

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
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	77.7%	70.2%	1.11	60.1%	1.29
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	77.7%	69.5%	1.12	60.1%	1.29
Average Census (Patients)					
Psychiatric	43.5	31.4	1.39	33.7	1.29
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	43.5	33.3	1.31	33.7	1.29
Average Length of Stay (Days)					
Psychiatric	5.6	6.4	0.88	5.7	0.99
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	4.2	5.6	0.75	5.7	0.74
Outpatient Visits					
Non-Emergency Visits	20,336	53,116	0.38	18,413	1.10
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	2.0	7.7	0.26	4.0	0.50
Nurses, Licensed	35.0	40.6	0.86	35.9	0.97
Psychologists	8.0	8.2	0.98	9.7	0.82
Social Workers	11.3	26.4	0.43	10.3	1.10
All Other Personnel	173.2	164.7	1.05	139.7	1.24
Total FTEs	229.5	247.6	0.93	199.6	1.15
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.7	13.1	0.21	9.0	0.30
Nurses, Licensed	47.6	68.7	0.69	81.0	0.59
Psychologists	10.9	13.9	0.78	21.9	0.50
Social Workers	15.4	44.7	0.34	23.2	0.66
All Other Personnel	235.4	278.8	0.84	315.0	0.75
Total FTEs	311.9	419.1	0.74	450.1	0.69

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 3,761
 Inpatient Days 15,877

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

319 Rogers Memorial Hospital - Brown Deer
Brown Deer, WI 53223

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2017	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	1	56	2,812	15,877	77.7%	43.5	5.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	5	4	7.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	1	0.5	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	19	28	30.9	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	5	1.6	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	4	7	6.9
Nurse Practitioners	2	1	2.5	Psychologists	7	2	8.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	10	5	11.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	68	81	95.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	24	58.3
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	171	159	229.5

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$5,568,511	8.2%	10.8%	0.76	7.7%	1.06
Medical Assistance	\$34,306,090	50.4%	44.9%	1.12	43.0%	1.17
Commercial	\$27,905,207	41.0%	37.9%	1.08	48.9%	0.84
All Other	\$230,475	0.3%	6.4%	0.05	0.4%	0.92
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,001,476	5.9%	6.3%	0.93	4.3%	1.38
Medical Assistance	\$21,925,285	32.2%	21.7%	1.49	29.3%	1.10
Commercial	\$13,777,944	20.3%	15.5%	1.31	24.9%	0.81
Charity Care	\$337,006	0.5%	2.9%	0.17	0.2%	2.91
Bad Debt	\$1,285,126	1.9%	1.7%	1.14	2.5%	0.76
All Other	\$0	0.0%	1.2%	N/A	0.0%	N/A
Total Deductions	\$41,326,837	60.8%	49.3%	1.23	61.1%	0.99
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.4%	25.2%	0.01	0.4%	0.80
Net Gains/Losses as % of Net Income		N/A	27.9%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$21,473,271	70.2%	53.0%	1.32	69.4%	1.01
Supplies & Services	\$6,766,277	22.1%	42.7%	0.52	22.4%	0.99
Capital Component	\$2,356,542	7.7%	4.3%	1.81	8.3%	0.93
Fiscal Statistics						
Operating Margin (%)		-14.3%	1.8%	N/A	-25.4%	0.56
Total Hospital Net Income (%)		-11.5%	2.5%	N/A	-24.3%	0.47
Return on Equity (%)		-6.3%	2.9%	N/A	-6.9%	0.92
Current Ratio		3.32	3.3	1.00	3.03	1.10
Days in Net Patient Accounts Receivable		64.34	67.8	0.95	118.54	0.54
Average Payment Period		48.36	37.1	1.30	76.27	0.63
Equity Financing (%)		59.0%	56.3%	1.05	56.7%	1.04
Long-Term Debt to Equity Ratio		0.52	0.4	1.31	0.59	0.88
Times Interest Earned		-4.23	4.4	N/A	-4.34	0.97
Total Asset Turnover		0.53	1.2	0.46	0.28	1.91
Average Age of Plant (Years)		5.66	7.7	0.73	10.90	0.52
Increase (Decrease) Total Net Patient Revenue		24.9%	14.7%	1.69	314.1%	0.08
Outpatient Gross Revenue (% of Total GPR)		20.0%	37.2%	0.54	22.4%	0.89
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,445		\$8,120	0.67	\$7,430	0.73
Inpatient Net Revenue per Day	\$953		\$1,296	0.74	\$1,281	0.74
Outpatient Net Revenue per Visit	\$368		\$363	1.01	\$358	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,010,283	Cash & Cash Equivalents	\$7,589,905	Current Liabilities	\$3,841,473
Less Deductions	\$41,326,837	Net Patient Receivables	\$4,703,275	Long-Term Debt	\$15,347,493
Net Patient Revenue	\$26,683,446	Other Receivables	\$41,819	Other Liabilities	\$1,330,997
Plus Other Revenue	\$95,132			Subtotal	\$20,519,963
Total Revenue	\$26,778,578	Land, Buildings & Equipment (Net)	\$25,220,759	Unrestricted Fund Balance	\$29,569,135
Less Expenses	\$30,596,090	Other Assets	\$12,533,340	Restricted Fund Balance	\$1,835,194
Non-Operating Gains/Losses	\$658,026			Total Liabilities & Fund Balance	\$50,089,098
Net Income	-\$3,159,486	Total Assets	\$50,089,098		

033 Fond du Lac County Health Care Center
 459 E 1st St
 Fond du Lac, WI 54935
 920-929-3500

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	53.5%	70.2%	0.76	54.9%	0.97
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	53.5%	69.5%	0.77	54.9%	0.97
Average Census (Patients)					
Psychiatric	13.4	31.4	0.43	13.7	0.97
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	13.4	33.3	0.40	13.7	0.97
Average Length of Stay (Days)					
Psychiatric	5.4	6.4	0.83	5.2	1.03
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	5.6	0.96	5.2	1.03
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	537	1,413	0.38	681	0.79
Full-Time Equivalents (FTEs)					
Administrators	0.1	7.7	0.01	0.1	1.00
Nurses, Licensed	13.0	40.6	0.32	11.4	1.14
Psychologists	0.1	8.2	0.01	0.1	1.00
Social Workers	2.0	26.4	0.08	2.0	1.00
All Other Personnel	26.9	164.7	0.16	26.7	1.01
Total FTEs	42.1	247.6	0.17	40.3	1.05
FTEs per 100 Patient Census (Adjusted)					
Administrators	0.7	13.1	0.06	0.7	1.03
Nurses, Licensed	97.0	68.7	1.41	82.8	1.17
Psychologists	0.7	13.9	0.05	0.7	1.03
Social Workers	14.9	44.7	0.33	14.6	1.03
All Other Personnel	200.8	278.8	0.72	194.1	1.03
Total FTEs	314.2	419.1	0.75	292.9	1.07

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 908
 Inpatient Days 4,884

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

033 Fond du Lac County Health Care Center
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	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	1	25	908	4,884	53.5%	13.4	5.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	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.

