

**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 2022	All PSYCH Hospitals		FY 2022 vs. 2021	
		Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	135.1%	68.1%	1.98	153.6%	0.88
Alcoholism/Chemical Dependency	72.0%	71.0%	1.01	0.9%	78.80
Total Hospital	129.4%	72.1%	1.79	128.1%	1.01
<b>Average Census (Patients)</b>					
Psychiatric	40.5	25.5	1.59	46.1	0.88
Alcoholism/Chemical Dependency	2.2	4.0	0.54	0.1	39.40
Total Hospital	42.7	29.2	1.46	46.1	0.93
<b>Average Length of Stay (Days)</b>					
Psychiatric	8.1	6.5	1.24	7.6	1.06
Alcoholism/Chemical Dependency	4.2	3.9	1.07	5.0	0.84
Total Hospital	7.7	6.2	1.25	7.6	1.01
<b>Outpatient Visits</b>					
Non-Emergency Visits	3,138	49,200	0.06	3,969	0.79
Emergency Visits	0	968	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	8.2	0.12	1.0	1.00
Nurses, Licensed	21.8	38.2	0.57	21.4	1.02
Psychologists	1.0	1.8	0.54	1.0	1.00
Social Workers	5.7	32.9	0.17	6.0	0.96
All Other Personnel	72.5	111.7	0.65	72.6	1.00
Total FTEs	102.0	192.8	0.53	102.0	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	2.0	13.2	0.15	1.9	1.06
Nurses, Licensed	43.9	61.7	0.71	40.5	1.08
Psychologists	2.0	3.0	0.67	1.9	1.06
Social Workers	11.6	53.2	0.22	11.4	1.02
All Other Personnel	145.8	180.7	0.81	137.4	1.06
Total FTEs	205.3	311.8	0.66	193.0	1.06

**Total Hospital:**

Beds Set Up & Staffed 33  
 Discharges 2,018  
 Inpatient Days 15,582

**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 12/31/2022	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	30	1,831	14,794	135.1%	40.5	8.1
<b>Alcoholism/chemical dependency</b>	2	3	188	788	72.0%	2.2	4.2
<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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	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	5	19.8	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	18	11	24.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	1	0	1.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	5.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	3	14.5
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	22	8	25.8
Pharmacy Personnel	1	1	1.8				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>85</b>	<b>31</b>	<b>102.0</b>

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Selected Financial Statistics	FY 2022		All PSYCH Hospitals		FY 2022 vs. 2021	
			Value	Ratio	FY 2021	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$4,625,058	11.2%	9.4%	1.19	8.9%	1.26
Medical Assistance	\$20,876,590	50.5%	36.2%	1.39	49.5%	1.02
Commercial	\$14,424,355	34.9%	47.2%	0.74	38.7%	0.90
All Other	\$1,448,220	3.5%	7.2%	0.48	3.0%	1.19
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$3,348,789	8.1%	5.7%	1.42	5.5%	1.47
Medical Assistance	\$14,108,321	34.1%	20.9%	1.63	30.7%	1.11
Commercial	\$7,295,709	17.6%	19.1%	0.93	20.8%	0.85
Charity Care	\$32,565	0.1%	1.5%	0.05	0.0%	7.02
Bad Debt	\$146,769	0.4%	0.9%	0.41	0.3%	1.14
All Other	\$1,187,740	2.9%	0.8%	3.64	1.4%	2.11
Total Deductions	\$26,119,893	63.1%	48.8%	1.29	58.7%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.4%	18.9%	0.02	0.1%	4.47
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	57.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$10,025,352	64.4%	50.1%	1.29	73.5%	0.88
Supplies & Services	\$5,089,965	32.7%	46.8%	0.70	21.8%	1.50
Capital Component	\$441,458	2.8%	3.1%	0.93	4.7%	0.60
<b>Fiscal Statistics</b>						
Operating Margin (%)		-1.6%	2.1%	N/A	5.7%	N/A
Total Hospital Net Income (%)		-1.6%	2.0%	N/A	12.4%	N/A
Return on Equity (%)		-1.7%	1.9%	N/A	17.1%	N/A
Current Ratio		1.62	2.3	0.71	0.65	2.51
Days in Net Patient Accounts Receivable		37.80	45.9	0.82	17.69	2.14
Average Payment Period		23.77	45.7	0.52	38.99	0.61
Equity Financing (%)		0.0%	48.6%	N/A	17.1%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	4.11	N/A
Times Interest Earned		0.00	10.9	N/A	0.00	N/A
Total Asset Turnover		1.03	1.0	1.08	1.29	0.80
Average Age of Plant (Years)		1.01	12.1	0.08	4.94	0.20
Increase (Decrease) Total Net Patient Revenue		-5.2%	-6.7%	0.77	-1.1%	4.86
Outpatient Gross Revenue (% of Total GPR)		14.1%	53.0%	0.27	12.7%	1.11
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$7,027		\$7,710	0.91	\$6,649	1.06
Inpatient Net Revenue per Day	\$910		\$1,255	0.73	\$873	1.04
Outpatient Net Revenue per Visit	\$389		\$757	0.51	\$382	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,374,223	Cash & Cash Equivalents	-\$59,405	Current Liabilities	\$988,657
Less Deductions	\$26,119,893	Net Patient Receivables	\$1,579,796	Long-Term Debt	\$0
Net Patient Revenue	\$15,254,330	Other Receivables	\$0	Other Liabilities	\$14,153,048
Plus Other Revenue	\$55,573			Subtotal	\$15,141,705
Total Revenue	\$15,309,903	Land, Buildings & Equipment (Net)	\$13,291,762	Unrestricted Fund Balance	-\$246,872
Less Expenses	\$15,556,775	Other Assets	\$82,681	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$14,894,833
Net Income	-\$246,872	Total Assets	\$14,894,834		