

319 Rogers Memorial Hospital - Brown Deer
 4600 West Schroeder Drive
 Brown Deer, WI 53223
 414-865-2500

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Control: Other Not-For-Profit

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	83.3%	68.1%	1.22	91.2%	0.91
Alcoholism/Chemical Dependency	80.0%	71.0%	1.13	89.1%	0.90
Total Hospital	82.7%	72.1%	1.15	90.8%	0.91
Average Census (Patients)					
Psychiatric	37.5	25.5	1.47	41.0	0.91
Alcoholism/Chemical Dependency	8.8	4.0	2.22	9.8	0.90
Total Hospital	46.3	29.2	1.58	50.8	0.91
Average Length of Stay (Days)					
Psychiatric	6.7	6.5	1.04	6.8	1.00
Alcoholism/Chemical Dependency	4.5	3.9	1.16	4.7	0.95
Total Hospital	6.2	6.2	1.00	6.3	0.99
Outpatient Visits					
Non-Emergency Visits	32,204	49,200	0.65	34,635	0.93
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	7.7	8.2	0.94	8.9	0.86
Nurses, Licensed	56.1	38.2	1.47	54.0	1.04
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	69.3	32.9	2.11	60.4	1.15
All Other Personnel	170.7	111.7	1.53	169.0	1.01
Total FTEs	303.7	192.8	1.58	292.2	1.04
FTEs per 100 Patient Census (Adjusted)					
Administrators	11.2	13.2	0.85	11.6	0.97
Nurses, Licensed	82.2	61.7	1.33	70.8	1.16
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	101.5	53.2	1.91	79.2	1.28
All Other Personnel	250.3	180.7	1.39	221.5	1.13
Total FTEs	445.2	311.8	1.43	383.1	1.16

Total Hospital:

Beds Set Up & Staffed 56
 Discharges 2,737
 Inpatient Days 16,899

Contract with:

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

319 Rogers Memorial Hospital - Brown Deer
Brown Deer, WI 53223

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	45	2,028	13,688	83.3%	37.5	6.7
Alcoholism/chemical dependency	2	11	709	3,211	80.0%	8.8	4.5
ICU/CCU							
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
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.

** 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	5	5	7.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	8	5	8.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	27	32	51.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	1	0.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	33	35.5	Recreational Therapists	3	2	4.9
Physician Assistants	6	0	6.0	Dietitians & Nutritionists	2	3	3.6
Nurse Practitioners	3	1	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	63	15	69.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	74	44	96.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	13	2	14.1
Pharmacy Personnel	1	2	1.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	216	145	303.7

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,279,573	8.0%	9.4%	0.86	6.6%	1.22
Medical Assistance	\$36,186,506	40.0%	36.2%	1.11	43.6%	0.92
Commercial	\$46,730,543	51.6%	47.2%	1.09	49.5%	1.04
All Other	\$283,872	0.3%	7.2%	0.04	0.2%	1.35
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,308,599	5.9%	5.7%	1.03	4.8%	1.23
Medical Assistance	\$24,683,575	27.3%	20.9%	1.31	31.0%	0.88
Commercial	\$21,359,298	23.6%	19.1%	1.24	21.8%	1.08
Charity Care	\$1,084,988	1.2%	1.5%	0.81	1.3%	0.93
Bad Debt	\$594,152	0.7%	0.9%	0.76	0.7%	0.90
All Other	\$137,457	0.2%	0.8%	0.19	0.2%	0.98
Total Deductions	\$53,168,069	58.8%	48.8%	1.21	59.8%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	18.9%	0.01	0.1%	1.22
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$26,482,112	66.3%	50.1%	1.32	67.8%	0.98
Supplies & Services	\$12,319,074	30.9%	46.8%	0.66	29.2%	1.06
Capital Component	\$1,117,233	2.8%	3.1%	0.92	3.0%	0.94
Fiscal Statistics						
Operating Margin (%)		-6.8%	2.1%	N/A	6.0%	N/A
Total Hospital Net Income (%)		-6.8%	2.0%	N/A	6.0%	N/A
Return on Equity (%)		-7.6%	1.9%	N/A	18.5%	N/A
Current Ratio		3.20	2.3	1.41	4.38	0.73
Days in Net Patient Accounts Receivable		26.44	45.9	0.58	42.70	0.62
Average Payment Period		26.29	45.7	0.58	25.78	1.02
Equity Financing (%)		61.9%	48.6%	1.27	18.4%	3.37
Long-Term Debt to Equity Ratio		0.39	0.4	0.92	2.68	0.14
Times Interest Earned		0.00	10.9	N/A	0.00	N/A
Total Asset Turnover		1.11	1.0	1.16	3.08	0.36
Average Age of Plant (Years)		7.48	12.1	0.62	6.63	1.13
Increase (Decrease) Total Net Patient Revenue		15.8%	-6.7%	N/A	21.5%	0.73
Outpatient Gross Revenue (% of Total GPR)		32.1%	53.0%	0.61	33.3%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$8,720		\$7,710	1.13	\$8,376	1.04
Inpatient Net Revenue per Day	\$1,412		\$1,255	1.13	\$1,339	1.05
Outpatient Net Revenue per Visit	\$436		\$757	0.58	\$434	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$90,480,494	Cash & Cash Equivalents	\$6,245,434	Current Liabilities	\$2,795,600
Less Deductions	\$53,168,069	Net Patient Receivables	\$2,703,269	Long-Term Debt	\$8,084,341
Net Patient Revenue	\$37,312,425	Other Receivables	\$0	Other Liabilities	\$1,967,522
Plus Other Revenue	\$51,058			Subtotal	\$12,847,463
Total Revenue	\$37,363,483	Land, Buildings & Equipment (Net)	\$25,197,021	Unrestricted Fund Balance	\$20,866,384
Less Expenses	\$39,918,419	Other Assets	-\$431,877	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,940			Total Liabilities & Fund Balance	\$33,713,847
Net Income	-\$2,551,996	Total Assets	\$33,713,847		

033 Fond du Lac County Health Care Center
 459 E 1st St
 Fond du Lac, WI 54935
 920-929-3500

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

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	56.2%	68.1%	0.82	42.9%	1.31
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	67.7%	72.1%	0.94	50.0%	1.35
Average Census (Patients)					
Psychiatric	9.0	25.5	0.35	10.7	0.84
Alcoholism/Chemical Dependency	1.8	4.0	0.46	1.8	1.05
Total Hospital	10.8	29.2	0.37	12.5	0.87
Average Length of Stay (Days)					
Psychiatric	8.2	6.5	1.26	6.8	1.22
Alcoholism/Chemical Dependency	2.9	3.9	0.74	3.6	0.81
Total Hospital	6.3	6.2	1.02	6.0	1.04
Outpatient Visits					
Non-Emergency Visits	0	49,200	N/A	0	N/A
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.2	0.13	1.0	1.00
Nurses, Licensed	8.6	38.2	0.23	11.3	0.76
Psychologists	0.1	1.8	0.03	0.1	1.00
Social Workers	2.2	32.9	0.07	0.9	2.49
All Other Personnel	24.6	111.7	0.22	23.5	1.04
Total FTEs	36.5	192.8	0.19	36.8	0.99
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.5	13.2	0.72	8.2	1.15
Nurses, Licensed	79.7	61.7	1.29	90.5	0.88
Psychologists	0.5	3.0	0.15	0.4	1.15
Social Workers	20.1	53.2	0.38	7.0	2.87
All Other Personnel	227.0	180.7	1.26	188.4	1.20
Total FTEs	336.6	311.8	1.08	294.5	1.14

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 629
 Inpatient Days 3,952

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

033 Fond du Lac County Health Care Center
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	16	398	3,280	56.2%	9.0	8.2
Alcoholism/chemical dependency	2	0	231	672	0.0%	1.8	2.9
ICU/CCU							
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
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.

