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: 6

Selected Utilization Statistics	FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 4 Value	Analysis Area 4 Ratio	Volume Group 6 Value	Volume Group 6 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.0%	65.1%	0.51	62.2%	0.53	63.5%	0.52	30.6%	1.08
Obstetrics	18.4%	43.7%	0.42	37.1%	0.50	33.5%	0.55	15.8%	1.16
Pediatrics	0.0%	77.8%	N/A	17.9%	N/A	95.1%	N/A	0.0%	N/A
Total Hospital	33.0%	65.1%	0.51	57.3%	0.58	65.8%	0.50	32.3%	1.02
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.0	0.20	28.3	0.19	21.1	0.25	4.9	1.08
Obstetrics	0.9	5.4	0.17	4.8	0.19	3.1	0.29	0.8	1.16
Pediatrics	0.0	3.9	N/A	0.5	N/A	7.6	N/A	0.0	N/A
Total Hospital	8.2	47.2	0.17	43.2	0.19	46.7	0.18	8.1	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.2	0.85	3.8	0.94	4.0	0.90	3.5	1.03
Obstetrics	2.5	2.4	1.02	2.4	1.03	2.3	1.09	2.3	1.07
Pediatrics	0.0	4.0	N/A	2.9	N/A	3.7	N/A	0.0	N/A
Total Hospital	2.2	4.7	0.46	4.2	0.52	4.6	0.47	2.1	1.05
Surgical Operations									
Inpatient	155	1,075	0.14	822	0.19	802	0.19	123	1.26
Outpatient	3,509	4,478	0.78	5,976	0.59	4,496	0.78	3,705	0.95
Inpatient as % of All Surgeries	4.2%	18.4%	0.23	12.1%	0.35	15.1%	0.28	3.2%	1.32
Outpatient Visits									
Non-Emergency Visits	186,563	149,200	1.25	224,286	0.83	205,791	0.91	186,333	1.00
Emergency Visits	16,194	17,658	0.92	18,862	0.86	23,654	0.68	13,603	1.19
Full-Time Equivalents (FTEs)									
Administrators	7.5	3.6	2.10	3.5	2.14	3.8	2.00	8.0	0.94
Nurses, Licensed	187.6	231.2	0.81	276.0	0.68	262.2	0.72	124.2	1.51
Ancillary Nursing Personnel	31.1	36.8	0.84	43.4	0.72	36.0	0.86	28.5	1.09
All Other Personnel	552.9	472.1	1.17	499.9	1.11	534.7	1.03	493.8	1.12
Total FTEs	779.1	743.6	1.05	822.8	0.95	836.7	0.93	654.5	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.0	2.4	2.50	1.9	3.17	2.3	2.67	5.6	1.08
Nurses, Licensed	150.5	155.9	0.97	149.4	1.01	157.9	0.95	86.4	1.74
Ancillary Nursing Personnel	24.9	24.8	1.00	23.5	1.06	21.7	1.15	19.8	1.26
All Other Personnel	443.7	318.4	1.39	270.7	1.64	321.9	1.38	343.4	1.29
Total FTEs	625.2	501.6	1.25	445.5	1.40	503.7	1.24	455.2	1.37

Total Hospital:

Beds Set Up & Staffed	25
Discharges	1,391
Inpatient Days	3,011

Contract with:

Health Maintenance Organization (HMO)	Yes
Preferred Provider Organization (PPO)	Yes

Medicare-certified Swing Beds:

Average Beds Used	5
Discharges	26
Inpatient Days	398

Newborn Nursery:

Bassinets	6
Total Births	129
Newborn Days	264

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	16	538	1,930	33.0%	5.3	3.6
Orthopedic	H	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	H	0	0	0	0.0%	0.0	0.0
Hospice	H	0	0	0	0.0%	0.0	0.0
Palliative Care	H	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	H	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	H	5	136	335	18.4%	0.9	2.5
Psychiatric	N	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	H	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	H	4	292	746	51.1%	2.0	2.6
Step-Down (Special Care)	H	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System
C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	7	3	7.5
Dentists	0	0	0.0
Medical & Dental Residents	0	0	0.0
Dental Hygienists	0	0	0.0
Registered Nurses	128	52	143.5
Certified Nurse Midwives	0	0	0.0
Licensed Practical Nurses	29	10	32.4
Ancillary Nursing Personnel	22	27	31.1
Medical Assistants	20	7	24.0
Nurse Practitioners	11	3	11.8
Certified Registered Nurse Anesthetists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	12	1	12.0
Pharmacists	5	0	5.0
Medical & Clinical LaboratoryTechnicians	15	8	17.1
Surgical Personnel	7	3	7.0
Directors/Managers	36	3	36.0
Food Service Workers	20	15	23.1
Environmental Services Workers	18	2	18.9
Medical & Clinical LaboratoryTechnologists	12	5	13.3
Radiological Services Personnel	8	4	8.7
Sonographers	4	3	4.0
Physician Assistants	6	1	6.4
All Other Radiologic Personnel	22	11	25.9
Respiratory Therapists	8	3	8.0
Occupational Therapists	7	2	8.6
Occupational Therapy Assistants/Aides	1	1	1.6
Physical Therapists	19	7	23.0
Physical Therapy Assistants/Aides	6	2	7.3
Recreational Therapists	1	0	1.0
Dietitians & Nutritionists	2	1	2.5
Psychologists	0	0	0.0
Social Workers	11	0	11.0
Psychiatric Technicians	0	0	0.0
Pharmacy Technicians	5	1	5.0
Medical Coding Technicians	11	3	12.3
All Other Contracted Staff	11	0	11.0
All Other Health Professionals	96	44	106.8
All Other Personnel	127	46	143.3
Total	**697**	**268**	**779.1**

