

**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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	68.2%	77.1%	0.88	102.1%	0.67
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	68.2%	75.6%	0.90	102.1%	0.67
<b>Average Census (Patients)</b>					
Psychiatric	23.9	29.4	0.81	35.7	0.67
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	23.9	33.8	0.71	35.7	0.67
<b>Average Length of Stay (Days)</b>					
Psychiatric	10.1	6.6	1.54	13.1	0.77
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	10.1	6.2	1.63	12.5	0.81
<b>Outpatient Visits</b>					
Non-Emergency Visits	19	55,302	0.00	136	0.14
Emergency Visits	6,289	1,331	4.72	6,471	0.97
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	41.0	8.5	4.84	40.0	1.03
Nurses, Licensed	99.3	47.8	2.08	105.9	0.94
Psychologists	10.0	8.3	1.20	29.4	0.34
Social Workers	5.0	27.2	0.18	56.1	0.09
All Other Personnel	62.7	130.9	0.48	220.8	0.28
Total FTEs	218.0	222.7	0.98	452.1	0.48
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	21.3	11.8	1.80	20.7	1.03
Nurses, Licensed	51.7	66.9	0.77	54.9	0.94
Psychologists	5.2	11.7	0.45	15.2	0.34
Social Workers	2.6	38.0	0.07	29.1	0.09
All Other Personnel	32.7	183.1	0.18	114.4	0.29
Total FTEs	113.5	311.5	0.36	234.2	0.48

**Total Hospital:**  
 Beds Set Up & Staffed 35  
 Discharges 862  
 Inpatient Days 8,718

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	35	862	8,718	68.2%	23.9	10.1
<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.

\* 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	41	0	41.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	6	4.2	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	86	6	91.1	Occupational Therapists	5	1	5.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	7	2	8.2	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	1	0	1.0
Nurse Practitioners	6	4	8.2	Psychologists	10	0	10.0
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	44	0	44.0
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				
				<b>Total</b>	<b>206</b>	<b>19</b>	<b>218.0</b>

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Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$9,277,421	5.6%	9.3%	0.60	5.5%	1.01
Medical Assistance	\$128,504,788	77.0%	41.4%	1.86	74.6%	1.03
Commercial	\$1,189,232	0.7%	44.3%	0.02	1.0%	0.69
All Other	\$27,913,372	16.7%	5.0%	3.37	18.8%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$3,868,802	2.3%	5.9%	0.39	2.5%	0.93
Medical Assistance	\$17,549,585	10.5%	19.7%	0.53	9.0%	1.17
Commercial	\$412,871	0.2%	17.0%	0.01	0.3%	0.72
Charity Care	\$6,476,040	3.9%	1.7%	2.24	4.7%	0.82
Bad Debt	\$258,486	0.2%	0.8%	0.20	-1.4%	N/A
All Other	\$3,034,568	1.8%	0.9%	1.98	8.3%	0.22
Total Deductions	\$31,600,352	18.9%	46.0%	0.41	23.5%	0.81
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		42.7%	20.3%	2.11	46.7%	0.91
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$63,888,676	27.1%	48.3%	0.56	28.1%	0.96
Supplies & Services	\$171,153,782	72.5%	48.9%	1.48	71.2%	1.02
Capital Component	\$988,137	0.4%	2.9%	0.14	0.7%	0.62
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	6.0%	N/A	-1.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		3.37	2.7	1.25	5.02	0.67
Days in Net Patient Accounts Receivable		50.26	45.3	1.11	76.10	0.66
Average Payment Period		23.11	46.1	0.50	25.49	0.91
Equity Financing (%)		73.1%	56.7%	1.29	40.5%	1.80
Long-Term Debt to Equity Ratio		0.01	0.4	0.02	0.04	0.18
Times Interest Earned		1.00	30.5	0.03	1.00	1.00
Total Asset Turnover		3.95	1.2	3.33	2.68	1.48
Average Age of Plant (Years)		56.04	11.1	5.04	26.66	2.10
Increase (Decrease) Total Net Patient Revenue		11.5%	9.8%	1.18	11.4%	1.02
Outpatient Gross Revenue (% of Total GPR)		86.2%	53.1%	1.62	80.7%	1.07
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge		\$13,693	\$7,565	1.81	\$19,393	0.71
Inpatient Net Revenue per Day		\$1,220	\$1,228	0.99	\$1,481	0.82
Outpatient Net Revenue per Visit		\$19,616	\$742	26.44	\$14,962	1.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,884,813	Cash & Cash Equivalents	-\$1,677,233	Current Liabilities	\$14,906,206
Less Deductions	\$31,600,352	Net Patient Receivables	\$18,629,429	Long-Term Debt	\$343,728
Net Patient Revenue	\$135,284,461	Other Receivables	\$0	Other Liabilities	\$841,730
Plus Other Revenue	\$100,746,134			Subtotal	\$16,091,664
Total Revenue	\$236,030,595	Land, Buildings & Equipment (Net)	\$5,995,508	Unrestricted Fund Balance	\$43,625,767
Less Expenses	\$236,030,595	Other Assets	\$36,769,727	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$59,717,431
Net Income	\$0	Total Assets	\$59,717,431		