** 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	1	1	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	1.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.0
Registered Nurses	5	1	5.2	Occupational Therapy Assistants/Aides	0	2	1.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	2	2.4	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	9	10.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	1	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	5	0.6
Health Info Mgmt-Administrators/Technicians	0	9	4.2	All Other Personnel	2	13	6.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	19	49	36.5

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

			All PSYCH Hospitals		FY 2022 vs. 2021	
Selected Financial Statistics			Value	Ratio	FY 2021	Ratio
FY 2022						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$737,880	13.8%	9.4%	1.47	16.8%	0.82
Medical Assistance	\$1,043,890	19.6%	36.2%	0.54	20.8%	0.94
Commercial	\$429,350	8.1%	47.2%	0.17	7.9%	1.01
All Other	\$3,119,812	58.5%	7.2%	8.08	54.4%	1.08
Deductions as % of Total Gross Patient Revenue						
Medicare	\$93,954	1.8%	5.7%	0.31	7.8%	0.23
Medical Assistance	\$136,661	2.6%	20.9%	0.12	9.7%	0.26
Commercial	\$54,095	1.0%	19.1%	0.05	3.6%	0.28
Charity Care	\$0	0.0%	1.5%	N/A	0.0%	N/A
Bad Debt	\$676,000	12.7%	0.9%	14.63	6.0%	2.13
All Other	\$1,252,216	23.5%	0.8%	29.81	14.1%	1.67
Total Deductions	\$2,212,926	41.5%	48.8%	0.85	41.1%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	18.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,520,259	80.9%	50.1%	1.61	81.1%	1.00
Supplies & Services	\$816,559	18.8%	46.8%	0.40	18.7%	1.01
Capital Component	\$12,006	0.3%	3.1%	0.09	0.3%	1.02
Fiscal Statistics						
Operating Margin (%)		-39.5%	2.1%	N/A	-26.4%	1.49
Total Hospital Net Income (%)		-35.7%	2.0%	N/A	-26.2%	1.36
Return on Equity (%)		0.0%	1.9%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.9	N/A	0.00	N/A
Average Payment Period		0.00	45.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	48.6%	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	10.9	N/A	0.00	N/A
Total Asset Turnover		0.00	1.0	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	12.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-11.3%	-6.7%	1.67	27.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,032		\$7,710	0.78	\$5,110	1.18
Inpatient Net Revenue per Day	\$960		\$1,255	0.76	\$849	1.13
Outpatient Net Revenue per Visit	\$0		\$757	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,330,932	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,212,926	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,118,006	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$3,118,005	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,348,824	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$87,370			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,143,449	Total Assets	\$0		

172 Bellin Psychiatric Center
 301 E St Joseph Ave
 Green Bay, WI 54301
 920-433-3630

Fiscal Year: 10/01 to 09/30
 Type: Psychiatric

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group:

Control: Other Not-For-Profit

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	53.8%	68.1%	0.79	65.4%	0.82
Alcoholism/Chemical Dependency	65.2%	71.0%	0.92	76.5%	0.85
Total Hospital	55.4%	72.1%	0.77	66.8%	0.83
Average Census (Patients)					
Psychiatric	21.0	25.5	0.82	25.5	0.82
Alcoholism/Chemical Dependency	3.9	4.0	0.99	4.6	0.85
Total Hospital	24.9	29.2	0.85	30.1	0.83
Average Length of Stay (Days)					
Psychiatric	5.3	6.5	0.82	5.7	0.94
Alcoholism/Chemical Dependency	3.4	3.9	0.86	3.4	0.99
Total Hospital	4.3	6.2	0.69	5.2	0.83
Outpatient Visits					
Non-Emergency Visits	89,983	49,200	1.83	85,729	1.05
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	8.0	8.2	0.98	1.7	4.71
Nurses, Licensed	32.3	38.2	0.85	51.7	0.62
Psychologists	8.0	1.8	4.33	9.0	0.89
Social Workers	48.5	32.9	1.47	72.5	0.67
All Other Personnel	86.0	111.7	0.77	94.5	0.91
Total FTEs	182.7	192.8	0.95	229.3	0.80
FTEs per 100 Patient Census (Adjusted)					
Administrators	10.6	13.2	0.80	2.6	4.08
Nurses, Licensed	42.8	61.7	0.69	79.0	0.54
Psychologists	10.6	3.0	3.55	13.7	0.77
Social Workers	64.2	53.2	1.21	110.7	0.58
All Other Personnel	114.1	180.7	0.63	144.3	0.79
Total FTEs	242.3	311.8	0.78	350.3	0.69

Total Hospital:

Beds Set Up & Staffed 45
 Discharges 2,128
 Inpatient Days 9,093

Contract with:

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

172 Bellin Psychiatric Center
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	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
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	39	1,433	7,665	53.8%	21.0	5.3
Alcoholism/chemical dependency	1	6	426	1,428	65.2%	3.9	3.4
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	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
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	8	0	8.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	9	0	9.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	24	12	28.3	Occupational Therapy Assistants/Aides	3	1	3.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	11	10.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	8	0	8.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	44	12	48.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	9	18.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	21	39.2
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	157	66	182.7

172 Bellin Psychiatric Center
Green Bay, WI 54301

Selected Financial Statistics			All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,767,672	14.1%	9.4%	1.50	15.6%	0.90
Medical Assistance	\$19,536,899	35.4%	36.2%	0.98	35.3%	1.00
Commercial	\$25,830,134	46.7%	47.2%	0.99	44.1%	1.06
All Other	\$2,121,368	3.8%	7.2%	0.53	4.9%	0.78
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,783,848	8.7%	5.7%	1.52	8.8%	0.98
Medical Assistance	\$12,186,431	22.1%	20.9%	1.06	21.7%	1.02
Commercial	\$7,619,395	13.8%	19.1%	0.72	12.8%	1.08
Charity Care	\$917,013	1.7%	1.5%	1.12	1.7%	0.98
Bad Debt	\$915,035	1.7%	0.9%	1.91	1.2%	1.38
All Other	\$842,851	1.5%	0.8%	1.94	2.5%	0.62
Total Deductions	\$27,264,573	49.3%	48.8%	1.01	48.7%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		3.3%	18.9%	0.17	2.6%	1.28
Net Gains/Losses as % of Net Income		30.6%	N/A	N/A	70.4%	0.44
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$23,125,577	74.8%	50.1%	1.49	82.3%	0.91
Supplies & Services	\$7,052,899	22.8%	46.8%	0.49	15.1%	1.51
Capital Component	\$719,548	2.3%	3.1%	0.76	2.6%	0.90
Fiscal Statistics						
Operating Margin (%)		-6.8%	2.1%	N/A	1.3%	N/A
Total Hospital Net Income (%)		-10.0%	2.0%	N/A	4.4%	N/A
Return on Equity (%)		-15.1%	1.9%	N/A	6.6%	N/A
Current Ratio		0.42	2.3	0.19	0.55	0.78
Days in Net Patient Accounts Receivable		32.37	45.9	0.70	37.40	0.87
Average Payment Period		151.56	45.7	3.32	142.50	1.06
Equity Financing (%)		25.0%	48.6%	0.51	37.2%	0.67
Long-Term Debt to Equity Ratio		0.30	0.4	0.72	0.21	1.47
Times Interest Earned		-18.97	10.9	N/A	9.35	N/A
Total Asset Turnover		1.55	1.0	1.62	1.46	1.06
Average Age of Plant (Years)		12.05	12.1	0.99	10.81	1.11
Increase (Decrease) Total Net Patient Revenue		-2.2%	-6.7%	0.33	14.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.9%	53.0%	1.13	53.8%	1.11
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,149		\$7,710	0.80	\$7,169	0.86
Inpatient Net Revenue per Day	\$1,186		\$1,255	0.94	\$1,382	0.86
Outpatient Net Revenue per Visit	\$176		\$757	0.23	\$164	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,256,073	Cash & Cash Equivalents	\$2,856,541	Current Liabilities	\$12,627,806
Less Deductions	\$27,264,573	Net Patient Receivables	\$2,482,607	Long-Term Debt	\$1,416,468
Net Patient Revenue	\$27,991,500	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$951,287			Subtotal	\$14,044,274
Total Revenue	\$28,942,787	Land, Buildings & Equipment (Net)	\$6,903,560	Unrestricted Fund Balance	\$4,681,661
Less Expenses	\$30,898,024	Other Assets	\$6,483,227	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$863,372			Total Liabilities & Fund Balance	\$18,725,935
Net Income	-\$2,818,609	Total Assets	\$18,725,935		

040 Brown County Community Treatment Center
 3150 Gershwin Drive
 Green Bay, WI 54311
 920-391-4700

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

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	57.8%	68.1%	0.85	62.5%	0.92
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	57.8%	72.1%	0.80	62.5%	0.92
Average Census (Patients)					
Psychiatric	9.2	25.5	0.36	10.0	0.92
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	9.2	29.2	0.32	10.0	0.92
Average Length of Stay (Days)					
Psychiatric	5.6	6.5	0.86	5.7	0.99
Alcoholism/Chemical Dependency	0.0	3.9	N/A	0.0	N/A
Total Hospital	5.6	6.2	0.91	5.7	0.99
Outpatient Visits					
Non-Emergency Visits	0	49,200	N/A	0	N/A
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.1	8.2	0.02	0.1	1.00
Nurses, Licensed	8.4	38.2	0.22	12.2	0.69
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	1.1	32.9	0.03	3.7	0.30
All Other Personnel	22.9	111.7	0.21	28.5	0.80
Total FTEs	32.5	192.8	0.17	44.5	0.73
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.3	13.2	0.10	1.2	1.09
Nurses, Licensed	84.8	61.7	1.37	113.6	0.75
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	11.1	53.2	0.21	33.9	0.33
All Other Personnel	232.0	180.7	1.28	265.1	0.88
Total FTEs	329.2	311.8	1.06	413.7	0.80

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 598
 Inpatient Days 3,373

Contract with:

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

040 Brown County Community Treatment Center
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	16	601	3,373	57.8%	9.2	5.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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.