** 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	0	1	0.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	3	2.9	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	8	0	8.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	3	4.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	7	10	13.2	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	0	0	0.0
Nurse Practitioners	0	2	1.0	Psychologists	0	1	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	1	0.5
Health Info Mgmt-Administrators/Technicians	0	8	3.2	All Other Personnel	1	18	5.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	22	49	42.1

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$503,838	10.3%	10.8%	0.96	17.8%	0.58
Medical Assistance	\$41,186	0.8%	44.9%	0.02	2.0%	0.41
Commercial	\$645,836	13.2%	37.9%	0.35	23.3%	0.57
All Other	\$3,688,256	75.6%	6.4%	11.73	56.9%	1.33
Deductions as % of Total Gross Patient Revenue						
Medicare	\$0	0.0%	6.3%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	21.7%	N/A	0.0%	N/A
Commercial	\$0	0.0%	15.5%	N/A	0.0%	N/A
Charity Care	\$0	0.0%	2.9%	N/A	0.0%	N/A
Bad Debt	\$400,161	8.2%	1.7%	4.95	11.2%	0.73
All Other	\$0	0.0%	1.2%	N/A	0.0%	N/A
Total Deductions	\$400,161	8.2%	49.3%	0.17	11.2%	0.73
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	25.2%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,484,197	77.8%	53.0%	1.47	77.2%	1.01
Supplies & Services	\$973,758	21.7%	42.7%	0.51	22.3%	0.97
Capital Component	\$21,000	0.5%	4.3%	0.11	0.5%	0.94
Fiscal Statistics						
Operating Margin (%)		0.0%	1.8%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	2.5%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	67.8	N/A	0.00	N/A
Average Payment Period		0.00	37.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.3%	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	4.4	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		6.2%	14.7%	0.42	7.3%	0.84
Outpatient Gross Revenue (% of Total GPR)		N/A	37.2%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,373		\$8,120	0.66	\$4,913	1.09
Inpatient Net Revenue per Day	\$998		\$1,296	0.77	\$945	1.06
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,879,116	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$400,161	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$4,478,955	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$4,478,955	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,478,955	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

172 Bellin Psychiatric Center
 301 E St Joseph Ave, PO Box 23725
 Green Bay, WI 54305
 920-433-3630

Fiscal Year: 10/01 to 09/30
 Type: Psychiatric
 Control: Religious Organization

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	37.9%	70.2%	0.54	39.9%	0.95
Alcoholism/Chemical Dependency	34.1%	45.5%	0.75	28.6%	1.19
Total Hospital	37.5%	69.5%	0.54	38.7%	0.97
Average Census (Patients)					
Psychiatric	17.8	31.4	0.57	18.8	0.95
Alcoholism/Chemical Dependency	2.0	2.5	0.81	1.7	1.19
Total Hospital	19.9	33.3	0.60	20.5	0.97
Average Length of Stay (Days)					
Psychiatric	4.7	6.4	0.73	5.1	0.94
Alcoholism/Chemical Dependency	2.8	3.1	0.93	2.7	1.05
Total Hospital	4.4	5.6	0.79	4.7	0.94
Outpatient Visits					
Non-Emergency Visits	79,317	53,116	1.49	67,960	1.17
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	7.7	0.13	2.0	0.50
Nurses, Licensed	49.1	40.6	1.21	45.4	1.08
Psychologists	4.0	8.2	0.49	4.0	1.00
Social Workers	50.8	26.4	1.93	40.0	1.27
All Other Personnel	65.0	164.7	0.39	67.2	0.97
Total FTEs	169.9	247.6	0.69	158.6	1.07
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.1	13.1	0.16	4.8	0.43
Nurses, Licensed	102.2	68.7	1.49	109.5	0.93
Psychologists	8.3	13.9	0.60	9.7	0.86
Social Workers	105.8	44.7	2.37	96.5	1.10
All Other Personnel	135.3	278.8	0.49	162.3	0.83
Total FTEs	353.7	419.1	0.84	382.9	0.92

Total Hospital:
 Beds Set Up & Staffed 53
 Discharges 1,637
 Inpatient Days 7,251

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

172 Bellin Psychiatric Center
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	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	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	47	1,374	6,505	37.9%	17.8	4.7
Alcoholism/chemical dependency	1	6	263	746	34.1%	2.0	2.8
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	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.

** 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	9	0	9.0	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	16	38	38.6	Occupational Therapists	0	2	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	4	4.8	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	1	9	5.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	4	2	4.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	5	1	5.7	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	38	23	50.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	0	5.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	31	28	39.5
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	117	108	169.9

