

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 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.5%	61.5%	0.72	54.9%	0.81	54.8%	0.81	61.8%	0.72
Obstetrics	17.9%	41.1%	0.43	36.7%	0.02	34.5%	0.52	22.4%	0.80
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.7%	61.6%	0.69	53.2%	0.80	59.6%	0.72	52.6%	0.81
Average Census (Patients)									
Adult Medical-Surgical	7.1	24.9	0.29	24.8	0.29	15.8	0.45	9.9	0.72
Obstetrics	0.9	5.0	0.18	4.3	0.21	2.9	0.30	1.1	0.80
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.7	44.9	0.24	44.4	0.24	29.6	0.36	13.1	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	4.7	4.5	1.03	4.0	1.15	4.2	1.12	4.8	0.98
Obstetrics	2.3	2.4	0.96	2.4	0.97	2.3	1.01	2.3	1.00
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.3	0.83	4.4	0.81	2.8	1.25
Surgical Operations									
Inpatient	157	989	0.16	829	0.19	409	0.38	232	0.68
Outpatient	3,362	4,208	0.80	6,019	0.56	2,735	1.23	3,248	1.04
Inpatient as % of All Surgeries	4.5%	19.0%	0.23	12.1%	0.37	13.0%	0.34	6.7%	0.67
Outpatient Visits									
Non-Emergency Visits	180,840	131,799	1.37	197,548	0.92	92,528	1.95	200,576	0.90
Emergency Visits	13,826	16,822	0.82	18,660	0.74	17,976	0.77	15,892	0.87
Full-Time Equivalents (FTEs)									
Administrators	40.2	17.5	2.30	19.4	2.07	12.7	3.16	55.6	0.72
Nurses, Licensed	144.5	232.9	0.62	276.2	0.52	137.2	1.05	119.4	1.21
Ancillary Nursing Personnel	26.0	42.6	0.61	44.0	0.59	29.9	0.87	5.4	4.82
All Other Personnel	386.1	453.0	0.85	479.5	0.81	239.1	1.61	355.4	1.09
Total FTEs	596.8	746.0	0.80	819.1	0.73	418.9	1.42	535.7	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	32.6	12.3	2.65	10.2	3.21	10.9	2.99	49.5	0.66
Nurses, Licensed	117.0	163.8	0.71	144.4	0.81	117.7	0.99	106.4	1.10
Ancillary Nursing Personnel	21.1	30.0	0.70	23.0	0.92	25.6	0.82	4.8	4.39
All Other Personnel	312.8	318.6	0.98	250.7	1.25	205.0	1.53	316.7	0.99
Total FTEs	483.5	524.6	0.92	428.2	1.13	359.2	1.35	477.4	1.01

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,099
 Inpatient Days 3,900

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 50
 Inpatient Days 586

Newborn Nursery:
 Bassinets 6
 Total Births 126
 Newborn Days 258

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2023	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	557	2,601	44.5%	7.1	4.7
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	140	326	17.9%	0.9	2.3
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	317	973	66.6%	2.7	3.1
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	39	3	40.2	Surgical Personnel	3	5	6.8
Physicians & Dentists	28	5	29.8	Radiological Services Personnel	9	14	22.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	1.8
Dental Hygienists	0	4	2.3	Respiratory Therapists	4	9	9.4
Registered Nurses	56	96	109.6	Occupational Therapists	3	5	5.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	16	20	27.2	Physical Therapists	11	11	17.8
Ancillary Nursing Personnel	16	35	26.0	Physical Therapy Assistants/Aides	2	6	5.5
Medical Assistants	7	11	12.2	Recreational Therapists	0	1	0.8
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.8
Nurse Practitioners	6	2	7.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	1	9.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	27	70.2
Health Info Mgmt-Administrators/Technicians	9	4	11.5	All Other Personnel	102	78	142.4
Pharmacy Personnel	9	5	10.6				
Clinical Laboratory Personnel	19	5	20.4				
				Total	406	357	596.8