** 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	1	0.1	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	4	10	8.4	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	7	22	17.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	2	0.6
Health Info Mgmt-Administrators/Technicians	0	4	0.5	All Other Personnel	0	45	4.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	1	0.1				
				Total	11	93	32.5

040 Brown County Community Treatment Center
Green Bay, WI 54311

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$718,224	17.9%	9.4%	1.90	28.1%	0.63
Medical Assistance	\$2,265,242	56.4%	36.2%	1.56	51.1%	1.10
Commercial	\$563,277	14.0%	47.2%	0.30	9.6%	1.46
All Other	\$472,406	11.8%	7.2%	1.62	11.2%	1.05
Deductions as % of Total Gross Patient Revenue						
Medicare	\$269,028	6.7%	5.7%	1.17	7.9%	0.85
Medical Assistance	\$503,140	12.5%	20.9%	0.60	10.8%	1.16
Commercial	\$242,649	6.0%	19.1%	0.32	2.3%	2.66
Charity Care	\$0	0.0%	1.5%	N/A	0.0%	N/A
Bad Debt	\$194,761	4.8%	0.9%	5.59	4.4%	1.11
All Other	-\$638,529	-15.9%	0.8%	N/A	-15.5%	1.02
Total Deductions	\$571,049	14.2%	48.8%	0.29	9.8%	1.45
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		12.0%	18.9%	0.64	-2.4%	N/A
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$2,880,714	73.5%	50.1%	1.47	84.8%	0.87
Supplies & Services	\$965,301	24.6%	46.8%	0.53	13.4%	1.83
Capital Component	\$74,256	1.9%	3.1%	0.62	1.8%	1.07
Fiscal Statistics						
Operating Margin (%)		0.0%	2.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	2.0%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	1.9%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.9	N/A	0.00	N/A
Average Payment Period		0.00	45.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	48.6%	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	10.9	N/A	0.00	N/A
Total Asset Turnover		0.00	1.0	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	12.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-12.5%	-6.7%	1.86	4.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		6.5%	53.0%	0.12	7.1%	0.91
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,672		\$7,710	0.74	\$6,011	0.94
Inpatient Net Revenue per Day	\$1,006		\$1,255	0.80	\$1,051	0.96
Outpatient Net Revenue per Visit	\$0		\$757	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,019,146	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$571,049	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,448,097	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$472,173			Subtotal	\$0
Total Revenue	\$3,920,271	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,920,271	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

321 Willow Creek Behavioral Health
 1351 Ontario Road
 Green Bay, WI 54311

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

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group:

Control: Corporation

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	135.1%	68.1%	1.98	153.6%	0.88
Alcoholism/Chemical Dependency	72.0%	71.0%	1.01	0.9%	78.80
Total Hospital	129.4%	72.1%	1.79	128.1%	1.01
Average Census (Patients)					
Psychiatric	40.5	25.5	1.59	46.1	0.88
Alcoholism/Chemical Dependency	2.2	4.0	0.54	0.1	39.40
Total Hospital	42.7	29.2	1.46	46.1	0.93
Average Length of Stay (Days)					
Psychiatric	8.1	6.5	1.24	7.6	1.06
Alcoholism/Chemical Dependency	4.2	3.9	1.07	5.0	0.84
Total Hospital	7.7	6.2	1.25	7.6	1.01
Outpatient Visits					
Non-Emergency Visits	3,138	49,200	0.06	3,969	0.79
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.2	0.12	1.0	1.00
Nurses, Licensed	21.8	38.2	0.57	21.4	1.02
Psychologists	1.0	1.8	0.54	1.0	1.00
Social Workers	5.7	32.9	0.17	6.0	0.96
All Other Personnel	72.5	111.7	0.65	72.6	1.00
Total FTEs	102.0	192.8	0.53	102.0	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.0	13.2	0.15	1.9	1.06
Nurses, Licensed	43.9	61.7	0.71	40.5	1.08
Psychologists	2.0	3.0	0.67	1.9	1.06
Social Workers	11.6	53.2	0.22	11.4	1.02
All Other Personnel	145.8	180.7	0.81	137.4	1.06
Total FTEs	205.3	311.8	0.66	193.0	1.06

Total Hospital:

Beds Set Up & Staffed 33
 Discharges 2,018
 Inpatient Days 15,582

Contract with:

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

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	30	1,831	14,794	135.1%	40.5	8.1
Alcoholism/chemical dependency	2	3	188	788	72.0%	2.2	4.2
ICU/CCU							
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
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.

** 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	17	5	19.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	1	0	1.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	5.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	3	14.5
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	22	8	25.8
Pharmacy Personnel	1	1	1.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	85	31	102.0

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$4,625,058	11.2%	9.4%	1.19	8.9%	1.26
Medical Assistance	\$20,876,590	50.5%	36.2%	1.39	49.5%	1.02
Commercial	\$14,424,355	34.9%	47.2%	0.74	38.7%	0.90
All Other	\$1,448,220	3.5%	7.2%	0.48	3.0%	1.19
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,348,789	8.1%	5.7%	1.42	5.5%	1.47
Medical Assistance	\$14,108,321	34.1%	20.9%	1.63	30.7%	1.11
Commercial	\$7,295,709	17.6%	19.1%	0.93	20.8%	0.85
Charity Care	\$32,565	0.1%	1.5%	0.05	0.0%	7.02
Bad Debt	\$146,769	0.4%	0.9%	0.41	0.3%	1.14
All Other	\$1,187,740	2.9%	0.8%	3.64	1.4%	2.11
Total Deductions	\$26,119,893	63.1%	48.8%	1.29	58.7%	1.08
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.4%	18.9%	0.02	0.1%	4.47
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	57.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$10,025,352	64.4%	50.1%	1.29	73.5%	0.88
Supplies & Services	\$5,089,965	32.7%	46.8%	0.70	21.8%	1.50
Capital Component	\$441,458	2.8%	3.1%	0.93	4.7%	0.60
Fiscal Statistics						
Operating Margin (%)		-1.6%	2.1%	N/A	5.7%	N/A
Total Hospital Net Income (%)		-1.6%	2.0%	N/A	12.4%	N/A
Return on Equity (%)		-1.7%	1.9%	N/A	17.1%	N/A
Current Ratio		1.62	2.3	0.71	0.65	2.51
Days in Net Patient Accounts Receivable		37.80	45.9	0.82	17.69	2.14
Average Payment Period		23.77	45.7	0.52	38.99	0.61
Equity Financing (%)		0.0%	48.6%	N/A	17.1%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	4.11	N/A
Times Interest Earned		0.00	10.9	N/A	0.00	N/A
Total Asset Turnover		1.03	1.0	1.08	1.29	0.80
Average Age of Plant (Years)		1.01	12.1	0.08	4.94	0.20
Increase (Decrease) Total Net Patient Revenue		-5.2%	-6.7%	0.77	-1.1%	4.86
Outpatient Gross Revenue (% of Total GPR)		14.1%	53.0%	0.27	12.7%	1.11
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,027		\$7,710	0.91	\$6,649	1.06
Inpatient Net Revenue per Day	\$910		\$1,255	0.73	\$873	1.04
Outpatient Net Revenue per Visit	\$389		\$757	0.51	\$382	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,374,223	Cash & Cash Equivalents	-\$59,405	Current Liabilities	\$988,657
Less Deductions	\$26,119,893	Net Patient Receivables	\$1,579,796	Long-Term Debt	\$0
Net Patient Revenue	\$15,254,330	Other Receivables	\$0	Other Liabilities	\$14,153,048
Plus Other Revenue	\$55,573			Subtotal	\$15,141,705
Total Revenue	\$15,309,903	Land, Buildings & Equipment (Net)	\$13,291,762	Unrestricted Fund Balance	-\$246,872
Less Expenses	\$15,556,775	Other Assets	\$82,681	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$14,894,833
Net Income	-\$246,872	Total Assets	\$14,894,834		

