

**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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	91.2%	77.1%	1.18	80.8%	1.13
Alcoholism/Chemical Dependency	89.1%	68.7%	1.30	86.7%	1.03
Total Hospital	90.8%	75.6%	1.20	82.0%	1.11
<b>Average Census (Patients)</b>					
Psychiatric	41.0	29.4	1.40	36.4	1.13
Alcoholism/Chemical Dependency	9.8	4.5	2.16	9.5	1.03
Total Hospital	50.8	33.8	1.50	45.9	1.11
<b>Average Length of Stay (Days)</b>					
Psychiatric	6.8	6.6	1.03	6.5	1.04
Alcoholism/Chemical Dependency	4.7	3.8	1.23	4.7	1.00
Total Hospital	6.3	6.2	1.01	6.0	1.04
<b>Outpatient Visits</b>					
Non-Emergency Visits	34,635	55,302	0.63	27,450	1.26
Emergency Visits	0	1,331	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	8.9	8.5	1.05	4.2	2.12
Nurses, Licensed	54.0	47.8	1.13	59.7	0.90
Psychologists	0.0	8.3	N/A	3.1	0.00
Social Workers	60.4	27.2	2.22	48.9	1.24
All Other Personnel	169.0	130.9	1.29	222.1	0.76
Total FTEs	292.2	222.7	1.31	337.9	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	11.6	11.8	0.98	6.5	1.78
Nurses, Licensed	70.8	66.9	1.06	93.0	0.76
Psychologists	0.0	11.7	N/A	4.8	0.00
Social Workers	79.2	38.0	2.08	76.2	1.04
All Other Personnel	221.5	183.1	1.21	346.3	0.64
Total FTEs	383.1	311.5	1.23	526.9	0.73

**Total Hospital:**

Beds Set Up & Staffed 56  
 Discharges 2,967  
 Inpatient Days 18,558

**Contract with:**

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2021	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	45	2,213	14,981	91.2%	41.0	6.8
<b>Alcoholism/chemical dependency</b>	2	11	754	3,577	89.1%	9.8	4.7
<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	6	5	8.9	Surgical Personnel	0	0	0.0
Physicians & Dentists	10	4	11.5	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	29	30	50.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	52	40.4	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	5	5	8.4
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	2	2.7
Nurse Practitioners	4	1	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	57	11	60.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	24	87.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	1	11.1
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>220</b>	<b>136</b>	<b>292.2</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	\$6,427,259	6.6%	9.3%	0.71	7.8%	0.84
Medical Assistance	\$42,505,298	43.6%	41.4%	1.05	45.2%	0.97
Commercial	\$48,248,777	49.5%	44.3%	1.12	46.4%	1.07
All Other	\$226,889	0.2%	5.0%	0.05	0.6%	0.39
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$4,646,162	4.8%	5.9%	0.80	5.8%	0.82
Medical Assistance	\$30,227,532	31.0%	19.7%	1.58	30.8%	1.01
Commercial	\$21,261,857	21.8%	17.0%	1.28	21.5%	1.01
Charity Care	\$1,253,285	1.3%	1.7%	0.74	1.5%	0.88
Bad Debt	\$713,962	0.7%	0.8%	0.97	1.1%	0.66
All Other	\$150,301	0.2%	0.9%	0.17	0.3%	0.50
Total Deductions	\$58,253,099	59.8%	46.0%	1.30	61.0%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.01	1.1%	0.10
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$24,999,626	67.8%	48.3%	1.41	68.6%	0.99
Supplies & Services	\$10,752,644	29.2%	48.9%	0.60	24.8%	1.18
Capital Component	\$1,100,097	3.0%	2.9%	1.03	6.6%	0.45
<b>Fiscal Statistics</b>						
Operating Margin (%)		6.0%	6.0%	0.99	-4.0%	N/A
Total Hospital Net Income (%)		6.0%	6.4%	0.94	-1.0%	N/A
Return on Equity (%)		18.5%	7.6%	2.44	-0.5%	N/A
Current Ratio		4.38	2.7	1.62	2.16	2.02
Days in Net Patient Accounts Receivable		42.70	45.3	0.94	56.46	0.76
Average Payment Period		25.78	46.1	0.56	113.75	0.23
Equity Financing (%)		18.4%	56.7%	0.32	54.3%	0.34
Long-Term Debt to Equity Ratio		2.68	0.4	7.01	0.44	6.06
Times Interest Earned		0.00	30.5	N/A	0.27	N/A
Total Asset Turnover		3.08	1.2	2.60	0.48	6.38
Average Age of Plant (Years)		6.63	11.1	0.60	7.37	0.90
Increase (Decrease) Total Net Patient Revenue		21.5%	9.8%	2.20	6.3%	3.39
Outpatient Gross Revenue (% of Total GPR)		33.3%	53.1%	0.63	28.5%	1.17
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$8,376		\$7,565	1.11	\$7,885	1.06
Inpatient Net Revenue per Day	\$1,339		\$1,228	1.09	\$1,311	1.02
Outpatient Net Revenue per Visit	\$434		\$742	0.58	\$406	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,408,222	Cash & Cash Equivalents	\$6,481,100	Current Liabilities	\$2,526,670
Less Deductions	\$58,253,099	Net Patient Receivables	\$4,581,148	Long-Term Debt	\$6,261,403
Net Patient Revenue	\$39,155,123	Other Receivables	\$0	Other Liabilities	\$1,589,483
Plus Other Revenue	\$43,777			Subtotal	\$10,377,556
Total Revenue	\$39,198,900	Land, Buildings & Equipment (Net)	-\$5,138,445	Unrestricted Fund Balance	\$2,334,107
Less Expenses	\$36,852,367	Other Assets	\$6,787,860	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$12,711,663
Net Income	\$2,346,533	Total Assets	\$12,711,663		