172 Bellin Psychiatric Center
Green Bay, WI 54305

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2016 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,336,989	17.9%	10.8%	1.66	20.2%	0.89
Medical Assistance	\$12,382,165	30.2%	44.9%	0.67	30.1%	1.01
Commercial	\$19,833,634	48.4%	37.9%	1.28	46.4%	1.04
All Other	\$1,388,980	3.4%	6.4%	0.53	3.3%	1.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,576,746	11.2%	6.3%	1.76	12.8%	0.87
Medical Assistance	\$7,768,255	19.0%	21.7%	0.88	18.5%	1.03
Commercial	\$6,091,043	14.9%	15.5%	0.96	14.6%	1.02
Charity Care	\$283,773	0.7%	2.9%	0.24	0.7%	0.97
Bad Debt	\$586,992	1.4%	1.7%	0.87	1.5%	0.94
All Other	\$885,264	2.2%	1.2%	1.75	0.9%	2.44
Total Deductions	\$20,192,073	49.3%	49.3%	1.00	48.9%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.1%	25.2%	0.04	1.3%	0.84
Net Gains/Losses as % of Net Income		N/A	27.9%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$17,501,355	78.0%	53.0%	1.47	75.6%	1.03
Supplies & Services	\$3,924,999	17.5%	42.7%	0.41	20.5%	0.85
Capital Component	\$1,006,079	4.5%	4.3%	1.06	4.0%	1.13
Fiscal Statistics						
Operating Margin (%)		-6.9%	1.8%	N/A	-5.2%	1.32
Total Hospital Net Income (%)		-4.8%	2.5%	N/A	-2.4%	2.02
Return on Equity (%)		-5.7%	2.9%	N/A	-2.4%	2.40
Current Ratio		2.83	3.3	0.85	4.05	0.70
Days in Net Patient Accounts Receivable		32.59	67.8	0.48	32.86	0.99
Average Payment Period		30.32	37.1	0.82	31.35	0.97
Equity Financing (%)		50.7%	56.3%	0.90	50.6%	1.00
Long-Term Debt to Equity Ratio		0.28	0.4	0.70	0.28	1.00
Times Interest Earned		-4.19	4.4	N/A	-1.36	3.09
Total Asset Turnover		1.17	1.2	1.00	0.98	1.20
Average Age of Plant (Years)		6.03	7.7	0.78	7.92	0.76
Increase (Decrease) Total Net Patient Revenue		7.5%	14.7%	0.51	19.7%	0.38
Outpatient Gross Revenue (% of Total GPR)		58.1%	37.2%	1.56	50.4%	1.15
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,172		\$8,120	0.76	\$6,751	0.91
Inpatient Net Revenue per Day	\$1,376		\$1,296	1.06	\$1,429	0.96
Outpatient Net Revenue per Visit	\$142		\$363	0.39	\$134	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,941,768	Cash & Cash Equivalents	\$3,267,901	Current Liabilities	\$1,810,142
Less Deductions	\$20,192,073	Net Patient Receivables	\$1,852,491	Long-Term Debt	\$2,531,476
Net Patient Revenue	\$20,749,695	Other Receivables	\$0	Other Liabilities	\$4,519,174
Plus Other Revenue	\$233,592			Subtotal	\$8,860,792
Total Revenue	\$20,983,287	Land, Buildings & Equipment (Net)	\$7,377,336	Unrestricted Fund Balance	\$9,119,864
Less Expenses	\$22,432,433	Other Assets	\$5,482,928	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$421,710			Total Liabilities & Fund Balance	\$17,980,656
Net Income	-\$1,027,436	Total Assets	\$17,980,656		

040 Brown County Community Treatment Center
 3150 Gershwin Drive
 Green Bay, WI 54311
 920-391-4700

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	71.1%	70.2%	1.01	75.5%	0.94
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	71.1%	69.5%	1.02	75.5%	0.94
Average Census (Patients)					
Psychiatric	11.4	31.4	0.36	12.1	0.94
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	11.4	33.3	0.34	12.1	0.94
Average Length of Stay (Days)					
Psychiatric	5.5	6.4	0.85	5.3	1.04
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.5	5.6	0.98	5.3	1.04
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.2	7.7	0.02	1.0	0.18
Nurses, Licensed	11.4	40.6	0.28	9.1	1.26
Psychologists	0.0	8.2	N/A	0.0	N/A
Social Workers	2.5	26.4	0.09	3.3	0.75
All Other Personnel	18.1	164.7	0.11	22.0	0.82
Total FTEs	32.1	247.6	0.13	35.4	0.91
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.4	13.1	0.11	7.9	0.18
Nurses, Licensed	92.2	68.7	1.34	71.8	1.28
Psychologists	0.0	13.9	N/A	0.0	N/A
Social Workers	20.2	44.7	0.45	26.3	0.77
All Other Personnel	146.0	278.8	0.52	173.9	0.84
Total FTEs	259.8	419.1	0.62	280.0	0.93

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 755
 Inpatient Days 4,154

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

040 Brown County Community Treatment Center
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	16	754	4,154	71.1%	11.4	5.5
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	0	1	0.2	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	9	13	11.4	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	0.5
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	5	20	8.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	1	0.2
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	1	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	4	2.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	4	0.7	All Other Personnel	0	38	5.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	2	0.6				
				Total	18	88	32.1

040 Brown County Community Treatment Center
Green Bay, WI 54311

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$982,799	22.1%	10.8%	2.05	17.6%	1.25
Medical Assistance	\$2,146,987	48.3%	44.9%	1.08	40.1%	1.21
Commercial	\$474,197	10.7%	37.9%	0.28	8.7%	1.22
All Other	\$841,976	18.9%	6.4%	2.94	33.6%	0.56
Deductions as % of Total Gross Patient Revenue						
Medicare	\$422,223	9.5%	6.3%	1.50	5.1%	1.85
Medical Assistance	\$566,744	12.7%	21.7%	0.59	13.3%	0.96
Commercial	\$124,770	2.8%	15.5%	0.18	2.8%	1.00
Charity Care	\$0	0.0%	2.9%	N/A	0.0%	N/A
Bad Debt	\$514,710	11.6%	1.7%	6.99	11.9%	0.97
All Other	-\$1,098,575	-24.7%	1.2%	N/A	0.0%	N/A
Total Deductions	\$529,872	11.9%	49.3%	0.24	33.1%	0.36
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		14.5%	25.2%	0.57	12.4%	1.16
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,658,903	79.9%	53.0%	1.51	77.9%	1.03
Supplies & Services	\$815,076	17.8%	42.7%	0.42	19.7%	0.90
Capital Component	\$103,625	2.3%	4.3%	0.53	2.4%	0.95
Fiscal Statistics						
Operating Margin (%)		0.0%	1.8%	N/A	-0.2%	N/A
Total Hospital Net Income (%)		0.0%	2.5%	N/A	-0.2%	N/A
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	67.8	N/A	0.00	N/A
Average Payment Period		0.00	37.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.3%	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	4.4	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-3.2%	14.7%	N/A	31.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		7.5%	37.2%	0.20	5.0%	1.49
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,484		\$8,120	0.68	\$5,419	1.01
Inpatient Net Revenue per Day	\$991		\$1,296	0.76	\$1,033	0.96
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,445,959	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$529,872	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,916,087	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$661,517			Subtotal	\$0
Total Revenue	\$4,577,604	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,577,604	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

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: Partnership

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs.	
		Value	Ratio	FY	Ratio
Occupancy Rate (%)					
Psychiatric	47.8%	70.2%	0.68	0.0%	N/A
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	47.8%	69.5%	0.69	0.0%	N/A
Average Census (Patients)					
Psychiatric	26.3	31.4	0.84	0.0	N/A
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	26.3	33.3	0.79	0.0	N/A
Average Length of Stay (Days)					
Psychiatric	7.3	6.4	1.14	0.0	N/A
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.2	5.6	1.28	0.0	N/A
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	15.0	7.7	1.94	0.0	N/A
Nurses, Licensed	35.0	40.6	0.86	0.0	N/A
Psychologists	0.0	8.2	N/A	0.0	N/A
Social Workers	6.0	26.4	0.23	0.0	N/A
All Other Personnel	64.3	164.7	0.39	0.0	N/A
Total FTEs	120.3	247.6	0.49	0.0	N/A
FTEs per 100 Patient Census (Adjusted)					
Administrators	50.2	13.1	3.84	0.0	N/A
Nurses, Licensed	117.2	68.7	1.71	0.0	N/A
Psychologists	0.0	13.9	N/A	0.0	N/A
Social Workers	20.1	44.7	0.45	0.0	N/A
All Other Personnel	215.2	278.8	0.77	0.0	N/A
Total FTEs	402.8	419.1	0.96	0.0	N/A