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	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	48.1%	68.1%	0.71	47.3%	1.02
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	48.1%	72.1%	0.67	47.3%	1.02
Average Census (Patients)					
Psychiatric	7.7	25.5	0.30	7.6	1.02
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	7.7	29.2	0.26	7.6	1.02
Average Length of Stay (Days)					
Psychiatric	9.4	6.5	1.44	9.0	1.04
Alcoholism/Chemical Dependency	0.0	3.9	N/A	0.0	N/A
Total Hospital	9.4	6.2	1.51	9.0	1.04
Outpatient Visits					
Non-Emergency Visits	0	49,200	N/A	0	N/A
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	5.0	8.2	0.61	5.0	1.00
Nurses, Licensed	7.8	38.2	0.20	7.8	1.00
Psychologists	1.0	1.8	0.54	1.0	1.00
Social Workers	3.0	32.9	0.09	3.0	1.00
All Other Personnel	25.4	111.7	0.23	25.4	1.00
Total FTEs	42.2	192.8	0.22	42.2	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	65.0	13.2	4.92	66.1	0.98
Nurses, Licensed	100.7	61.7	1.63	102.5	0.98
Psychologists	13.0	3.0	4.35	13.2	0.98
Social Workers	39.0	53.2	0.73	39.7	0.98
All Other Personnel	330.2	180.7	1.83	335.9	0.98
Total FTEs	547.9	311.8	1.76	557.4	0.98

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 300
 Inpatient Days 2,808

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

068 Norwood Health Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	16	300	2,808	48.1%	7.7	9.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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.

** 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	5	0	5.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.6
Registered Nurses	5	2	5.8	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	5	6.2	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	14	0	14.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	38	9	42.2

068 Norwood Health Center
Marshfield, WI 54449

Selected Financial Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021		
		Value	Ratio	FY 2021	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,627,418	31.4%	9.4%	3.35	32.6%	0.96
Medical Assistance	\$2,443,043	47.2%	36.2%	1.31	49.9%	0.95
Commercial	\$955,525	18.5%	47.2%	0.39	13.9%	1.33
All Other	\$148,652	2.9%	7.2%	0.40	3.6%	0.80
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,067,843	20.6%	5.7%	3.62	26.8%	0.77
Medical Assistance	\$1,059,863	20.5%	20.9%	0.98	11.9%	1.72
Commercial	\$159,891	3.1%	19.1%	0.16	2.7%	1.14
Charity Care	\$0	0.0%	1.5%	N/A	0.2%	N/A
Bad Debt	\$397,462	7.7%	0.9%	8.86	6.7%	1.15
All Other	\$20,394	0.4%	0.8%	0.50	0.1%	2.68
Total Deductions	\$2,705,453	52.3%	48.8%	1.07	48.5%	1.08
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		43.6%	18.9%	2.31	50.0%	0.87
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$1,952,666	55.0%	50.1%	1.10	50.8%	1.08
Supplies & Services	\$1,596,413	45.0%	46.8%	0.96	49.2%	0.91
Capital Component	\$0	0.0%	3.1%	N/A	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		18.9%	2.1%	8.99	6.6%	2.86
Total Hospital Net Income (%)		18.9%	2.0%	9.57	6.6%	2.86
Return on Equity (%)		9.8%	1.9%	5.23	0.0%	N/A
Current Ratio		0.55	2.3	0.24	0.00	N/A
Days in Net Patient Accounts Receivable		323.41	45.9	7.04	0.00	N/A
Average Payment Period		410.85	45.7	8.99	0.00	N/A
Equity Financing (%)		27.0%	48.6%	0.56	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	10.9	N/A	0.00	N/A
Total Asset Turnover		0.52	1.0	0.55	0.00	N/A
Average Age of Plant (Years)		0.00	12.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-20.9%	-6.7%	3.11	-11.5%	1.82
Outpatient Gross Revenue (% of Total GPR)		N/A	53.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$9,555		\$7,710	1.24	\$10,131	0.94
Inpatient Net Revenue per Day	\$1,021		\$1,255	0.81	\$1,131	0.90
Outpatient Net Revenue per Visit	\$0		\$757	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,174,638	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,994,919
Less Deductions	\$2,705,453	Net Patient Receivables	\$2,187,855	Long-Term Debt	\$0
Net Patient Revenue	\$2,469,185	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,905,417			Subtotal	\$3,994,919
Total Revenue	\$4,374,602	Land, Buildings & Equipment (Net)	\$2,717,475	Unrestricted Fund Balance	\$2,262,498
Less Expenses	\$3,549,079	Other Assets	\$3,489,701	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$6,257,417
Net Income	\$825,523	Total Assets	\$8,395,031		

327 Miramont Behavioral Health
 3169 Deming Way
 Middleton, WI 53562
 608-716-8288

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs.	
		Value	Ratio	FY	Ratio
Occupancy Rate (%)					
Psychiatric	28.0%	68.1%	0.41	0.0%	N/A
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	28.0%	72.1%	0.39	0.0%	N/A
Average Census (Patients)					
Psychiatric	15.7	25.5	0.62	0.0	N/A
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	15.7	29.2	0.54	0.0	N/A
Average Length of Stay (Days)					
Psychiatric	6.9	6.5	1.06	0.0	N/A
Alcoholism/Chemical Dependency	0.0	3.9	N/A	0.0	N/A
Total Hospital	6.9	6.2	1.11	0.0	N/A
Outpatient Visits					
Non-Emergency Visits	0	49,200	N/A	0	N/A
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	10.0	8.2	1.22	0.0	N/A
Nurses, Licensed	10.5	38.2	0.28	0.0	N/A
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	9.0	32.9	0.27	0.0	N/A
All Other Personnel	37.5	111.7	0.34	0.0	N/A
Total FTEs	67.0	192.8	0.35	0.0	N/A
FTEs per 100 Patient Census (Adjusted)					
Administrators	55.2	13.2	4.17	0.0	N/A
Nurses, Licensed	57.9	61.7	0.94	0.0	N/A
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	49.7	53.2	0.93	0.0	N/A
All Other Personnel	207.0	180.7	1.15	0.0	N/A
Total FTEs	369.8	311.8	1.19	0.0	N/A

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 832
 Inpatient Days 5,728

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

327 Miramont Behavioral Health
Middleton, WI 53562

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	56	832	5,728	28.0%	15.7	6.9
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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.

** 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	10	0	10.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	8	5	10.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	2	9.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	10	26.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	5	3	5.8
Pharmacy Personnel	2	1	2.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	60	21	67.0

327 Miramont Behavioral Health

Middleton, WI 53562

			All PSYCH Hospitals		FY 2022 vs.	
Selected Financial Statistics			Value	Ratio	FY	Ratio
FY 2022						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$3,559,341	21.7%	9.4%	2.31	0.0%	N/A
Medical Assistance	\$8,490,634	51.7%	36.2%	1.43	0.0%	N/A
Commercial	\$3,742,526	22.8%	47.2%	0.48	0.0%	N/A
All Other	\$625,740	3.8%	7.2%	0.53	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,443,574	14.9%	5.7%	2.61	0.0%	N/A
Medical Assistance	\$1,914,963	11.7%	20.9%	0.56	0.0%	N/A
Commercial	\$2,421,633	14.7%	19.1%	0.77	0.0%	N/A
Charity Care	\$8,332	0.1%	1.5%	0.03	0.0%	N/A
Bad Debt	\$84,388	0.5%	0.9%	0.59	0.0%	N/A
All Other	\$114,690	0.7%	0.8%	0.89	0.0%	N/A
Total Deductions	\$6,987,580	42.6%	48.8%	0.87	0.0%	N/A
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	18.9%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$5,942,449	52.2%	50.1%	1.04	0.0%	N/A
Supplies & Services	\$4,798,170	42.1%	46.8%	0.90	0.0%	N/A
Capital Component	\$643,458	5.7%	3.1%	1.85	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		-20.7%	2.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		-20.7%	2.0%	N/A	0.0%	N/A
Return on Equity (%)		-8.4%	1.9%	N/A	0.0%	N/A
Current Ratio		3.76	2.3	1.66	0.00	N/A
Days in Net Patient Accounts Receivable		113.52	45.9	2.47	0.00	N/A
Average Payment Period		28.62	45.7	0.63	0.00	N/A
Equity Financing (%)		0.0%	48.6%	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	10.9	N/A	0.00	N/A
Total Asset Turnover		0.40	1.0	0.42	0.00	N/A
Average Age of Plant (Years)		1.01	12.1	0.08	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	-6.7%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		14.5%	53.0%	0.27	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$10,379		\$7,710	1.35	\$0	N/A
Inpatient Net Revenue per Day	\$1,528		\$1,255	1.22	\$0	N/A
Outpatient Net Revenue per Visit	\$0		\$757	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$16,418,241	Cash & Cash Equivalents	-\$108,832	Current Liabilities	\$845,600
Less Deductions	\$6,987,580	Net Patient Receivables	\$2,933,013	Long-Term Debt	\$0
Net Patient Revenue	\$9,430,661	Other Receivables	\$212,848	Other Liabilities	\$22,455,830
Plus Other Revenue	\$0			Subtotal	\$23,301,430
Total Revenue	\$9,430,662	Land, Buildings & Equipment (Net)	\$20,124,676	Unrestricted Fund Balance	\$0
Less Expenses	\$11,384,077	Other Assets	\$139,725	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$23,301,430
Net Income	-\$1,953,415	Total Assets	\$23,301,430		

