

**068 Norwood Health Center**  
 1600 N Chestnut Ave  
 Marshfield, WI 54449  
 715-384-2188

Fiscal Year: 01/01 to 12/31  
 Type: Psychiatric  
 Control: County

County: Wood  
 Analysis Area: North Central (6)  
 Volume Group:

Selected Utilization Statistics		All PSYCH Hospitals		FY 2017 vs. 2016	
	FY 2017	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	66.7%	70.2%	0.95	64.2%	1.04
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	66.7%	69.5%	0.96	64.2%	1.04
<b>Average Census (Patients)</b>					
Psychiatric	10.7	31.4	0.34	10.3	1.04
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	10.7	33.3	0.32	10.3	1.04
<b>Average Length of Stay (Days)</b>					
Psychiatric	8.9	6.4	1.38	6.3	1.43
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	8.9	5.6	1.59	6.3	1.43
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.5	7.7	0.19	3.2	0.46
Nurses, Licensed	8.0	40.6	0.20	7.8	1.03
Psychologists	0.5	8.2	0.06	0.0	N/A
Social Workers	2.8	26.4	0.11	1.7	1.65
All Other Personnel	21.6	164.7	0.13	16.7	1.29
Total FTEs	34.3	247.6	0.14	29.3	1.17
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	14.4	13.1	1.11	30.7	0.47
Nurses, Licensed	79.9	68.7	1.16	75.9	1.05
Psychologists	5.0	13.9	0.36	0.0	N/A
Social Workers	27.9	44.7	0.62	16.5	1.69
All Other Personnel	214.7	278.8	0.77	162.3	1.32
Total FTEs	341.9	419.1	0.82	285.5	1.20

**Total Hospital:**

Beds Set Up & Staffed 16  
 Discharges 436  
 Inpatient Days 3,893

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) No

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	16	436	3,893	66.7%	10.7	8.9
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	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	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	0	5	1.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	6	3	8.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	9	10	13.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	1	0.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	1	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	3	2.2	All Other Personnel	0	21	5.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>17</b>	<b>45</b>	<b>34.3</b>

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			All PSYCH Hospitals		FY 2017 vs. 2016	
Selected Financial Statistics			Value	Ratio	FY 2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$1,302,248	21.3%	10.8%	1.97	25.9%	0.82
Medical Assistance	\$1,340,552	21.9%	44.9%	0.49	20.5%	1.07
Commercial	\$2,926,960	47.8%	37.9%	1.26	47.4%	1.01
All Other	\$551,526	9.0%	6.4%	1.40	6.2%	1.46
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$704,306	11.5%	6.3%	1.81	7.1%	1.63
Medical Assistance	\$639,484	10.4%	21.7%	0.48	7.5%	1.40
Commercial	\$1,103,940	18.0%	15.5%	1.17	13.8%	1.30
Charity Care	\$109,550	1.8%	2.9%	0.61	1.6%	1.11
Bad Debt	\$895,853	14.6%	1.7%	8.84	8.8%	1.66
All Other	\$52,540	0.9%	1.2%	0.70	0.4%	2.02
Total Deductions	\$3,505,673	57.3%	49.3%	1.16	39.2%	1.46
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		19.8%	25.2%	0.78	19.5%	1.01
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$2,489,623	56.0%	53.0%	1.06	51.1%	1.10
Supplies & Services	\$1,932,076	43.5%	42.7%	1.02	48.7%	0.89
Capital Component	\$21,651	0.5%	4.3%	0.11	0.2%	2.85
<b>Fiscal Statistics</b>						
Operating Margin (%)		-36.3%	1.8%	N/A	-1.3%	28.91
Total Hospital Net Income (%)		-36.3%	2.5%	N/A	-1.3%	28.91
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	67.8	N/A	0.00	N/A
Average Payment Period		0.00	37.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.3%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	4.4	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-26.4%	14.7%	N/A	24.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	37.2%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$8,054		\$8,120	0.99	\$6,774	1.19
Inpatient Net Revenue per Day	\$958		\$1,296	0.74	\$1,083	0.89
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>	
Gross Patient Revenue (GPR)	\$6,121,286		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,505,673		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,615,613		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$643,917				Subtotal	\$0
Total Revenue	\$3,259,530		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,443,350		Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$0
Net Income	-\$1,183,820		Total Assets	\$0		