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$132,316,535	58.9%	48.2%	1.22	48.2%	1.22	51.3%	1.15	57.7%	1.02
Medical Assistance	\$21,107,625	9.4%	14.2%	0.66	12.5%	0.75	15.3%	0.61	9.3%	1.01
Commercial	\$62,025,291	27.6%	32.4%	0.85	33.9%	0.82	29.5%	0.94	28.8%	0.96
All Other	\$9,244,989	4.1%	5.2%	0.79	5.4%	0.76	3.8%	1.08	4.2%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,992,659	35.6%	37.1%	0.96	37.4%	0.95	39.7%	0.90	34.0%	1.05
Medical Assistance	\$14,770,002	6.6%	11.2%	0.59	10.1%	0.65	12.1%	0.54	5.3%	1.24
Commercial	\$18,948,835	8.4%	14.9%	0.57	15.8%	0.53	13.1%	0.64	8.7%	0.97
Charity Care	\$2,101,235	0.9%	0.7%	1.28	0.5%	1.76	0.8%	1.14	1.0%	0.90
Bad Debt	\$1,294,647	0.6%	0.8%	0.68	0.8%	0.74	1.2%	0.49	0.7%	0.82
All Other	\$4,611,529	2.1%	3.1%	0.66	3.5%	0.58	2.2%	0.92	2.4%	0.85
Total Deductions	\$121,718,907	54.2%	67.9%	0.80	68.2%	0.79	69.2%	0.78	52.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	6.4%	0.49	3.6%	0.87	3.8%	0.82	4.9%	0.65
Net Gains/Losses as % of Net Income		86.5%	11.1%	7.82	14.6%	5.93	15.2%	5.68	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$64,001,399	60.7%	41.6%	1.46	43.1%	1.41	40.1%	1.51	61.2%	0.99
Supplies & Services	\$36,781,285	34.9%	52.7%	0.66	50.8%	0.69	54.4%	0.64	33.8%	1.03
Capital Component	\$4,680,655	4.4%	5.7%	0.77	6.2%	0.72	5.5%	0.81	5.0%	0.89
Fiscal Statistics										
Operating Margin (%)		0.8%	6.4%	0.13	10.1%	0.08	5.0%	0.16	13.1%	0.06
Total Hospital Net Income (%)		5.8%	7.1%	0.81	11.6%	0.50	5.8%	0.99	6.9%	0.84
Return on Equity (%)		4.6%	3.1%	1.49	7.9%	0.58	2.3%	1.97	5.5%	0.83
Current Ratio		2.8	2.9	0.96	6.2	0.45	2.8	0.98	3.7	0.74
Days in Net Patient Accounts Receivable		45.8	85.9	0.53	54.4	0.84	86.5	0.53	45.7	1.00
Average Payment Period		41.5	125.5	0.33	44.2	0.94	128.9	0.32	43.8	0.95
Equity Financing (%)		87.1%	57.8%	1.51	79.9%	1.09	62.5%	1.39	85.4%	1.02
Long-Term Debt to Equity Ratio		0.0	0.4	0.11	0.1	0.29	0.3	0.14	0.1	0.78
Times Interest Earned		73.9	12.0	6.14	18.0	4.12	12.9	5.72	25.7	2.88
Total Asset Turnover		0.8	0.4	1.76	0.7	1.12	0.4	1.90	0.8	0.88
Average Age of Plant (Years)		18.3	19.6	0.94	11.5	1.60	21.5	0.85	16.7	1.10
Increase (Decrease) Total Net Patient Revenue		-5.9%	3.9%	N/A	3.8%	N/A	0.2%	N/A	18.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.6%	67.6%	1.31	75.5%	1.17	74.2%	1.19	85.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,572	\$19,469	0.54	\$14,714	0.72	\$12,524	0.84	\$9,604	1.10
Inpatient Net Revenue per Day		\$2,120	\$3,859	0.55	\$3,218	0.66	\$2,770	0.77	\$2,575	0.82
Outpatient Net Revenue per Visit		\$473	\$875	0.54	\$732	0.65	\$766	0.62	\$436	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$224,694,440	Cash & Cash Equivalents	\$9,876,724	Current Liabilities	\$11,594,950
Less Deductions	\$121,718,907	Net Patient Receivables	\$12,917,298	Long-Term Debt	\$5,203,604
Net Patient Revenue	\$102,975,533	Other Receivables	\$843,468	Other Liabilities	\$1,534,862
Plus Other Revenue	\$3,357,935			Subtotal	\$18,333,416
Total Revenue	\$106,333,468	Land, Buildings & Equipment (Net)	\$45,273,337		
Less Expenses	\$105,463,339	Other Assets	\$72,758,840	Unrestricted Fund Balance	\$123,336,251
Non-Operating Gains/Losses	\$5,597,633			Restricted Fund Balance	\$1,529,314
Net Income	\$6,467,762	Total Assets	\$141,669,667	Total Liabilities & Fund Balance	\$141,669,667