Total Hospital:
 Beds Set Up & Staffed 55
 Discharges 1,335
 Inpatient Days 9,599

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

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	55	1,311	9,599	47.8%	26.3	7.3
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	15	0	15.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	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	25	0	25.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	8	0	8.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	51	0	51.0	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	0	1	0.3
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	12	0	12.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	119	3	120.3

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Selected Financial Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs.		
		Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$4,339,142	22.1%	10.8%	2.05	0.0%	N/A
Medical Assistance	\$7,385,338	37.7%	44.9%	0.84	0.0%	N/A
Commercial	\$6,572,516	33.5%	37.9%	0.88	0.0%	N/A
All Other	\$1,312,345	6.7%	6.4%	1.04	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,420,758	12.3%	6.3%	1.95	0.0%	N/A
Medical Assistance	\$4,519,277	23.0%	21.7%	1.06	0.0%	N/A
Commercial	\$3,687,893	18.8%	15.5%	1.22	0.0%	N/A
Charity Care	\$0	0.0%	2.9%	N/A	0.0%	N/A
Bad Debt	\$668,166	3.4%	1.7%	2.06	0.0%	N/A
All Other	\$377,874	1.9%	1.2%	1.56	0.0%	N/A
Total Deductions	\$11,673,968	59.5%	49.3%	1.21	0.0%	N/A
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	25.2%	0.01	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$6,479,376	56.6%	53.0%	1.07	0.0%	N/A
Supplies & Services	\$3,827,887	33.5%	42.7%	0.78	0.0%	N/A
Capital Component	\$1,132,135	9.9%	4.3%	2.33	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		-43.9%	1.8%	N/A	0.0%	N/A
Total Hospital Net Income (%)		-43.9%	2.5%	N/A	0.0%	N/A
Return on Equity (%)		-19.0%	2.9%	N/A	0.0%	N/A
Current Ratio		4.92	3.3	1.48	0.00	N/A
Days in Net Patient Accounts Receivable		209.32	67.8	3.09	0.00	N/A
Average Payment Period		31.95	37.1	0.86	0.00	N/A
Equity Financing (%)		0.0%	56.3%	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		-5.49	4.4	N/A	0.00	N/A
Total Asset Turnover		0.43	1.2	0.37	0.00	N/A
Average Age of Plant (Years)		1.00	7.7	0.13	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	14.7%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		10.0%	37.2%	0.27	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,867		\$8,120	0.72	\$0	N/A
Inpatient Net Revenue per Day	\$799		\$1,296	0.62	\$0	N/A
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,609,341	Cash & Cash Equivalents	\$4,000	Current Liabilities	\$951,853
Less Deductions	\$11,673,968	Net Patient Receivables	\$4,550,763	Long-Term Debt	\$17,455,412
Net Patient Revenue	\$7,935,373	Other Receivables	\$27,269	Other Liabilities	\$0
Plus Other Revenue	\$11,695			Subtotal	\$18,407,265
Total Revenue	\$7,947,068	Land, Buildings & Equipment (Net)	\$13,728,617	Unrestricted Fund Balance	\$0
Less Expenses	\$11,439,398	Other Assets	\$96,616	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$18,407,265
Net Income	-\$3,492,330	Total Assets	\$18,407,265		

068 Norwood Health Center
 1600 N Chestnut Ave
 Marshfield, WI 54449
 715-384-2188

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Wood
 Analysis Area: North Central (6)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	66.7%	70.2%	0.95	64.2%	1.04
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	66.7%	69.5%	0.96	64.2%	1.04
Average Census (Patients)					
Psychiatric	10.7	31.4	0.34	10.3	1.04
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	10.7	33.3	0.32	10.3	1.04
Average Length of Stay (Days)					
Psychiatric	8.9	6.4	1.38	6.3	1.43
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	8.9	5.6	1.59	6.3	1.43
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.5	7.7	0.19	3.2	0.46
Nurses, Licensed	8.0	40.6	0.20	7.8	1.03
Psychologists	0.5	8.2	0.06	0.0	N/A
Social Workers	2.8	26.4	0.11	1.7	1.65
All Other Personnel	21.6	164.7	0.13	16.7	1.29
Total FTEs	34.3	247.6	0.14	29.3	1.17
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.4	13.1	1.11	30.7	0.47
Nurses, Licensed	79.9	68.7	1.16	75.9	1.05
Psychologists	5.0	13.9	0.36	0.0	N/A
Social Workers	27.9	44.7	0.62	16.5	1.69
All Other Personnel	214.7	278.8	0.77	162.3	1.32
Total FTEs	341.9	419.1	0.82	285.5	1.20

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 436
 Inpatient Days 3,893

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

068 Norwood Health Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	1	16	436	3,893	66.7%	10.7	8.9
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	0	5	1.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	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	6	3	8.0	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	9	10	13.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	1	0.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	1	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	3	2.2	All Other Personnel	0	21	5.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	17	45	34.3

068 Norwood Health Center
Marshfield, WI 54449

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,302,248	21.3%	10.8%	1.97	25.9%	0.82
Medical Assistance	\$1,340,552	21.9%	44.9%	0.49	20.5%	1.07
Commercial	\$2,926,960	47.8%	37.9%	1.26	47.4%	1.01
All Other	\$551,526	9.0%	6.4%	1.40	6.2%	1.46
Deductions as % of Total Gross Patient Revenue						
Medicare	\$704,306	11.5%	6.3%	1.81	7.1%	1.63
Medical Assistance	\$639,484	10.4%	21.7%	0.48	7.5%	1.40
Commercial	\$1,103,940	18.0%	15.5%	1.17	13.8%	1.30
Charity Care	\$109,550	1.8%	2.9%	0.61	1.6%	1.11
Bad Debt	\$895,853	14.6%	1.7%	8.84	8.8%	1.66
All Other	\$52,540	0.9%	1.2%	0.70	0.4%	2.02
Total Deductions	\$3,505,673	57.3%	49.3%	1.16	39.2%	1.46
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		19.8%	25.2%	0.78	19.5%	1.01
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$2,489,623	56.0%	53.0%	1.06	51.1%	1.10
Supplies & Services	\$1,932,076	43.5%	42.7%	1.02	48.7%	0.89
Capital Component	\$21,651	0.5%	4.3%	0.11	0.2%	2.85
Fiscal Statistics						
Operating Margin (%)		-36.3%	1.8%	N/A	-1.3%	28.91
Total Hospital Net Income (%)		-36.3%	2.5%	N/A	-1.3%	28.91
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	67.8	N/A	0.00	N/A
Average Payment Period		0.00	37.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.3%	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	4.4	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-26.4%	14.7%	N/A	24.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	37.2%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$8,054		\$8,120	0.99	\$6,774	1.19
Inpatient Net Revenue per Day	\$958		\$1,296	0.74	\$1,083	0.89
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,121,286	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,505,673	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,615,613	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$643,917			Subtotal	\$0
Total Revenue	\$3,259,530	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,443,350	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,183,820	Total Assets	\$0		

