical Operations									
Inpatient	1,229	1,426	0.86	1,109	1.11	1,501	0.82	1,266	0.97
Outpatient	4,988	4,581	1.09	5,157	0.97	5,596	0.89	5,138	0.97
Inpatient as % of All Surgeries	19.8%	23.7%	0.83	17.7%	1.12	21.2%	0.93	19.8%	1.00
Outpatient Visits									
Non-Emergency Visits	78,024	144,376	0.54	219,705	0.36	193,333	0.40	78,687	0.99
Emergency Visits	23,167	17,768	1.30	18,012	1.29	29,751	0.78	22,774	1.02
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	16.0	0.56	31.4	0.29	9.0	1.00
Nurses, Licensed	261.4	251.3	1.04	277.3	0.94	357.1	0.73	266.6	0.98
Ancillary Nursing Personnel	56.8	39.7	1.43	36.2	1.57	53.7	1.06	61.4	0.92
All Other Personnel	471.5	509.3	0.93	540.2	0.87	692.3	0.68	425.4	1.11
Total FTEs	798.6	823.3	0.97	869.6	0.92	1,134.4	0.70	762.5	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	17.0	0.31	10.4	0.50	16.1	0.32	5.1	1.01
Nurses, Licensed	150.7	185.7	0.81	180.1	0.84	183.4	0.82	151.8	0.99
Ancillary Nursing Personnel	32.7	29.3	1.12	23.5	1.39	27.6	1.19	35.0	0.94
All Other Personnel	271.8	376.3	0.72	350.8	0.77	355.6	0.76	242.2	1.12
Total FTEs	460.3	608.3	0.76	564.7	0.82	582.6	0.79	434.1	1.06

Total Hospital:
 Beds Set Up & Staffed 127
 Discharges 5,343
 Inpatient Days 17,267

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 896
 Newborn Days 1,526

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,924	6,290	44.2%	17.2	3.3
Orthopedic	1	29	1,023	2,348	22.2%	6.4	2.3
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	895	1,832	27.9%	5.0	2.0
Psychiatric	1	29	1,118	4,880	46.1%	13.4	4.4
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	129	853	38.9%	2.3	6.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	86	1,064	48.6%	2.9	12.4
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	3	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	9	0	9.0	Surgical Personnel	8	10	14.0
Physicians & Dentists	20	20	22.1	Radiological Services Personnel	23	30	45.1
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	3	10.4
Registered Nurses	178	95	241.7	Occupational Therapists	5	7	8.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	2	2.9	Physical Therapists	8	2	9.6
Ancillary Nursing Personnel	35	47	56.8	Physical Therapy Assistants/Aides	2	1	2.7
Medical Assistants	6	4	8.9	Recreational Therapists	1	0	1.0
Physician Assistants	4	1	4.3	Dietitians & Nutritionists	1	1	1.9
Nurse Practitioners	5	4	6.8	Psychologists	9	4	11.2
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	3	3	5.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	72	43	94.2
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	125	79	171.1
Pharmacy Personnel	20	5	23.0				
Clinical Laboratory Personnel	18	3	19.8				
				Total	588	368	798.6