Total Active Privileged Medical Staff: 65

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Selected Financial Statistics		FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 4 Value	Analysis Area 4 Ratio	Volume Group 6 Value	Volume Group 6 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	$148,798,892	60.7%	49.8%	1.22	50.9%	1.19	47.3%	1.28	60.1%	1.01
Medical Assistance	$17,948,762	7.3%	12.1%	0.60	9.9%	0.74	16.0%	0.46	8.2%	0.90
Commercial	$64,421,131	26.3%	31.6%	0.83	31.5%	0.83	31.6%	0.83	27.0%	0.97
All Other	$14,152,577	5.8%	6.4%	0.89	7.7%	0.75	5.2%	1.11	4.8%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	$89,515,363	36.5%	39.1%	0.93	39.6%	0.92	37.4%	0.97	37.8%	0.97
Medical Assistance	$10,725,172	4.4%	9.5%	0.46	7.8%	0.56	12.0%	0.37	5.5%	0.79
Commercial	$19,134,178	7.8%	15.5%	0.50	16.1%	0.48	13.7%	0.57	8.3%	0.94
Charity Care	$3,933,314	1.6%	1.0%	1.62	0.7%	2.34	0.8%	1.98	1.4%	1.16
Bad Debt	$2,218,613	0.9%	1.0%	0.93	0.9%	1.01	1.2%	0.78	0.5%	1.66
All Other	$6,958,880	2.8%	3.7%	0.77	5.0%	0.57	3.1%	0.92	2.7%	1.07
Total Deductions	$132,485,520	54.0%	69.8%	0.77	70.1%	0.77	68.2%	0.79	56.2%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	8.6%	0.54	3.6%	1.29	10.0%	0.46	3.4%	1.34
Net Gains/Losses as % of Net Income		57.8%	20.2%	2.86	20.0%	2.89	11.1%	5.19	88.8%	0.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	$72,566,766	64.0%	40.7%	1.57	43.8%	1.46	40.6%	1.58	63.0%	1.02
Supplies & Services	$35,187,188	31.0%	54.1%	0.57	50.6%	0.61	53.6%	0.58	32.0%	0.97
Capital Component	$5,600,226	4.9%	5.2%	0.95	5.6%	0.88	5.9%	0.83	5.0%	0.99
Fiscal Statistics										
Operating Margin (%)		4.2%	7.7%	0.54	8.3%	0.50	7.8%	0.53	1.0%	4.06
Total Hospital Net Income (%)		9.3%	9.4%	0.99	10.2%	0.92	8.7%	1.07	8.5%	1.10
Current Ratio		4.0	2.3	1.72	5.8	0.70	1.8	2.27	3.2	1.26
Days in Net Patient Accounts Receivable		48.2	62.7	0.77	55.5	0.87	68.3	0.71	50.8	0.95
Equity Financing (%)		91.8%	62.3%	1.47	81.1%	1.13	59.7%	1.54	89.7%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	0.06	0.1	0.19	0.4	0.06	0.0	0.79
Times Interest Earned		85.8	16.0	5.37	14.3	6.00	11.7	7.32	46.9	1.83
Total Asset Turnover		0.7	0.2	3.39	0.7	1.08	0.1	5.30	0.7	1.00
Average Age of Plant (Years)		16.8	14.2	1.18	11.9	1.41	17.0	0.99	16.4	1.02
Increase (Decrease) Total Net Patient Revenue		5.4%	6.9%	0.78	6.6%	0.82	4.7%	1.14	4.0%	1.35
Outpatient Gross Revenue (% of Total GPR)		91.0%	67.9%	1.34	75.5%	1.21	71.9%	1.27	91.5%	0.99

Income Statement	
Gross Patient Revenue (GPR)	$245,321,362
Less Deductions	$132,485,520
Net Patient Revenue	$112,835,842
Plus Other Revenue	$5,435,300
Total Revenue	$118,271,142
Less Expenses	$113,354,180
Non-Operating Gains/Losses	$6,743,486
Net Income	$11,660,448

Assets	
Cash & Cash Equivalents	$10,602,288
Net Patient Receivables	$14,904,343
Other Receivables	$1,176,872
Land, Buildings & Equipment (Net)	$46,931,315
Other Assets	$88,088,883
Total Assets	$161,703,701

Liabilities & Fund Balances	
Current Liabilities	$8,405,143
Long-Term Debt	$3,518,097
Other Liabilities	$1,325,081
Subtotal	$13,248,321
Unrestricted Fund Balance	$142,871,538.00
Restricted Fund Balance	$5,583,842
Total Liabilities & Fund Balance	$161,703,701