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 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	95.4%	70.2%	1.36	90.0%	1.06
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	95.4%	69.5%	1.37	90.0%	1.06
Average Census (Patients)					
Psychiatric	51.5	31.4	1.64	54.0	0.95
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	51.5	33.3	1.55	54.0	0.95
Average Length of Stay (Days)					
Psychiatric	13.8	6.4	2.14	15.3	0.90
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	13.8	5.6	2.46	15.3	0.90
Outpatient Visits					
Non-Emergency Visits	495	53,116	0.01	799	0.62
Emergency Visits	8,001	1,413	5.66	8,286	0.97
Full-Time Equivalents (FTEs)					
Administrators	40.3	7.7	5.22	40.7	0.99
Nurses, Licensed	99.2	40.6	2.44	96.0	1.03
Psychologists	24.5	8.2	2.99	23.4	1.05
Social Workers	53.2	26.4	2.02	42.9	1.24
All Other Personnel	230.2	164.7	1.40	225.0	1.02
Total FTEs	447.4	247.6	1.81	427.9	1.05
FTEs per 100 Patient Census (Adjusted)					
Administrators	19.4	13.1	1.48	22.5	0.86
Nurses, Licensed	47.8	68.7	0.70	53.0	0.90
Psychologists	11.8	13.9	0.85	12.9	0.91
Social Workers	25.6	44.7	0.57	23.7	1.08
All Other Personnel	110.8	278.8	0.40	124.1	0.89
Total FTEs	215.4	419.1	0.51	236.1	0.91

Total Hospital:
 Beds Set Up & Staffed 54
 Discharges 1,360
 Inpatient Days 18,794

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

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	1	54	1,363	18,794	95.4%	51.5	13.8
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.
** 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	40	1	40.3	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	8	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	73	44	95.2	Occupational Therapists	10	1	10.1
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	64	53	90.1	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	2	6	4.0	Psychologists	18	17	24.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	50	6	53.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	1	17.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	107	2	108.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	383	139	447.4

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$10,694,364	7.6%	10.8%	0.71	9.9%	0.77
Medical Assistance	\$102,701,013	73.3%	44.9%	1.63	69.5%	1.06
Commercial	\$1,315,236	0.9%	37.9%	0.02	1.3%	0.75
All Other	\$25,329,827	18.1%	6.4%	2.81	19.3%	0.94
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,113,691	1.5%	6.3%	0.24	2.9%	0.53
Medical Assistance	\$22,976,644	16.4%	21.7%	0.76	23.4%	0.70
Commercial	\$24,378	0.0%	15.5%	0.00	0.2%	0.08
Charity Care	\$12,498,508	8.9%	2.9%	3.03	9.8%	0.91
Bad Debt	\$285,449	0.2%	1.7%	0.12	0.2%	1.13
All Other	\$6,342,839	4.5%	1.2%	3.67	2.7%	1.69
Total Deductions	\$44,241,509	31.6%	49.3%	0.64	39.1%	0.81
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		50.4%	25.2%	2.00	51.7%	0.98
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$60,536,439	31.3%	53.0%	0.59	31.3%	1.00
Supplies & Services	\$130,985,939	67.8%	42.7%	1.59	67.8%	1.00
Capital Component	\$1,649,865	0.9%	4.3%	0.20	0.9%	0.94
Fiscal Statistics						
Operating Margin (%)		0.0%	1.8%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	2.5%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A
Current Ratio		4.01	3.3	1.21	4.30	0.93
Days in Net Patient Accounts Receivable		111.07	67.8	1.64	210.24	0.53
Average Payment Period		33.03	37.1	0.89	33.87	0.98
Equity Financing (%)		39.2%	56.3%	0.70	35.3%	1.11
Long-Term Debt to Equity Ratio		0.13	0.4	0.32	0.16	0.78
Times Interest Earned		1.00	4.4	0.23	1.00	1.00
Total Asset Turnover		2.41	1.2	2.07	2.17	1.11
Average Age of Plant (Years)		25.11	7.7	3.25	26.87	0.93
Increase (Decrease) Total Net Patient Revenue		9.1%	14.7%	0.62	36.3%	0.25
Outpatient Gross Revenue (% of Total GPR)		75.1%	37.2%	2.02	73.1%	1.03
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$18,739		\$8,120	2.31	\$19,506	0.96
Inpatient Net Revenue per Day	\$1,348		\$1,296	1.04	\$1,411	0.95
Outpatient Net Revenue per Visit	\$8,310		\$363	22.90	\$6,926	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,040,440	Cash & Cash Equivalents	-\$1,201,253	Current Liabilities	\$17,353,691
Less Deductions	\$44,241,509	Net Patient Receivables	\$29,150,729	Long-Term Debt	\$3,943,985
Net Patient Revenue	\$95,798,931	Other Receivables	\$605,852	Other Liabilities	\$27,414,193
Plus Other Revenue	\$97,373,312			Subtotal	\$48,711,869
Total Revenue	\$193,172,243	Land, Buildings & Equipment (Net)	\$6,653,852	Unrestricted Fund Balance	\$31,411,656
Less Expenses	\$193,172,243	Other Assets	\$44,914,345	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$80,123,525
Net Income	\$0	Total Assets	\$80,123,525		

099 Rogers Memorial Hospital Inc
 34700 Valley Road
 Oconomowoc, WI 53066
 262-646-4411

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	77.4%	70.2%	1.10	76.4%	1.01
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	77.4%	69.5%	1.11	76.4%	1.01
Average Census (Patients)					
Psychiatric	55.0	31.4	1.75	54.2	1.01
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	55.0	33.3	1.65	54.2	1.01
Average Length of Stay (Days)					
Psychiatric	7.2	6.4	1.11	7.3	0.98
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	5.6	0.96	7.3	0.74
Outpatient Visits					
Non-Emergency Visits	69,942	53,116	1.32	65,445	1.07
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	20.5	7.7	2.66	29.5	0.69
Nurses, Licensed	56.3	40.6	1.39	51.7	1.09
Psychologists	3.0	8.2	0.37	7.0	0.43
Social Workers	33.6	26.4	1.27	25.6	1.31
All Other Personnel	609.0	164.7	3.70	532.0	1.14
Total FTEs	722.4	247.6	2.92	645.8	1.12
FTEs per 100 Patient Census (Adjusted)					
Administrators	24.8	13.1	1.90	49.1	0.51
Nurses, Licensed	68.2	68.7	0.99	86.1	0.79
Psychologists	3.6	13.9	0.26	11.7	0.31
Social Workers	40.7	44.7	0.91	42.6	0.95
All Other Personnel	737.3	278.8	2.64	886.1	0.83
Total FTEs	874.5	419.1	2.09	1,075.7	0.81