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁶		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$242,159,165	46.6%	46.3%	1.01	47.5%	0.98	41.9%	1.11	44.7%	1.04
Medical Assistance	\$62,460,932	12.0%	13.6%	0.88	11.3%	1.06	19.2%	0.63	12.9%	0.93
Commercial	\$198,700,165	38.2%	35.3%	1.08	37.0%	1.03	35.7%	1.07	39.5%	0.97
All Other	\$16,281,677	3.1%	4.8%	0.66	4.2%	0.74	3.3%	0.96	2.9%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$189,910,832	36.5%	34.9%	1.05	35.6%	1.03	32.2%	1.13	34.9%	1.05
Medical Assistance	\$47,317,764	9.1%	10.4%	0.88	8.9%	1.02	14.2%	0.64	9.8%	0.93
Commercial	\$90,647,627	17.4%	14.7%	1.19	15.3%	1.14	13.6%	1.28	17.7%	0.98
Charity Care	\$7,959,788	1.5%	1.0%	1.59	1.0%	1.60	1.0%	1.50	1.6%	0.97
Bad Debt	\$4,393,961	0.8%	1.1%	0.80	1.1%	0.76	1.2%	0.73	1.1%	0.76
All Other	\$5,714,845	1.1%	2.2%	0.51	2.1%	0.51	1.5%	0.72	0.9%	1.18
Total Deductions	\$345,944,818	66.6%	64.2%	1.04	64.1%	1.04	63.7%	1.04	66.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	5.5%	0.42	3.5%	0.67	3.9%	0.60	2.4%	0.95
Net Gains/Losses as % of Net Income		0.1%	13.2%	0.00	N/A	N/A	14.4%	0.00	0.4%	0.12
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,177,697	39.5%	44.0%	0.90	47.1%	0.84	44.1%	0.89	38.1%	1.04
Supplies & Services	\$72,473,398	52.8%	49.2%	1.07	45.7%	1.16	48.5%	1.09	55.2%	0.96
Capital Component	\$10,612,942	7.7%	6.8%	1.14	7.2%	1.07	7.4%	1.05	6.7%	1.15
Fiscal Statistics										
Operating Margin (%)		22.8%	9.1%	2.51	10.6%	2.15	9.4%	2.42	20.9%	1.09
Total Hospital Net Income (%)		22.8%	10.3%	2.21	10.5%	2.17	10.8%	2.10	21.0%	1.09
Return on Equity (%)		8.1%	6.0%	1.35	7.1%	1.15	4.3%	1.88	8.2%	0.99
Current Ratio		21.8	4.7	4.63	4.5	4.86	4.3	5.10	50.0	0.44
Days in Net Patient Accounts Receivable		50.5	64.0	0.79	51.1	0.99	85.1	0.59	49.7	1.02
Average Payment Period		52.4	56.5	0.93	60.2	0.87	80.6	0.65	22.3	2.35
Equity Financing (%)		94.5%	69.2%	1.36	74.2%	1.27	65.0%	1.45	98.2%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	0.07	0.2	0.10	0.4	0.05	0.0	N/A
Times Interest Earned		16.8	13.4	1.25	13.3	1.26	11.7	1.44	0.0	N/A
Total Asset Turnover		0.4	0.6	0.62	0.7	0.53	0.4	0.91	0.4	0.91
Average Age of Plant (Years)		7.7	12.6	0.61	10.6	0.72	14.3	0.54	6.0	1.28
Increase (Decrease) Total Net Patient Revenue		4.6%	7.3%	0.63	6.6%	0.69	7.2%	0.63	3.1%	1.49
Outpatient Gross Revenue (% of Total GPR)		71.0%	63.3%	1.12	72.4%	0.98	66.6%	1.07	70.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,272	\$16,906	0.67	\$13,311	0.85	\$15,576	0.72	\$10,574	1.07
Inpatient Net Revenue per Day		\$3,279	\$3,675	0.89	\$3,405	0.96	\$3,515	0.93	\$3,099	1.06
Outpatient Net Revenue per Visit		\$1,164	\$703	1.66	\$549	2.12	\$685	1.70	\$1,104	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$519,601,938	Cash & Cash Equivalents	\$377,822,901	Current Liabilities	\$18,611,892
Less Deductions	\$345,944,818	Net Patient Receivables	\$24,027,105	Long-Term Debt	\$8,878,076
Net Patient Revenue	\$173,657,120	Other Receivables	-\$96,757	Other Liabilities	\$206,566
Plus Other Revenue	\$4,140,582			Subtotal	\$27,696,534
Total Revenue	\$177,797,700	Land, Buildings & Equipment (Net)	\$85,944,444	Unrestricted Fund Balance	\$473,810,195
Less Expenses	\$137,264,037	Other Assets	\$13,809,035	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$21,630			Total Liabilities & Fund Balance	\$501,506,729
Net Income	\$40,555,293	Total Assets	\$501,506,728		