

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

County: Door
 Analysis Area: Northeastern (4)
 Volume Group: 6

Control:

		All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2024 vs. 2023		
Selected Utilization Statistics		FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	30.6%	63.0%	0.49	58.9%	0.52	62.3%	0.49	44.5%	0.69	
Obstetrics	15.8%	40.9%	0.39	36.1%	0.02	32.8%	0.48	17.9%	0.89	
Pediatrics	0.0%	77.7%	N/A	23.3%	N/A	98.7%	N/A	0.0%	N/A	
Total Hospital	32.3%	63.6%	0.51	54.2%	0.60	62.3%	0.52	42.7%	0.76	
Average Census (Patients)										
Adult Medical-Surgical	4.9	25.0	0.20	26.4	0.19	24.7	0.20	7.1	0.69	
Obstetrics	0.8	5.2	0.15	4.7	0.17	3.2	0.25	0.9	0.89	
Pediatrics	0.0	3.9	N/A	0.6	N/A	7.6	N/A	0.0	N/A	
Total Hospital	8.1	46.9	0.17	45.3	0.18	47.9	0.17	10.7	0.76	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.5	4.3	0.80	3.9	0.89	4.1	0.85	4.7	0.74	
Obstetrics	2.3	2.4	0.95	2.4	0.97	2.4	0.97	2.3	0.99	
Pediatrics	0.0	3.9	N/A	3.1	N/A	3.5	N/A	0.0	N/A	
Total Hospital	2.1	4.8	0.43	4.3	0.48	4.5	0.46	3.5	0.58	
Surgical Operations										
Inpatient	123	1,014	0.12	839	0.15	880	0.14	157	0.78	
Outpatient	3,705	4,465	0.83	6,074	0.61	5,032	0.74	3,362	1.10	
Inpatient as % of All Surgeries	3.2%	18.5%	0.17	12.1%	0.26	14.9%	0.22	4.5%	0.72	
Outpatient Visits										
Non-Emergency Visits	186,333	139,692	1.33	206,090	0.90	212,752	0.88	180,840	1.03	
Emergency Visits	13,603	17,650	0.77	19,482	0.70	24,278	0.56	13,826	0.98	
Full-Time Equivalents (FTEs)										
Administrators	8.0	4.3	1.85	4.1	1.96	5.1	1.58	40.2	0.20	
Nurses, Licensed	124.2	232.9	0.53	265.5	0.47	296.9	0.42	144.5	0.86	
Ancillary Nursing Personnel	28.5	38.9	0.73	48.5	0.59	40.5	0.70	26.0	1.10	
All Other Personnel	493.8	451.0	1.09	469.5	1.05	592.9	0.83	386.1	1.28	
Total FTEs	654.5	727.1	0.90	787.6	0.83	935.4	0.70	596.8	1.10	
FTEs per 100 Patient Census (Adjusted)										
Administrators	5.6	3.0	1.87	2.2	2.53	2.9	1.92	32.6	0.17	
Nurses, Licensed	86.4	160.0	0.54	142.7	0.61	169.8	0.51	117.0	0.74	
Ancillary Nursing Personnel	19.8	26.7	0.74	26.1	0.76	23.2	0.86	21.1	0.94	
All Other Personnel	343.4	309.9	1.11	252.2	1.36	339.2	1.01	312.8	1.10	
Total FTEs	455.2	499.6	0.91	423.1	1.08	535.1	0.85	483.5	0.94	

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 1,434
 Inpatient Days 2,959

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 5
 Discharges 45
 Inpatient Days 583

Newborn Nursery:

Bassinets 6
 Total Births 113
 Newborn Days 228

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2024	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	516	1,793	30.6%	4.9	3.5
Orthopedic	H	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	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	126	290	15.8%	0.8	2.3
Psychiatric	C	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	C	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	C	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	326	876	59.8%	2.4	2.7
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	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	8	0	8.0	Radiological Services Personnel	16	18	25.4
Dentists	1	1	1.0	Sonographers	2	4	3.1
Medical & Dental Residents	0	0	0.0	Physician Assistants	2	4	4.4
Dental Hygienists	0	3	1.6	Surgical Technicians	2	6	4.9
Registered Nurses	43	89	84.7	Respiratory Therapists	2	4	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	3	5	5.3
Licensed Practical Nurses	19	16	30.9	Occupational Therapy Assistants/Aides	1	1	2.1
Ancillary Nursing Personnel	11	34	28.5	Physical Therapists	10	12	17.9
Medical Assistants	2	0	2.0	Physical Therapy Assistants/Aides	2	6	6.7
Nurse Practitioners	7	3	8.7	Recreational Therapists	0	1	0.9
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	3	2.2
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	6	7	10.4	Social Workers	7	1	7.6
Pharmacists	3	2	4.8	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	2	3	3.1	Pharmacy Technicians	1	2	1.9
Surgical Personnel	0	0	0.0	Medical Coding Technicians	8	3	10.7
Directors/Managers	26	1	26.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	12	19	20.4	All Other Health Professionals	57	40	84.9
Environmental Services Workers	14	9	19.2	All Other Personnel	134	86	197.9
Medical & Clinical Laboratory Technologists	18	9	21.3				
All Other Radiologic Personnel	2	7	4.2				
				Total	421	398	654.5
Total Active Privileged Medical Staff: 52							