Total Hospital:
 Beds Set Up & Staffed 71
 Discharges 3,729
 Inpatient Days 20,065

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2017	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	1	71	2,800	20,065	77.4%	55.0	7.2
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	20	1	20.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	30	7	32.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	2	2	3.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	30	46	49.1	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	10	6.2	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	9	25	19.4
Nurse Practitioners	1	0	1.0	Psychologists	2	2	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	28	16	33.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	202	231	283.3
Health Info Mgmt-Administrators/Technicians	9	6	11.7	All Other Personnel	226	75	254.8
Pharmacy Personnel	3	1	3.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	566	422	722.4

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,665,892	5.4%	10.8%	0.50	6.8%	0.80
Medical Assistance	\$20,160,457	14.2%	44.9%	0.32	13.3%	1.07
Commercial	\$111,951,667	79.0%	37.9%	2.09	78.7%	1.00
All Other	\$1,853,040	1.3%	6.4%	0.20	1.3%	1.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,369,766	3.8%	6.3%	0.60	4.3%	0.89
Medical Assistance	\$12,490,702	8.8%	21.7%	0.41	8.6%	1.03
Commercial	\$34,143,558	24.1%	15.5%	1.56	26.3%	0.92
Charity Care	\$1,044,745	0.7%	2.9%	0.25	1.0%	0.75
Bad Debt	\$1,311,133	0.9%	1.7%	0.56	3.4%	0.28
All Other	\$0	0.0%	1.2%	N/A	0.2%	N/A
Total Deductions	\$54,359,904	38.4%	49.3%	0.78	43.6%	0.88
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.0%	25.2%	0.04	1.1%	0.88
Net Gains/Losses as % of Net Income		8.5%	27.9%	6.24	1.4%	6.24
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$51,235,886	69.6%	53.0%	1.31	72.0%	0.97
Supplies & Services	\$14,994,611	20.4%	42.7%	0.48	15.7%	1.29
Capital Component	\$7,415,833	10.1%	4.3%	2.37	12.3%	0.82
Fiscal Statistics						
Operating Margin (%)		16.4%	1.8%	9.02	18.4%	0.89
Total Hospital Net Income (%)		17.7%	2.5%	7.05	18.6%	0.95
Return on Equity (%)		15.4%	2.9%	5.24	18.3%	0.84
Current Ratio		3.32	3.3	1.00	3.03	1.10
Days in Net Patient Accounts Receivable		40.33	67.8	0.59	34.17	1.18
Average Payment Period		42.38	37.1	1.14	36.00	1.18
Equity Financing (%)		59.0%	56.3%	1.05	56.7%	1.04
Long-Term Debt to Equity Ratio		0.52	0.4	1.31	0.59	0.88
Times Interest Earned		13.78	4.4	3.11	15.65	0.88
Total Asset Turnover		0.86	1.2	0.74	0.98	0.88
Average Age of Plant (Years)		3.19	7.7	0.41	1.84	1.73
Increase (Decrease) Total Net Patient Revenue		14.3%	14.7%	0.97	13.8%	1.04
Outpatient Gross Revenue (% of Total GPR)		8.8%	37.2%	0.24	8.6%	1.02
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$21,578	\$8,120	2.66	\$27,090	0.80
Inpatient Net Revenue per Day		\$2,926	\$1,296	2.26	\$3,664	0.80
Outpatient Net Revenue per Visit		\$116	\$363	0.32	\$112	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$141,631,056	Cash & Cash Equivalents	\$15,559,305	Current Liabilities	\$7,875,018
Less Deductions	\$54,359,904	Net Patient Receivables	\$9,641,714	Long-Term Debt	\$31,462,361
Net Patient Revenue	\$87,271,152	Other Receivables	\$85,729	Other Liabilities	\$2,728,544
Plus Other Revenue	\$840,471			Subtotal	\$42,065,923
Total Revenue	\$88,111,623	Land, Buildings & Equipment (Net)	\$51,702,555	Unrestricted Fund Balance	\$60,616,726
Less Expenses	\$73,646,330	Other Assets	\$25,693,346	Restricted Fund Balance	\$18,811,044
Non-Operating Gains/Losses	\$1,348,953			Total Liabilities & Fund Balance	\$102,682,649
Net Income	\$15,814,246	Total Assets	\$102,682,649		

140 Waukesha County Mental Health Center
 1501 Airport Rd
 Waukesha, WI 53188
 262-548-7957

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	61.8%	70.2%	0.88	63.2%	0.98
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	61.8%	69.5%	0.89	63.9%	0.97
Average Census (Patients)					
Psychiatric	17.3	31.4	0.55	17.7	0.98
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.2	0.00
Total Hospital	17.3	33.3	0.52	17.9	0.97
Average Length of Stay (Days)					
Psychiatric	9.3	6.4	1.44	10.2	0.91
Alcoholism/Chemical Dependency	0.0	3.1	N/A	3.0	0.00
Total Hospital	9.3	5.6	1.65	9.9	0.93
Outpatient Visits					
Non-Emergency Visits	0	53,116	N/A	0	N/A
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.6	7.7	0.21	3.6	0.44
Nurses, Licensed	14.1	40.6	0.35	13.3	1.07
Psychologists	0.6	8.2	0.07	0.6	1.00
Social Workers	4.2	26.4	0.16	3.8	1.12
All Other Personnel	28.4	164.7	0.17	30.1	0.95
Total FTEs	48.9	247.6	0.20	51.3	0.95
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.5	13.1	0.72	20.7	0.46
Nurses, Licensed	83.5	68.7	1.22	76.1	1.10
Psychologists	3.5	13.9	0.26	3.4	1.03
Social Workers	24.8	44.7	0.56	21.5	1.15
All Other Personnel	168.0	278.8	0.60	172.6	0.97
Total FTEs	289.3	419.1	0.69	294.3	0.98

Total Hospital:
 Beds Set Up & Staffed 28
 Discharges 680
 Inpatient Days 6,311

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

140 Waukesha County Mental Health Center
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	28	680	6,311	61.8%	17.3	9.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
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.

