

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: Partnership

		All PSYCH Hospitals		FY 2017 vs.	
Selected Utilization Statistics	FY 2017	Value	Ratio	FY	Ratio
Occupancy Rate (%)					
Psychiatric	47.8%	70.2%	0.68	0.0%	N/A
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	47.8%	69.5%	0.69	0.0%	N/A
Average Census (Patients)					
Psychiatric	26.3	31.4	0.84	0.0	N/A
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	26.3	33.3	0.79	0.0	N/A
Average Length of Stay (Days)					
Psychiatric	7.3	6.4	1.14	0.0	N/A
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.2	5.6	1.28	0.0	N/A
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	15.0	7.7	1.94	0.0	N/A
Nurses, Licensed	35.0	40.6	0.86	0.0	N/A
Psychologists	0.0	8.2	N/A	0.0	N/A
Social Workers	6.0	26.4	0.23	0.0	N/A
All Other Personnel	64.3	164.7	0.39	0.0	N/A
Total FTEs	120.3	247.6	0.49	0.0	N/A
FTEs per 100 Patient Census (Adjusted)					
Administrators	50.2	13.1	3.84	0.0	N/A
Nurses, Licensed	117.2	68.7	1.71	0.0	N/A
Psychologists	0.0	13.9	N/A	0.0	N/A
Social Workers	20.1	44.7	0.45	0.0	N/A
All Other Personnel	215.2	278.8	0.77	0.0	N/A
Total FTEs	402.8	419.1	0.96	0.0	N/A

Total Hospital:

Beds Set Up & Staffed 55
Discharges 1,335
Inpatient Days 9,599

Contract with:

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

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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)
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	55	1,311	9,599	47.8%	26.3	7.3
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.

** 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	15	0	15.0	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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	25	0	25.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	8	0	8.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	51	0	51.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.3
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	12	0	12.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	119	3	120.3

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			All PSYCH Hospitals		FY 2017 vs.	
Selected Financial Statistics		FY 2017	Value	Ratio	FY	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$4,339,142	22.1%	10.8%	2.05	0.0%	N/A
Medical Assistance	\$7,385,338	37.7%	44.9%	0.84	0.0%	N/A
Commercial	\$6,572,516	33.5%	37.9%	0.88	0.0%	N/A
All Other	\$1,312,345	6.7%	6.4%	1.04	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,420,758	12.3%	6.3%	1.95	0.0%	N/A
Medical Assistance	\$4,519,277	23.0%	21.7%	1.06	0.0%	N/A
Commercial	\$3,687,893	18.8%	15.5%	1.22	0.0%	N/A
Charity Care	\$0	0.0%	2.9%	N/A	0.0%	N/A
Bad Debt	\$668,166	3.4%	1.7%	2.06	0.0%	N/A
All Other	\$377,874	1.9%	1.2%	1.56	0.0%	N/A
Total Deductions	\$11,673,968	59.5%	49.3%	1.21	0.0%	N/A
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	25.2%	0.01	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$6,479,376	56.6%	53.0%	1.07	0.0%	N/A
Supplies & Services	\$3,827,887	33.5%	42.7%	0.78	0.0%	N/A
Capital Component	\$1,132,135	9.9%	4.3%	2.33	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		-43.9%	1.8%	N/A	0.0%	N/A
Total Hospital Net Income (%)		-43.9%	2.5%	N/A	0.0%	N/A
Return on Equity (%)		-19.0%	2.9%	N/A	0.0%	N/A
Current Ratio		4.92	3.3	1.48	0.00	N/A
Days in Net Patient Accounts Receivable		209.32	67.8	3.09	0.00	N/A
Average Payment Period		31.95	37.1	0.86	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		-5.49	4.4	N/A	0.00	N/A
Total Asset Turnover		0.43	1.2	0.37	0.00	N/A
Average Age of Plant (Years)		1.00	7.7	0.13	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	14.7%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		10.0%	37.2%	0.27	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$5,867	\$8,120	0.72	\$0	N/A
Inpatient Net Revenue per Day		\$799	\$1,296	0.62	\$0	N/A
Outpatient Net Revenue per Visit		\$0	\$363	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,609,341	Cash & Cash Equivalents	\$4,000	Current Liabilities	\$951,853	
Less Deductions	\$11,673,968	Net Patient Receivables	\$4,550,763	Long-Term Debt	\$17,455,412	
Net Patient Revenue	\$7,935,373	Other Receivables	\$27,269	Other Liabilities	\$0	
Plus Other Revenue	\$11,695			Subtotal	\$18,407,265	
Total Revenue	\$7,947,068	Land, Buildings & Equipment (Net)	\$13,728,617	Unrestricted Fund Balance	\$0	
Less Expenses	\$11,439,398	Other Assets	\$96,616	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$18,407,265	
Net Income	-\$3,492,330	Total Assets	\$18,407,265			