147 Milwaukee County Behavioral Health Complex
 9455 W Watertown Plank Rd
 Milwaukee, WI 53226
 414-257-6995

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	0.0%	68.1%	N/A	68.2%	0.00
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	0.0%	72.1%	N/A	68.2%	0.00
Average Census (Patients)					
Psychiatric	16.3	25.5	0.64	23.9	0.68
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	0.0	29.2	N/A	23.9	0.00
Average Length of Stay (Days)					
Psychiatric	10.3	6.5	1.58	10.1	1.02
Alcoholism/Chemical Dependency	0.0	3.9	N/A	0.0	N/A
Total Hospital	10.3	6.2	1.66	10.1	1.02
Outpatient Visits					
Non-Emergency Visits	20	49,200	0.00	19	1.05
Emergency Visits	4,275	968	4.42	6,289	0.68
Full-Time Equivalents (FTEs)					
Administrators	35.0	8.2	4.28	41.0	0.85
Nurses, Licensed	74.1	38.2	1.94	99.3	0.75
Psychologists	9.5	1.8	5.13	10.0	0.95
Social Workers	5.0	32.9	0.15	5.0	1.00
All Other Personnel	65.3	111.7	0.58	62.7	1.04
Total FTEs	188.8	192.8	0.98	218.0	0.87
FTEs per 100 Patient Census (Adjusted)					
Administrators	29.3	13.2	2.22	21.3	1.37
Nurses, Licensed	62.1	61.7	1.01	51.7	1.20
Psychologists	7.9	3.0	2.66	5.2	1.53
Social Workers	4.2	53.2	0.08	2.6	1.61
All Other Personnel	54.7	180.7	0.30	32.7	1.67
Total FTEs	158.2	311.8	0.51	113.5	1.39

Total Hospital:

Beds Set Up & Staffed 0
 Discharges 579
 Inpatient Days 5,945

Contract with:

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

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	0	579	5,945	0.0%	16.3	10.3
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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	35	0	35.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	11	2.7	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	1	5.8
Registered Nurses	59	6	63.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	2	5.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	4	10.5	Psychologists	8	1	9.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	50	0	50.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	174	25	188.8

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,060,080	5.4%	9.4%	0.58	5.6%	0.98
Medical Assistance	\$55,995,160	50.3%	36.2%	1.39	77.0%	0.65
Commercial	\$1,929,942	1.7%	47.2%	0.04	0.7%	2.43
All Other	\$47,275,079	42.5%	7.2%	5.86	16.7%	2.54
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,868,802	3.5%	5.7%	0.61	2.3%	1.50
Medical Assistance	\$15,624,378	14.0%	20.9%	0.67	10.5%	1.34
Commercial	\$0	0.0%	19.1%	N/A	0.2%	N/A
Charity Care	\$3,370,073	3.0%	1.5%	2.04	3.9%	0.78
Bad Debt	\$47,115	0.0%	0.9%	0.05	0.2%	0.27
All Other	\$0	0.0%	0.8%	N/A	1.8%	N/A
Total Deductions	\$22,910,369	20.6%	48.8%	0.42	18.9%	1.09
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		48.1%	18.9%	2.55	42.7%	1.13
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$47,336,361	27.8%	50.1%	0.55	27.1%	1.03
Supplies & Services	\$122,112,927	71.7%	46.8%	1.53	72.5%	0.99
Capital Component	\$768,894	0.5%	3.1%	0.15	0.4%	1.08
Fiscal Statistics						
Operating Margin (%)		0.0%	2.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	2.0%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	1.9%	N/A	0.0%	N/A
Current Ratio		1.68	2.3	0.74	3.37	0.50
Days in Net Patient Accounts Receivable		44.48	45.9	0.97	50.26	0.88
Average Payment Period		22.11	45.7	0.48	23.11	0.96
Equity Financing (%)		0.0%	48.6%	N/A	73.1%	N/A
Long-Term Debt to Equity Ratio		-0.14	0.4	N/A	0.01	N/A
Times Interest Earned		0.00	10.9	N/A	1.00	N/A
Total Asset Turnover		8.60	1.0	9.00	3.95	2.18
Average Age of Plant (Years)		91.92	12.1	7.58	56.04	1.64
Increase (Decrease) Total Net Patient Revenue		-34.7%	-6.7%	5.15	11.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.5%	53.0%	1.61	86.2%	0.99
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$15,078	\$7,710	1.96	\$13,693	1.10
Inpatient Net Revenue per Day		\$1,385	\$1,255	1.10	\$1,220	1.14
Outpatient Net Revenue per Visit		\$18,549	\$757	24.51	\$19,616	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$111,260,261	Cash & Cash Equivalents	\$351,732	Current Liabilities	\$10,287,639
Less Deductions	\$22,910,369	Net Patient Receivables	\$10,766,395	Long-Term Debt	\$2,974,446
Net Patient Revenue	\$88,349,892	Other Receivables	\$494	Other Liabilities	\$27,268,439
Plus Other Revenue	\$81,868,289			Subtotal	\$40,530,524
Total Revenue	\$170,218,182	Land, Buildings & Equipment (Net)	\$2,511,587	Unrestricted Fund Balance	-\$20,730,879
Less Expenses	\$170,218,182	Other Assets	\$6,169,437	Restricted Fund Balance	\$5,703
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$19,799,645
Net Income	\$0	Total Assets	\$19,799,645		

099 Rogers Memorial Hospital Inc
 34700 Valley Road
 Oconomowoc, WI 53066
 262-646-4411

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	81.9%	68.1%	1.20	92.6%	0.88
Alcoholism/Chemical Dependency	82.0%	71.0%	1.15	96.5%	0.85
Total Hospital	81.9%	72.1%	1.14	93.1%	0.88
Average Census (Patients)					
Psychiatric	53.2	25.5	2.09	60.2	0.88
Alcoholism/Chemical Dependency	6.6	4.0	1.65	7.7	0.85
Total Hospital	59.8	29.2	2.04	67.9	0.88
Average Length of Stay (Days)					
Psychiatric	10.7	6.5	1.65	9.8	1.10
Alcoholism/Chemical Dependency	4.5	3.9	1.14	4.7	0.96
Total Hospital	9.3	6.2	1.50	8.7	1.07
Outpatient Visits					
Non-Emergency Visits	31,327	49,200	0.64	32,896	0.95
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	8.6	8.2	1.05	14.5	0.59
Nurses, Licensed	93.6	38.2	2.45	92.5	1.01
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	129.7	32.9	3.94	102.5	1.27
All Other Personnel	491.7	111.7	4.40	539.3	0.91
Total FTEs	723.6	192.8	3.75	748.8	0.97
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.7	13.2	0.36	7.8	0.61
Nurses, Licensed	51.4	61.7	0.83	49.8	1.03
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	71.3	53.2	1.34	55.2	1.29
All Other Personnel	270.1	180.7	1.50	290.4	0.93
Total FTEs	397.5	311.8	1.28	403.2	0.99

Total Hospital:

Beds Set Up & Staffed 73
 Discharges 2,348
 Inpatient Days 21,828

Contract with:

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

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	65	1,812	19,435	81.9%	53.2	10.7
Alcoholism/chemical dependency	2	8	536	2,393	82.0%	6.6	4.5
ICU/CCU							
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
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.