** 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	1	2	1.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	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	8	10	14.1	Occupational Therapists	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	2	2.4
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	2	17.1	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	1	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	2	0.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	5	4.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	3	1.2
Health Info Mgmt-Administrators/Technicians	2	1	2.4	All Other Personnel	3	0	3.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	35	29	48.9

140 Waukesha County Mental Health Center

Waukesha, WI 53188

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2016		FY 2017 vs. 2016	
			Value	Ratio		Ratio		
Gross Revenue as % of Total Gross Patient Revenue								
Medicare	\$2,454,661	35.5%	10.8%	3.30	30.6%	1.16		
Medical Assistance	\$1,104,500	16.0%	44.9%	0.36	10.8%	1.47		
Commercial	\$1,380,479	20.0%	37.9%	0.53	22.6%	0.89		
All Other	\$1,965,654	28.5%	6.4%	4.42	36.0%	0.79		
Deductions as % of Total Gross Patient Revenue								
Medicare	\$949,456	13.7%	6.3%	2.17	16.5%	0.83		
Medical Assistance	\$496,789	7.2%	21.7%	0.33	4.8%	1.50		
Commercial	\$842,154	12.2%	15.5%	0.79	17.0%	0.72		
Charity Care	\$0	0.0%	2.9%	N/A	0.0%	N/A		
Bad Debt	\$0	0.0%	1.7%	N/A	0.0%	N/A		
All Other	\$1,413,304	20.5%	1.2%	16.59	24.4%	0.84		
Total Deductions	\$3,701,703	53.6%	49.3%	1.09	62.8%	0.85		
Other Revenue & Net Gains or Losses								
Other Revenue as % of Total Revenue		55.0%	25.2%	2.18	62.2%	0.88		
Net Gains/Losses as % of Net Income		0.0%	27.9%	N/A	0.0%	N/A		
Expenses as % of Total Expenses								
Salary/Fringe Benefits	\$4,956,691	69.7%	53.0%	1.31	71.1%	0.98		
Supplies & Services	\$1,976,334	27.8%	42.7%	0.65	26.2%	1.06		
Capital Component	\$183,355	2.6%	4.3%	0.61	2.7%	0.95		
Fiscal Statistics								
Operating Margin (%)		0.0%	1.8%	N/A	-0.2%	N/A		
Total Hospital Net Income (%)		0.0%	2.5%	N/A	-0.2%	N/A		
Return on Equity (%)		0.0%	2.9%	N/A	0.0%	N/A		
Current Ratio		0.00	3.3	N/A	0.00	N/A		
Days in Net Patient Accounts Receivable		0.00	67.8	N/A	0.00	N/A		
Average Payment Period		0.00	37.1	N/A	0.00	N/A		
Equity Financing (%)		0.0%	56.3%	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	4.4	N/A	0.00	N/A		
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A		
Average Age of Plant (Years)		0.00	7.7	N/A	0.00	N/A		
Increase (Decrease) Total Net Patient Revenue		25.8%	14.7%	1.75	-17.4%	N/A		
Outpatient Gross Revenue (% of Total GPR)		N/A	37.2%	N/A	N/A	N/A		
Net Revenue Statistics								
Inpatient Net Revenue per Discharge	\$4,711		\$8,120	0.58	\$3,865	1.22		
Inpatient Net Revenue per Day	\$519		\$1,296	0.40	\$400	1.30		
Outpatient Net Revenue per Visit	\$0		\$363	N/A	\$0	N/A		

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,905,294	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,701,703	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,203,591	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,912,789			Subtotal	\$0
Total Revenue	\$7,116,380	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$7,116,380	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

144 North Central Health Care
 1100 Lakeview Dr
 Wausau, WI 54403
 715-848-4600

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: County

County: Marathon
 Analysis Area: North Central (6)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	87.7%	70.2%	1.25	86.2%	1.02
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	87.0%	69.5%	1.25	90.4%	0.96
Average Census (Patients)					
Psychiatric	14.0	31.4	0.45	13.8	1.02
Alcoholism/Chemical Dependency	0.8	2.5	0.30	0.9	0.87
Total Hospital	25.2	33.3	0.76	26.2	0.96
Average Length of Stay (Days)					
Psychiatric	7.1	6.4	1.10	6.8	1.05
Alcoholism/Chemical Dependency	2.9	3.1	0.95	3.1	0.92
Total Hospital	11.1	5.6	1.98	11.3	0.98
Outpatient Visits					
Non-Emergency Visits	144,027	53,116	2.71	129,089	1.12
Emergency Visits	2,766	1,413	1.96	1,661	1.67
Full-Time Equivalents (FTEs)					
Administrators	2.0	7.7	0.26	2.0	1.00
Nurses, Licensed	16.4	40.6	0.40	16.4	1.00
Psychologists	3.0	8.2	0.37	2.0	1.50
Social Workers	47.4	26.4	1.80	43.4	1.09
All Other Personnel	300.8	164.7	1.83	300.9	1.00
Total FTEs	369.6	247.6	1.49	364.7	1.01
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.8	13.1	0.21	3.4	0.81
Nurses, Licensed	22.8	68.7	0.33	28.2	0.81
Psychologists	4.2	13.9	0.30	3.4	1.21
Social Workers	65.8	44.7	1.47	74.6	0.88
All Other Personnel	417.8	278.8	1.50	517.2	0.81
Total FTEs	513.3	419.1	1.22	626.9	0.82

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 829
 Inpatient Days 9,212

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

144 North Central Health Care
Wausau, WI 54403

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	1	16	720	5,122	87.7%	14.0	7.1
Alcoholism/chemical dependency	1	0	96	278	0.0%	0.8	2.9
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	1	0	0	0	0.0%	0.0	0.0
Other inpatient	1	13	307	3,812	80.3%	10.4	12.4

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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	3	0	3.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	10	3	11.4	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	2	3.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	7	17.5	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	1.0	Dietitians & Nutritionists	0	3	1.1
Nurse Practitioners	1	2	2.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	41	8	47.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	85	51.5
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	140	147	217.5
Pharmacy Personnel	3	4	4.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	232	264	369.6