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			All GMS Hospitals		Analysis Area ⁴		Volume Group ⁶		FY 2024 vs. 2023	
Selected Financial Statistics		FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$146,897,098	60.1%	49.1%	1.22	50.3%	1.19	45.3%	1.32	58.9%	1.02
Medical Assistance	\$19,934,586	8.2%	13.0%	0.63	10.9%	0.75	17.8%	0.46	9.4%	0.87
Commercial	\$65,978,155	27.0%	32.2%	0.84	33.0%	0.82	31.9%	0.85	27.6%	0.98
All Other	\$11,717,805	4.8%	5.7%	0.83	5.8%	0.82	5.0%	0.96	4.1%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$92,409,853	37.8%	38.3%	0.99	39.3%	0.96	36.1%	1.05	35.6%	1.06
Medical Assistance	\$13,546,509	5.5%	10.2%	0.54	8.7%	0.64	13.5%	0.41	6.6%	0.84
Commercial	\$20,282,625	8.3%	15.3%	0.54	15.9%	0.52	13.5%	0.61	8.4%	0.98
Charity Care	\$3,375,621	1.4%	0.9%	1.62	0.6%	2.21	0.7%	1.94	0.9%	1.48
Bad Debt	\$1,335,301	0.5%	1.0%	0.53	0.9%	0.58	1.0%	0.53	0.6%	0.95
All Other	\$6,493,992	2.7%	3.3%	0.81	3.6%	0.73	2.9%	0.93	2.1%	1.29
Total Deductions	\$137,443,901	56.2%	68.9%	0.82	69.1%	0.81	67.7%	0.83	54.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	7.1%	0.48	3.2%	1.07	7.5%	0.46	3.2%	1.08
Net Gains/Losses as % of Net Income		88.8%	19.9%	4.47	27.0%	3.29	17.5%	5.08	86.5%	1.03
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$69,144,511	63.0%	41.8%	1.51	44.5%	1.42	44.3%	1.42	60.7%	1.04
Supplies & Services	\$35,104,476	32.0%	52.7%	0.61	49.8%	0.64	49.1%	0.65	34.9%	0.92
Capital Component	\$5,495,914	5.0%	5.5%	0.92	5.7%	0.87	6.6%	0.76	4.4%	1.13
Fiscal Statistics										
Operating Margin (%)		1.0%	7.9%	0.13	8.5%	0.12	8.4%	0.12	0.8%	1.25
Total Hospital Net Income (%)		8.5%	9.7%	0.88	11.3%	0.75	10.0%	0.85	5.8%	1.47
Return on Equity (%)		7.8%	8.4%	0.93	11.9%	0.66	7.7%	1.02	4.6%	1.72
Current Ratio		3.2	5.5	0.59	7.4	0.43	5.2	0.62	2.8	1.16
Days in Net Patient Accounts Receivable		50.8	78.5	0.65	41.4	1.23	99.3	0.51	45.8	1.11
Equity Financing (%)		89.7%	59.9%	1.50	86.7%	1.03	55.9%	1.60	87.1%	1.03
Long-Term Debt to Equity Ratio		0.0	0.5	0.06	0.1	0.56	0.6	0.05	0.0	0.71
Times Interest Earned		46.9	16.8	2.79	20.3	2.31	12.2	3.85	73.9	0.64
Total Asset Turnover		0.7	0.5	1.55	0.9	0.83	0.3	2.26	0.8	0.98
Average Age of Plant (Years)		16.4	20.1	0.82	8.3	1.98	24.5	0.67	18.3	0.90
Increase (Decrease) Total Net Patient Revenue		4.0%	7.2%	0.55	6.3%	0.64	5.0%	0.80	-5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		91.5%	67.5%	1.36	75.4%	1.21	72.7%	1.26	88.6%	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$244,527,644	Cash & Cash Equivalents	\$10,390,253	Current Liabilities	\$10,017,660
Less Deductions	\$137,443,901	Net Patient Receivables	\$14,862,712	Long-Term Debt	\$4,091,501
Net Patient Revenue	\$107,083,743	Other Receivables	\$997,543	Other Liabilities	\$1,490,890
Plus Other Revenue	\$3,797,136			Subtotal	\$15,600,051
Total Revenue	\$110,880,879	Land, Buildings & Equipment (Net)	\$44,139,046		
Less Expenses	\$109,744,901	Other Assets	\$80,886,137	Unrestricted Fund Balance	\$129,817,480.00
Non-Operating Gains/Losses	\$9,029,035			Restricted Fund Balance	\$5,858,160
Net Income	\$10,165,013	Total Assets	\$151,275,691	Total Liabilities & Fund Balance	\$151,275,691