** 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	7	4	8.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	24	4	25.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	36	63	81.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	2	2.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	54	42.9	Recreational Therapists	21	13	28.3
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	13	10	20.1
Nurse Practitioners	7	5	9.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	111	34	129.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	203	200	333.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	5	37.3
Pharmacy Personnel	1	1	1.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	473	395	723.6

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,195,690	3.3%	9.4%	0.36	3.6%	0.93
Medical Assistance	\$25,331,150	10.3%	36.2%	0.29	11.8%	0.88
Commercial	\$209,453,891	85.5%	47.2%	1.81	83.6%	1.02
All Other	\$1,933,825	0.8%	7.2%	0.11	1.0%	0.78
Deductions as % of Total Gross Patient Revenue						
Medicare	\$6,153,026	2.5%	5.7%	0.44	2.4%	1.05
Medical Assistance	\$17,731,393	7.2%	20.9%	0.35	8.1%	0.89
Commercial	\$76,366,181	31.2%	19.1%	1.64	27.2%	1.15
Charity Care	\$2,945,602	1.2%	1.5%	0.81	0.9%	1.40
Bad Debt	\$1,020,230	0.4%	0.9%	0.48	0.4%	1.13
All Other	\$881,986	0.4%	0.8%	0.46	0.4%	0.89
Total Deductions	\$105,098,418	42.9%	48.8%	0.88	39.3%	1.09
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	18.9%	0.00	0.1%	0.74
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$63,125,639	53.4%	50.1%	1.06	56.2%	0.95
Supplies & Services	\$48,904,708	41.3%	46.8%	0.88	38.3%	1.08
Capital Component	\$6,245,604	5.3%	3.1%	1.73	5.5%	0.95
Fiscal Statistics						
Operating Margin (%)		15.5%	2.1%	7.37	24.3%	0.64
Total Hospital Net Income (%)		15.5%	2.0%	7.84	24.3%	0.64
Return on Equity (%)		7.5%	1.9%	3.99	13.2%	0.57
Current Ratio		3.01	2.3	1.33	3.16	0.95
Days in Net Patient Accounts Receivable		48.69	45.9	1.06	46.07	1.06
Average Payment Period		77.83	45.7	1.70	107.53	0.72
Equity Financing (%)		61.9%	48.6%	1.27	53.0%	1.17
Long-Term Debt to Equity Ratio		0.39	0.4	0.92	0.53	0.73
Times Interest Earned		0.00	10.9	N/A	0.00	N/A
Total Asset Turnover		0.49	1.0	0.51	0.54	0.89
Average Age of Plant (Years)		8.22	12.1	0.68	7.37	1.12
Increase (Decrease) Total Net Patient Revenue		-4.5%	-6.7%	0.67	9.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		67.1%	53.0%	1.27	63.4%	1.06
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$14,582		\$7,710	1.89	\$13,598	1.07
Inpatient Net Revenue per Day	\$1,569		\$1,255	1.25	\$1,567	1.00
Outpatient Net Revenue per Visit	\$3,403		\$757	4.50	\$3,296	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$244,914,556	Cash & Cash Equivalents	\$53,372,610	Current Liabilities	\$23,890,815
Less Deductions	\$105,098,418	Net Patient Receivables	\$18,650,294	Long-Term Debt	\$69,087,655
Net Patient Revenue	\$139,816,138	Other Receivables	\$0	Other Liabilities	\$16,864,168
Plus Other Revenue	\$94,692			Subtotal	\$109,842,638
Total Revenue	\$139,910,832	Land, Buildings & Equipment (Net)	\$83,539,893	Unrestricted Fund Balance	\$178,271,229
Less Expenses	\$118,275,951	Other Assets	\$132,551,070	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$12,792			Total Liabilities & Fund Balance	\$288,113,867
Net Income	\$21,622,089	Total Assets	\$288,113,867		

140 Waukesha County Mental Health Center
 1501 Airport Rd
 Waukesha, WI 53188
 262-548-7957

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

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	74.8%	68.1%	1.10	69.3%	1.08
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	74.8%	72.1%	1.04	69.3%	1.08
Average Census (Patients)					
Psychiatric	10.5	25.5	0.41	13.9	0.76
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	10.5	29.2	0.36	13.9	0.76
Average Length of Stay (Days)					
Psychiatric	7.5	6.5	1.14	9.1	0.82
Alcoholism/Chemical Dependency	0.0	3.9	N/A	0.0	N/A
Total Hospital	7.5	6.2	1.21	9.1	0.82
Outpatient Visits					
Non-Emergency Visits	0	49,200	N/A	0	N/A
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.5	8.2	0.43	3.2	1.09
Nurses, Licensed	10.1	38.2	0.26	12.0	0.84
Psychologists	0.5	1.8	0.27	0.5	1.00
Social Workers	2.4	32.9	0.07	3.2	0.75
All Other Personnel	20.8	111.7	0.19	23.1	0.90
Total FTEs	37.3	192.8	0.19	42.0	0.89
FTEs per 100 Patient Census (Adjusted)					
Administrators	32.1	13.2	2.43	22.4	1.43
Nurses, Licensed	92.6	61.7	1.50	83.9	1.10
Psychologists	4.6	3.0	1.53	3.5	1.31
Social Workers	22.0	53.2	0.41	22.4	0.98
All Other Personnel	190.2	180.7	1.05	161.6	1.18
Total FTEs	341.5	311.8	1.10	293.7	1.16

Total Hospital:
 Beds Set Up & Staffed 14
 Discharges 513
 Inpatient Days 3,823

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

140 Waukesha County Mental Health Center
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	14	513	3,823	74.8%	10.5	7.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
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	3	1	3.5	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.1
Registered Nurses	7	17	9.0	Occupational Therapy Assistants/Aides	2	2	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	18	5.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	1	1	1.1	Psychologists	0	1	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	3	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	3	4.5
Health Info Mgmt-Administrators/Technicians	1	1	1.2	All Other Personnel	4	0	4.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	31	50	37.3

140 Waukesha County Mental Health Center
Waukesha, WI 53188

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,979,609	35.2%	9.4%	3.75	41.9%	0.84
Medical Assistance	\$2,021,629	36.0%	36.2%	0.99	28.4%	1.27
Commercial	\$968,554	17.2%	47.2%	0.37	16.7%	1.03
All Other	\$649,740	11.6%	7.2%	1.60	12.9%	0.89
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,678,900	29.9%	5.7%	5.24	29.0%	1.03
Medical Assistance	\$1,178,282	21.0%	20.9%	1.00	21.8%	0.96
Commercial	\$634,576	11.3%	19.1%	0.59	11.6%	0.98
Charity Care	\$0	0.0%	1.5%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	0.9%	N/A	0.0%	N/A
All Other	\$257,556	4.6%	0.8%	5.82	3.6%	1.27
Total Deductions	\$3,749,314	66.7%	48.8%	1.37	65.9%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		76.1%	18.9%	4.03	66.4%	1.15
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,697,512	47.3%	50.1%	0.94	67.2%	0.70
Supplies & Services	\$3,939,532	50.4%	46.8%	1.08	30.0%	1.68
Capital Component	\$186,484	2.4%	3.1%	0.78	2.8%	0.85
Fiscal Statistics						
Operating Margin (%)		0.0%	2.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	2.0%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	1.9%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.9	N/A	0.00	N/A
Average Payment Period		0.00	45.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	48.6%	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	10.9	N/A	0.00	N/A
Total Asset Turnover		0.00	1.0	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	12.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-19.6%	-6.7%	2.92	11.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$3,646		\$7,710	0.47	\$4,200	0.87
Inpatient Net Revenue per Day	\$470		\$1,255	0.37	\$446	1.05
Outpatient Net Revenue per Visit	\$0		\$757	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,619,532	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,749,314	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$1,870,218	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,953,309			Subtotal	\$0
Total Revenue	\$7,823,528	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$7,823,528	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

