

**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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	59.9%	70.4%	0.85	57.9%	1.03
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	59.9%	71.2%	0.84	57.9%	1.03
<b>Average Census (Patients)</b>					
Psychiatric	43.1	28.5	1.51	41.7	1.03
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	43.1	33.2	1.30	41.7	1.03
<b>Average Length of Stay (Days)</b>					
Psychiatric	7.2	6.7	1.07	6.8	1.05
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	7.2	6.4	1.13	6.8	1.05
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	0	1,327	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	11.0	8.2	1.34	15.0	0.73
Nurses, Licensed	35.9	52.1	0.69	53.0	0.68
Psychologists	0.0	11.1	N/A	0.0	N/A
Social Workers	8.3	28.1	0.29	6.5	1.27
All Other Personnel	81.0	190.9	0.42	71.3	1.14
Total FTEs	136.2	290.4	0.47	145.8	0.93
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	21.8	12.2	1.79	30.2	0.72
Nurses, Licensed	71.1	77.5	0.92	106.6	0.67
Psychologists	0.0	16.5	N/A	0.0	N/A
Social Workers	16.3	41.9	0.39	13.1	1.25
All Other Personnel	160.3	283.9	0.56	143.4	1.12
Total FTEs	269.6	431.9	0.62	293.3	0.92

**Total Hospital:**

Beds Set Up & Staffed 72  
 Discharges 2,192  
 Inpatient Days 15,772

**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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	2	72	2,192	15,772	59.9%	43.1	7.2
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	0	11.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	0	3.0	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	31	7	33.2	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.8	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	26	19	35.8	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	2	2	3.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.3
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	2	8.3
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	29	11	33.8
Pharmacy Personnel	1	3	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>115</b>	<b>47</b>	<b>136.2</b>

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Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$3,830,085	10.5%	10.2%	1.03	13.0%	0.81
Medical Assistance	\$18,252,110	50.0%	41.5%	1.20	52.3%	0.96
Commercial	\$11,397,165	31.2%	42.6%	0.73	33.7%	0.93
All Other	\$3,054,710	8.4%	5.8%	1.45	1.0%	8.05
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$2,276,641	6.2%	6.6%	0.94	8.1%	0.77
Medical Assistance	\$11,029,244	30.2%	19.1%	1.58	28.7%	1.05
Commercial	\$5,191,922	14.2%	16.4%	0.87	16.1%	0.88
Charity Care	\$3,704	0.0%	2.1%	0.00	0.0%	N/A
Bad Debt	-\$19,695	-0.1%	0.6%	N/A	0.8%	N/A
All Other	\$1,789,104	4.9%	2.2%	2.19	0.6%	8.16
Total Deductions	\$20,270,920	55.5%	47.1%	1.18	54.4%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	23.0%	0.01	0.1%	2.06
Net Gains/Losses as % of Net Income		33.8%	26.5%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$11,322,491	75.2%	48.7%	1.54	67.2%	1.12
Supplies & Services	\$3,035,442	20.2%	47.1%	0.43	25.3%	0.80
Capital Component	\$701,528	4.7%	4.2%	1.12	7.5%	0.62
<b>Fiscal Statistics</b>						
Operating Margin (%)		7.5%	4.7%	1.61	2.9%	2.56
Total Hospital Net Income (%)		10.9%	6.3%	1.75	2.9%	3.72
Return on Equity (%)		14.7%	5.7%	2.59	3.1%	4.69
Current Ratio		0.35	2.3	0.15	1.62	0.21
Days in Net Patient Accounts Receivable		6.19	55.8	0.11	47.96	0.13
Average Payment Period		35.45	69.4	0.51	32.21	1.10
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	1.88	N/A
Total Asset Turnover		1.30	0.9	1.45	1.07	1.21
Average Age of Plant (Years)		3.97	9.5	0.42	2.97	1.33
Increase (Decrease) Total Net Patient Revenue		3.5%	10.3%	0.34	-8.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		15.4%	51.6%	0.30	16.1%	0.95
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$6,673		\$7,661	0.87	\$6,427	1.04
Inpatient Net Revenue per Day	\$935		\$1,228	0.76	\$940	1.00
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,534,070	Cash & Cash Equivalents	\$4,000	Current Liabilities	\$1,399,507
Less Deductions	\$20,270,920	Net Patient Receivables	\$274,984	Long-Term Debt	\$11,161,399
Net Patient Revenue	\$16,263,150	Other Receivables	\$81,615	Other Liabilities	\$0
Plus Other Revenue	\$19,848			Subtotal	\$12,560,906
Total Revenue	\$16,282,998	Land, Buildings & Equipment (Net)	\$12,073,574	Unrestricted Fund Balance	\$0
Less Expenses	\$15,059,461	Other Assets	\$126,732	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$626,046			Total Liabilities & Fund Balance	\$12,560,906
Net Income	\$1,849,583	Total Assets	\$12,560,905		