

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)					
Psychiatric	65.0%	73.9%	0.88	47.8%	1.36
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	65.0%	72.0%	0.90	47.8%	1.36
Average Census (Patients)					
Psychiatric	46.8	32.9	1.42	26.3	1.78
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	46.8	35.2	1.33	26.3	1.78
Average Length of Stay (Days)					
Psychiatric	7.4	6.5	1.15	7.3	1.01
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.4	6.5	1.14	7.2	1.03
Outpatient Visits					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	0	1,590	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	15.0	10.2	1.47	15.0	1.00
Nurses, Licensed	69.0	42.5	1.63	35.0	1.97
Psychologists	0.0	7.0	N/A	0.0	N/A
Social Workers	8.0	34.4	0.23	6.0	1.33
All Other Personnel	66.5	141.3	0.47	64.3	1.04
Total FTEs	158.5	235.3	0.67	120.3	1.32
FTEs per 100 Patient Census (Adjusted)					
Administrators	27.3	15.0	1.82	50.2	0.54
Nurses, Licensed	125.8	62.8	2.00	117.2	1.07
Psychologists	0.0	10.3	N/A	0.0	N/A
Social Workers	14.6	50.8	0.29	20.1	0.73
All Other Personnel	121.2	209.0	0.58	215.2	0.56
Total FTEs	289.0	347.9	0.83	402.8	0.72

Total Hospital:

Beds Set Up & Staffed 72
Discharges 2,304
Inpatient Days 17,079

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 12/31/2018	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	72	2,301	17,079	65.0%	46.8	7.4
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	58	0	58.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	9	0	9.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	50	0	50.0	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	2	0.5
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	0	8.0
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	12	0	12.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	158	2	158.5

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			All PSYCH Hospitals		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,072,712	16.2%	10.4%	1.56	22.1%	0.73
Medical Assistance	\$18,203,481	48.6%	42.2%	1.15	37.7%	1.29
Commercial	\$12,854,696	34.3%	41.1%	0.84	33.5%	1.02
All Other	\$315,372	0.8%	6.3%	0.13	6.7%	0.13
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,116,483	8.3%	6.5%	1.28	12.3%	0.67
Medical Assistance	\$9,333,159	24.9%	22.1%	1.13	23.0%	1.08
Commercial	\$6,808,898	18.2%	16.0%	1.13	18.8%	0.97
Charity Care	\$0	0.0%	2.8%	N/A	0.0%	N/A
Bad Debt	\$959,716	2.6%	1.2%	2.06	3.4%	0.75
All Other	\$0	0.0%	2.0%	N/A	1.9%	N/A
Total Deductions	\$20,218,256	54.0%	50.7%	1.07	59.5%	0.91
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.2%	24.7%	0.01	0.1%	1.08
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$9,775,421	67.9%	53.6%	1.27	56.6%	1.20
Supplies & Services	\$3,413,062	23.7%	42.3%	0.56	33.5%	0.71
Capital Component	\$1,199,559	8.3%	4.2%	1.99	9.9%	0.84
Fiscal Statistics						
Operating Margin (%)		16.6%	4.1%	4.01	-43.9%	N/A
Total Hospital Net Income (%)		16.6%	4.3%	3.83	-43.9%	N/A
Return on Equity (%)		17.8%	4.9%	3.63	-19.0%	N/A
Current Ratio		2.21	3.0	0.74	4.92	0.45
Days in Net Patient Accounts Receivable		59.86	53.6	1.12	209.32	0.29
Average Payment Period		35.43	39.8	0.89	31.95	1.11
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		6.04	7.8	0.77	-5.49	N/A
Total Asset Turnover		1.07	1.1	0.95	0.43	2.48
Average Age of Plant (Years)		1.94	8.5	0.23	1.00	1.94
Increase (Decrease) Total Net Patient Revenue		117.1%	9.7%	12.08	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		14.1%	48.8%	0.29	10.0%	1.40
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,007		\$7,172	0.98	\$5,867	1.19
Inpatient Net Revenue per Day	\$938		\$1,121	0.84	\$799	1.17
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$37,446,261		Cash & Cash Equivalents	\$4,000	Current Liabilities	\$1,337,800
Less Deductions	\$20,218,256		Net Patient Receivables	\$2,825,398	Long-Term Debt	\$14,790,694
Net Patient Revenue	\$17,228,005		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$27,522				Subtotal	\$16,128,494
Total Revenue	\$17,255,527		Land, Buildings & Equipment (Net)	\$13,166,050	Unrestricted Fund Balance	\$0
Less Expenses	\$14,388,042		Other Assets	\$133,046	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$16,128,494
Net Income	\$2,867,485		Total Assets	\$16,128,494		