144 North Central Health Care
 1100 Lakeview Dr
 Wausau, WI 54403
 715-848-4600

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

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

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	50.3%	68.1%	0.74	54.1%	0.93
Alcoholism/Chemical Dependency	31.2%	71.0%	0.44	0.0%	N/A
Total Hospital	52.4%	72.1%	0.73	39.8%	1.32
Average Census (Patients)					
Psychiatric	11.6	25.5	0.45	13.0	0.89
Alcoholism/Chemical Dependency	0.3	4.0	0.08	0.6	0.54
Total Hospital	20.9	29.2	0.72	21.5	0.98
Average Length of Stay (Days)					
Psychiatric	4.3	6.5	0.66	4.8	0.90
Alcoholism/Chemical Dependency	2.2	3.9	0.56	2.8	0.79
Total Hospital	7.8	6.2	1.27	7.3	1.07
Outpatient Visits					
Non-Emergency Visits	146,995	49,200	2.99	197,221	0.75
Emergency Visits	3,465	968	3.58	4,361	0.79
Full-Time Equivalents (FTEs)					
Administrators	4.0	8.2	0.49	4.0	1.00
Nurses, Licensed	19.4	38.2	0.51	14.9	1.30
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	1.0	32.9	0.03	5.0	0.20
All Other Personnel	39.2	111.7	0.35	35.9	1.09
Total FTEs	63.6	192.8	0.33	59.9	1.06
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.2	13.2	0.54	7.5	0.95
Nurses, Licensed	34.8	61.7	0.56	28.2	1.23
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	1.8	53.2	0.03	9.4	0.19
All Other Personnel	70.2	180.7	0.39	67.8	1.03
Total FTEs	113.9	311.8	0.37	113.0	1.01

Total Hospital:

Beds Set Up & Staffed 40
 Discharges 977
 Inpatient Days 7,646

Contract with:

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

144 North Central Health Care
Wausau, WI 54403

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	23	978	4,224	50.3%	11.6	4.3
Alcoholism/chemical dependency	1	1	52	114	31.2%	0.3	2.2
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	16	458	3,308	56.6%	9.1	7.2

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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	14	8	17.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	7	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	2	0.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	0	6.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	2	0	2.0
Pharmacy Personnel	8	3	9.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	54	21	63.6

144 North Central Health Care

Wausau, WI 54403

Selected Financial Statistics			All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$14,948,315	23.6%	9.4%	2.51	26.7%	0.89
Medical Assistance	\$42,947,195	67.9%	36.2%	1.88	60.9%	1.12
Commercial	\$3,487,404	5.5%	47.2%	0.12	6.7%	0.82
All Other	\$1,862,959	2.9%	7.2%	0.41	5.7%	0.51
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,524,156	2.4%	5.7%	0.42	14.9%	0.16
Medical Assistance	\$17,362,612	27.5%	20.9%	1.32	13.5%	2.03
Commercial	\$1,521,737	2.4%	19.1%	0.13	2.5%	0.94
Charity Care	\$1,842,056	2.9%	1.5%	1.96	4.8%	0.61
Bad Debt	\$903,122	1.4%	0.9%	1.65	0.7%	2.00
All Other	\$26,721	0.0%	0.8%	0.05	0.0%	N/A
Total Deductions	\$23,180,404	36.7%	48.8%	0.75	36.5%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		30.4%	18.9%	1.61	34.2%	0.89
Net Gains/Losses as % of Net Income		1.1%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$31,229,434	57.2%	50.1%	1.14	55.0%	1.04
Supplies & Services	\$21,616,268	39.6%	46.8%	0.85	41.2%	0.96
Capital Component	\$1,727,219	3.2%	3.1%	1.04	3.9%	0.82
Fiscal Statistics						
Operating Margin (%)		5.2%	2.1%	2.50	-5.8%	N/A
Total Hospital Net Income (%)		5.3%	2.0%	2.69	-5.6%	N/A
Return on Equity (%)		3.7%	1.9%	1.95	-4.4%	N/A
Current Ratio		3.91	2.3	1.72	1.62	2.42
Days in Net Patient Accounts Receivable		30.76	45.9	0.67	48.65	0.63
Average Payment Period		32.77	45.7	0.72	40.59	0.81
Equity Financing (%)		34.2%	48.6%	0.70	39.9%	0.86
Long-Term Debt to Equity Ratio		0.92	0.4	2.16	0.57	1.60
Times Interest Earned		19.62	10.9	1.79	-10.98	N/A
Total Asset Turnover		0.69	1.0	0.72	0.79	0.87
Average Age of Plant (Years)		27.16	12.1	2.24	22.20	1.22
Increase (Decrease) Total Net Patient Revenue		20.3%	-6.7%	N/A	2.3%	8.95
Outpatient Gross Revenue (% of Total GPR)		78.6%	53.0%	1.48	74.0%	1.06
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,117		\$7,710	0.92	\$9,103	0.78
Inpatient Net Revenue per Day	\$1,592		\$1,255	1.27	\$1,931	0.82
Outpatient Net Revenue per Visit	\$226		\$757	0.30	\$119	1.90

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,245,872	Cash & Cash Equivalents	\$6,540,014	Current Liabilities	\$4,790,841
Less Deductions	\$23,180,404	Net Patient Receivables	\$3,375,930	Long-Term Debt	\$26,134,287
Net Patient Revenue	\$40,065,468	Other Receivables	\$6,117,113	Other Liabilities	\$24,033,619
Plus Other Revenue	\$17,527,077			Subtotal	\$54,958,747
Total Revenue	\$57,592,545	Land, Buildings & Equipment (Net)	\$33,630,323	Unrestricted Fund Balance	\$28,532,902
Less Expenses	\$54,572,921	Other Assets	\$33,828,270	Restricted Fund Balance	\$24,570,332
Non-Operating Gains/Losses	\$33,444			Total Liabilities & Fund Balance	\$83,491,649
Net Income	\$3,053,068	Total Assets	\$83,491,650		

149 Aurora Psychiatric Hospital
 1220 Dewey Avenue
 Wauwatosa, WI 53213
 414-454-6600

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	60.3%	68.1%	0.89	62.6%	0.96
Alcoholism/Chemical Dependency	0.0%	71.0%	N/A	0.0%	N/A
Total Hospital	64.5%	72.1%	0.89	72.5%	0.89
Average Census (Patients)					
Psychiatric	53.7	25.5	2.10	55.1	0.97
Alcoholism/Chemical Dependency	3.7	4.0	0.94	8.7	0.43
Total Hospital	57.4	29.2	1.96	63.8	0.90
Average Length of Stay (Days)					
Psychiatric	4.3	6.5	0.66	4.3	1.01
Alcoholism/Chemical Dependency	3.1	3.9	0.79	3.1	1.01
Total Hospital	4.2	6.2	0.68	4.1	1.03
Outpatient Visits					
Non-Emergency Visits	51,923	49,200	1.06	55,398	0.94
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	12.8	8.2	1.56	14.0	0.91
Nurses, Licensed	97.4	38.2	2.55	126.0	0.77
Psychologists	4.0	1.8	2.16	78.5	0.05
Social Workers	81.4	32.9	2.48	4.0	20.35
All Other Personnel	227.0	111.7	2.03	251.0	0.90
Total FTEs	422.5	192.8	2.19	473.5	0.89
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.1	13.2	1.07	14.1	1.00
Nurses, Licensed	107.7	61.7	1.75	127.3	0.85
Psychologists	4.4	3.0	1.48	79.3	0.06
Social Workers	90.0	53.2	1.69	4.0	22.27
All Other Personnel	251.0	180.7	1.39	253.6	0.99
Total FTEs	467.2	311.8	1.50	478.3	0.98

Total Hospital:
 Beds Set Up & Staffed 89
 Discharges 4,957
 Inpatient Days 20,945

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

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	89	4,552	19,587	60.3%	53.7	4.3
Alcoholism/chemical dependency	1	0	438	1,358	0.0%	3.7	3.1
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	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	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
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.

** 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	12	1	12.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	22	3	22.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	66	46	86.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	5	0	5.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	3	5.2	Recreational Therapists	1	3	2.8
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	3	2.6
Nurse Practitioners	6	2	6.0	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	75	25	81.4
Clinical Nurse Specialists	0	1	0.2	All Other Health Professionals	48	31	60.7
Health Info Mgmt-Administrators/Technicians	4	1	4.5	All Other Personnel	102	27	110.0
Pharmacy Personnel	8	1	8.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	369	147	422.5

