

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	153.6%	77.1%	1.99	59.9%	2.57
Alcoholism/Chemical Dependency	0.9%	68.7%	0.01	0.0%	N/A
Total Hospital	128.1%	75.6%	1.70	59.9%	2.14
Average Census (Patients)					
Psychiatric	46.1	29.4	1.57	43.1	1.07
Alcoholism/Chemical Dependency	0.1	4.5	0.01	0.0	N/A
Total Hospital	46.1	33.8	1.36	43.1	1.07
Average Length of Stay (Days)					
Psychiatric	7.6	6.6	1.16	7.2	1.06
Alcoholism/Chemical Dependency	5.0	3.8	1.30	0.0	N/A
Total Hospital	7.6	6.2	1.22	7.2	1.06
Outpatient Visits					
Non-Emergency Visits	3,969	55,302	0.07	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.5	0.12	11.0	0.09
Nurses, Licensed	21.4	47.8	0.45	35.9	0.60
Psychologists	1.0	8.3	0.12	0.0	N/A
Social Workers	6.0	27.2	0.22	8.3	0.73
All Other Personnel	72.6	130.9	0.55	81.0	0.90
Total FTEs	102.0	222.7	0.46	136.2	0.75
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.9	11.8	0.16	21.8	0.09
Nurses, Licensed	40.5	66.9	0.61	71.1	0.57
Psychologists	1.9	11.7	0.16	0.0	N/A
Social Workers	11.4	38.0	0.30	16.3	0.69
All Other Personnel	137.4	183.1	0.75	160.3	0.86
Total FTEs	193.0	311.5	0.62	269.6	0.72

Total Hospital:

Beds Set Up & Staffed 36
 Discharges 2,210
 Inpatient Days 16,836

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 12/31/2021	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	30	2,206	16,816	153.6%	46.1	7.6
Alcoholism/chemical dependency	2	6	4	20	0.9%	0.1	5.0
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.

* 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	1	0	1.0	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	17	2	17.4	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	0	1.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	22	3	22.4	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	0	22.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	19	0	19.0
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	101	6	102.0

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Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$3,449,000	8.9%	9.3%	0.95	10.5%	0.84
Medical Assistance	\$19,296,380	49.5%	41.4%	1.20	50.0%	0.99
Commercial	\$15,068,249	38.7%	44.3%	0.87	31.2%	1.24
All Other	\$1,150,800	3.0%	5.0%	0.60	8.4%	0.35
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,152,494	5.5%	5.9%	0.93	6.2%	0.89
Medical Assistance	\$11,948,126	30.7%	19.7%	1.56	30.2%	1.02
Commercial	\$8,118,625	20.8%	17.0%	1.23	14.2%	1.47
Charity Care	\$4,368	0.0%	1.7%	0.01	0.0%	1.11
Bad Debt	\$121,264	0.3%	0.8%	0.41	-0.1%	N/A
All Other	\$530,146	1.4%	0.9%	1.48	4.9%	0.28
Total Deductions	\$22,875,023	58.7%	46.0%	1.28	55.5%	1.06
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.00	0.1%	0.67
Net Gains/Losses as % of Net Income		57.0%	5.5%	1.68	33.8%	1.68
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$11,157,929	73.5%	48.3%	1.52	75.2%	0.98
Supplies & Services	\$3,305,849	21.8%	48.9%	0.45	20.2%	1.08
Capital Component	\$716,939	4.7%	2.9%	1.63	4.7%	1.01
Fiscal Statistics						
Operating Margin (%)		5.7%	6.0%	0.95	7.5%	0.76
Total Hospital Net Income (%)		12.4%	6.4%	1.94	10.9%	1.13
Return on Equity (%)		17.1%	7.6%	2.26	14.7%	1.16
Current Ratio		0.65	2.7	0.24	0.35	1.85
Days in Net Patient Accounts Receivable		17.69	45.3	0.39	6.19	2.86
Average Payment Period		38.99	46.1	0.85	35.45	1.10
Equity Financing (%)		17.1%	56.7%	0.30	0.0%	N/A
Long-Term Debt to Equity Ratio		4.11	0.4	10.75	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		1.29	1.2	1.08	1.30	0.99
Average Age of Plant (Years)		4.94	11.1	0.44	3.97	1.25
Increase (Decrease) Total Net Patient Revenue		-1.1%	9.8%	N/A	3.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		12.7%	53.1%	0.24	15.4%	0.83
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,649		\$7,565	0.88	\$6,673	1.00
Inpatient Net Revenue per Day	\$873		\$1,228	0.71	\$935	0.93
Outpatient Net Revenue per Visit	\$382		\$742	0.51	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,964,429	Cash & Cash Equivalents	\$1,500	Current Liabilities	\$1,556,256
Less Deductions	\$22,875,023	Net Patient Receivables	\$779,845	Long-Term Debt	\$8,816,097
Net Patient Revenue	\$16,089,406	Other Receivables	\$35,054	Other Liabilities	\$0
Plus Other Revenue	\$13,077			Subtotal	\$10,372,353
Total Revenue	\$16,102,487	Land, Buildings & Equipment (Net)	\$11,512,129	Unrestricted Fund Balance	\$2,144,778
Less Expenses	\$15,180,717	Other Assets	\$188,603	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,223,007			Total Liabilities & Fund Balance	\$12,517,131
Net Income	\$2,144,777	Total Assets	\$12,517,131		