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

			All PSYCH Hospitals		FY 2022 vs. 2021	
Selected Financial Statistics			Value	Ratio	FY 2021	Ratio
FY 2022						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$18,144,829	12.7%	9.4%	1.36	13.4%	0.95
Medical Assistance	\$65,153,245	45.7%	36.2%	1.26	44.4%	1.03
Commercial	\$53,971,033	37.9%	47.2%	0.80	39.9%	0.95
All Other	\$5,143,574	3.6%	7.2%	0.50	2.3%	1.57
Deductions as % of Total Gross Patient Revenue						
Medicare	\$14,118,939	9.9%	5.7%	1.74	10.1%	0.99
Medical Assistance	\$50,857,586	35.7%	20.9%	1.71	34.8%	1.03
Commercial	\$27,867,602	19.6%	19.1%	1.03	21.1%	0.93
Charity Care	\$929,930	0.7%	1.5%	0.44	0.6%	1.05
Bad Debt	\$2,134,006	1.5%	0.9%	1.73	1.4%	1.04
All Other	\$2,569,878	1.8%	0.8%	2.29	1.1%	1.64
Total Deductions	\$98,477,941	69.1%	48.8%	1.42	69.2%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.7%	18.9%	0.04	6.5%	0.11
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,516,624	59.6%	50.1%	1.19	57.3%	1.04
Supplies & Services	\$17,065,612	34.5%	46.8%	0.74	36.4%	0.95
Capital Component	\$2,951,632	6.0%	3.1%	1.95	6.3%	0.95
Fiscal Statistics						
Operating Margin (%)		-11.9%	2.1%	N/A	-0.5%	23.82
Total Hospital Net Income (%)		-12.0%	2.0%	N/A	-0.5%	23.83
Return on Equity (%)		-11.6%	1.9%	N/A	-0.5%	21.98
Current Ratio		2.94	2.3	1.30	2.34	1.26
Days in Net Patient Accounts Receivable		72.56	45.9	1.58	55.86	1.30
Average Payment Period		23.13	45.7	0.51	28.34	0.82
Equity Financing (%)		82.0%	48.6%	1.69	92.1%	0.89
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		-5.29	10.9	N/A	0.75	N/A
Total Asset Turnover		0.97	1.0	1.02	1.06	0.92
Average Age of Plant (Years)		9.17	12.1	0.76	8.29	1.11
Increase (Decrease) Total Net Patient Revenue		-3.6%	-6.7%	0.54	5.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		36.7%	53.0%	0.69	35.0%	1.05
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,884		\$7,710	0.63	\$4,665	1.05
Inpatient Net Revenue per Day	\$1,158		\$1,255	0.92	\$1,127	1.03
Outpatient Net Revenue per Visit	\$421		\$757	0.56	\$384	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$142,412,679	Cash & Cash Equivalents	-\$6,912,013	Current Liabilities	\$3,009,255
Less Deductions	\$98,477,941	Net Patient Receivables	\$8,733,452	Long-Term Debt	\$0
Net Patient Revenue	\$43,934,738	Other Receivables	\$0	Other Liabilities	\$5,162,596
Plus Other Revenue	\$313,154			Subtotal	\$8,171,851
Total Revenue	\$44,247,894	Land, Buildings & Equipment (Net)	\$36,576,979	Unrestricted Fund Balance	\$37,267,630
Less Expenses	\$49,533,868	Other Assets	\$7,041,062	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,513			Total Liabilities & Fund Balance	\$45,439,481
Net Income	-\$5,287,487	Total Assets	\$45,439,480		

192 Rogers Memorial Hospital - Milwaukee
 11101 W Lincoln Ave
 West Allis, WI 53227
 414-327-3000

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics	FY 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)					
Psychiatric	84.5%	68.1%	1.24	84.4%	1.00
Alcoholism/Chemical Dependency	64.9%	71.0%	0.91	64.1%	1.01
Total Hospital	79.4%	72.1%	1.10	79.2%	1.00
Average Census (Patients)					
Psychiatric	45.6	25.5	1.79	45.6	1.00
Alcoholism/Chemical Dependency	12.3	4.0	3.11	12.2	1.01
Total Hospital	57.9	29.2	1.98	57.8	1.00
Average Length of Stay (Days)					
Psychiatric	6.1	6.5	0.94	6.3	0.97
Alcoholism/Chemical Dependency	4.0	3.9	1.03	3.8	1.05
Total Hospital	5.5	6.2	0.89	5.6	0.99
Outpatient Visits					
Non-Emergency Visits	38,006	49,200	0.77	32,552	1.17
Emergency Visits	0	968	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	9.7	8.2	1.18	7.3	1.33
Nurses, Licensed	56.1	38.2	1.47	70.5	0.80
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	69.3	32.9	2.11	59.8	1.16
All Other Personnel	168.7	111.7	1.51	245.4	0.69
Total FTEs	303.7	192.8	1.58	382.8	0.79
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.8	13.2	0.74	7.7	1.27
Nurses, Licensed	57.2	61.7	0.93	75.1	0.76
Psychologists	0.0	3.0	N/A	0.0	N/A
Social Workers	70.6	53.2	1.33	63.7	1.11
All Other Personnel	172.1	180.7	0.95	261.4	0.66
Total FTEs	309.9	311.8	0.99	407.8	0.76

Total Hospital:
 Beds Set Up & Staffed 73
 Discharges 3,825
 Inpatient Days 21,148

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

192 Rogers Memorial Hospital - Milwaukee
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2022	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	54	2,711	16,647	84.5%	45.6	6.1
Alcoholism/chemical dependency	2	19	1,114	4,501	64.9%	12.3	4.0
ICU/CCU							
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
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.

** 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	7	5	9.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	8	5	8.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	27	32	51.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	1	0.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	33	35.5	Recreational Therapists	3	2	4.9
Physician Assistants	6	0	6.0	Dietitians & Nutritionists	2	3	3.6
Nurse Practitioners	3	1	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	63	15	69.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	74	44	96.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	2	12.1
Pharmacy Personnel	1	2	1.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	216	145	303.7

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$10,362,510	8.0%	9.4%	0.85	9.1%	0.88
Medical Assistance	\$48,637,802	37.6%	36.2%	1.04	38.8%	0.97
Commercial	\$69,142,264	53.5%	47.2%	1.13	51.2%	1.04
All Other	\$1,206,977	0.9%	7.2%	0.13	0.9%	1.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,482,256	5.8%	5.7%	1.01	6.5%	0.89
Medical Assistance	\$33,555,240	25.9%	20.9%	1.24	27.0%	0.96
Commercial	\$28,775,569	22.2%	19.1%	1.17	19.9%	1.12
Charity Care	\$2,434,105	1.9%	1.5%	1.27	1.8%	1.06
Bad Debt	\$816,598	0.6%	0.9%	0.73	0.9%	0.69
All Other	\$554,826	0.4%	0.8%	0.54	0.5%	0.91
Total Deductions	\$73,618,594	56.9%	48.8%	1.17	56.5%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	18.9%	0.00	0.0%	0.88
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$34,877,445	62.4%	50.1%	1.25	64.3%	0.97
Supplies & Services	\$18,589,720	33.3%	46.8%	0.71	31.0%	1.07
Capital Component	\$2,387,715	4.3%	3.1%	1.40	4.7%	0.92
Fiscal Statistics						
Operating Margin (%)		-0.2%	2.1%	N/A	5.7%	N/A
Total Hospital Net Income (%)		-0.2%	2.0%	N/A	5.7%	N/A
Return on Equity (%)		-0.2%	1.9%	N/A	5.6%	N/A
Current Ratio		3.20	2.3	1.41	4.36	0.73
Days in Net Patient Accounts Receivable		36.50	45.9	0.79	44.54	0.82
Average Payment Period		38.96	45.7	0.85	27.25	1.43
Equity Financing (%)		61.9%	48.6%	1.27	72.6%	0.85
Long-Term Debt to Equity Ratio		0.39	0.4	0.92	0.23	1.70
Times Interest Earned		0.00	10.9	N/A	0.00	N/A
Total Asset Turnover		0.80	1.0	0.84	0.98	0.82
Average Age of Plant (Years)		10.09	12.1	0.83	9.35	1.08
Increase (Decrease) Total Net Patient Revenue		6.8%	-6.7%	N/A	9.8%	0.70
Outpatient Gross Revenue (% of Total GPR)		40.9%	53.0%	0.77	38.4%	1.06
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$7,367	\$7,710	0.96	\$7,182	1.03
Inpatient Net Revenue per Day		\$1,332	\$1,255	1.06	\$1,290	1.03
Outpatient Net Revenue per Visit		\$746	\$757	0.99	\$800	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$129,349,555	Cash & Cash Equivalents	\$12,877,421	Current Liabilities	\$5,764,231
Less Deductions	\$73,618,594	Net Patient Receivables	\$5,573,854	Long-Term Debt	\$16,669,052
Net Patient Revenue	\$55,730,961	Other Receivables	\$0	Other Liabilities	\$4,056,821
Plus Other Revenue	\$4,994			Subtotal	\$26,490,104
Total Revenue	\$55,735,954	Land, Buildings & Equipment (Net)	\$17,911,302	Unrestricted Fund Balance	\$43,024,269
Less Expenses	\$55,854,880	Other Assets	\$33,151,796	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$69,514,373
Net Income	-\$118,926	Total Assets	\$69,514,373		