144 North Central Health Care
Wausau, WI 54403

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,296,813	18.0%	10.8%	1.67	10.5%	1.71
Medical Assistance	\$24,680,864	60.9%	44.9%	1.36	65.9%	0.92
Commercial	\$2,833,107	7.0%	37.9%	0.18	7.7%	0.91
All Other	\$5,735,437	14.1%	6.4%	2.19	15.9%	0.89
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,222,747	10.4%	6.3%	1.64	5.2%	2.02
Medical Assistance	\$5,990,446	14.8%	21.7%	0.68	20.1%	0.73
Commercial	\$1,047,028	2.6%	15.5%	0.17	2.9%	0.88
Charity Care	\$4,861,930	12.0%	2.9%	4.07	13.4%	0.89
Bad Debt	\$389,900	1.0%	1.7%	0.58	0.9%	1.12
All Other	-\$37,677	-0.1%	1.2%	N/A	-0.2%	0.38
Total Deductions	\$16,474,374	40.6%	49.3%	0.82	42.3%	0.96
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		39.8%	25.2%	1.58	47.1%	0.84
Net Gains/Losses as % of Net Income		9.8%	27.9%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$23,210,415	60.5%	53.0%	1.14	64.6%	0.94
Supplies & Services	\$13,538,799	35.3%	42.7%	0.83	31.1%	1.14
Capital Component	\$1,589,506	4.1%	4.3%	0.98	4.3%	0.96
Fiscal Statistics						
Operating Margin (%)		4.1%	1.8%	2.23	-0.4%	N/A
Total Hospital Net Income (%)		4.5%	2.5%	1.79	0.0%	N/A
Return on Equity (%)		4.7%	2.9%	1.61	0.0%	N/A
Current Ratio		3.38	3.3	1.01	2.26	1.49
Days in Net Patient Accounts Receivable		38.04	67.8	0.56	57.32	0.66
Average Payment Period		32.97	37.1	0.89	39.68	0.83
Equity Financing (%)		81.3%	56.3%	1.44	78.8%	1.03
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.02	N/A
Times Interest Earned		0.00	4.4	N/A	0.16	N/A
Total Asset Turnover		1.05	1.2	0.90	1.28	0.82
Average Age of Plant (Years)		20.71	7.7	2.68	19.51	1.06
Increase (Decrease) Total Net Patient Revenue		23.9%	14.7%	1.62	15.5%	1.54
Outpatient Gross Revenue (% of Total GPR)		79.8%	37.2%	2.14	75.0%	1.06
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,155		\$8,120	0.63	\$5,577	0.92
Inpatient Net Revenue per Day	\$804		\$1,296	0.62	\$889	0.90
Outpatient Net Revenue per Visit	\$138		\$363	0.38	\$115	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,546,221	Cash & Cash Equivalents	\$5,444,239	Current Liabilities	\$3,352,748
Less Deductions	\$16,474,374	Net Patient Receivables	\$2,508,568	Long-Term Debt	\$0
Net Patient Revenue	\$24,071,847	Other Receivables	\$3,070,174	Other Liabilities	\$3,774,146
Plus Other Revenue	\$15,888,854			Subtotal	\$7,126,894
Total Revenue	\$39,960,701	Land, Buildings & Equipment (Net)	\$7,384,062	Unrestricted Fund Balance	\$30,942,023
Less Expenses	\$38,338,720	Other Assets	\$19,661,874	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$176,327			Total Liabilities & Fund Balance	\$38,068,917
Net Income	\$1,798,308	Total Assets	\$38,068,917		

149 Aurora Psychiatric Hospital
 1220 Dewey Avenue
 Wauwatosa, WI 53213
 414-454-6600

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Control: Other Not-For-Profit

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	80.8%	70.2%	1.15	68.1%	1.19
Alcoholism/Chemical Dependency	48.9%	45.5%	1.08	29.5%	1.66
Total Hospital	73.8%	69.5%	1.06	59.6%	1.24
Average Census (Patients)					
Psychiatric	57.4	31.4	1.83	48.4	1.19
Alcoholism/Chemical Dependency	9.8	2.5	3.89	5.9	1.66
Total Hospital	67.1	33.3	2.02	54.3	1.24
Average Length of Stay (Days)					
Psychiatric	4.9	6.4	0.76	5.1	0.95
Alcoholism/Chemical Dependency	3.1	3.1	1.02	2.5	1.23
Total Hospital	4.6	5.6	0.81	4.7	0.97
Outpatient Visits					
Non-Emergency Visits	79,585	53,116	1.50	68,911	1.15
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	7.0	7.7	0.91	0.0	N/A
Nurses, Licensed	102.7	40.6	2.53	86.0	1.19
Psychologists	41.4	8.2	5.05	1.0	41.37
Social Workers	68.8	26.4	2.61	0.0	N/A
All Other Personnel	252.2	164.7	1.53	215.0	1.17
Total FTEs	472.0	247.6	1.91	302.0	1.56
FTEs per 100 Patient Census (Adjusted)					
Administrators	6.5	13.1	0.50	0.0	N/A
Nurses, Licensed	95.9	68.7	1.40	97.1	0.99
Psychologists	38.6	13.9	2.79	1.1	34.20
Social Workers	64.3	44.7	1.44	0.0	N/A
All Other Personnel	235.5	278.8	0.84	242.9	0.97
Total FTEs	440.8	419.1	1.05	341.2	1.29

Total Hospital:
 Beds Set Up & Staffed 91
 Discharges 5,378
 Inpatient Days 24,504

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	71	4,293	20,936	80.8%	57.4	4.9
Alcoholism/chemical dependency	1	20	1,146	3,568	48.9%	9.8	3.1
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	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	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	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.

** 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	7	0	7.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	25	7	25.0	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	72	36	97.4	Occupational Therapists	2	0	2.0
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	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	1	7	5.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	4	4.1
Nurse Practitioners	4	0	4.0	Psychologists	33	13	41.4
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	52	30	68.8
Clinical Nurse Specialists	1	1	1.2	All Other Health Professionals	101	53	134.3
Health Info Mgmt-Administrators/Technicians	3	2	4.5	All Other Personnel	58	14	65.7
Pharmacy Personnel	8	3	9.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	371	170	472.0

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

			All PSYCH Hospitals		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$19,695,830	14.3%	10.8%	1.32		13.1%	1.09
Medical Assistance	\$59,560,489	43.2%	44.9%	0.96		41.3%	1.05
Commercial	\$56,425,136	40.9%	37.9%	1.08		43.7%	0.94
All Other	\$2,145,182	1.6%	6.4%	0.24		1.9%	0.83
Deductions as % of Total Gross Patient Revenue							
Medicare	\$14,205,444	10.3%	6.3%	1.63		9.6%	1.08
Medical Assistance	\$42,874,911	31.1%	21.7%	1.44		28.9%	1.08
Commercial	\$31,069,433	22.5%	15.5%	1.46		23.9%	0.94
Charity Care	\$1,061,290	0.8%	2.9%	0.26		0.7%	1.11
Bad Debt	\$3,165,823	2.3%	1.7%	1.39		2.0%	1.12
All Other	\$759,768	0.6%	1.2%	0.45		0.7%	0.81
Total Deductions	\$93,136,669	67.6%	49.3%	1.37		65.8%	1.03
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		1.2%	25.2%	0.05		1.5%	0.81
Net Gains/Losses as % of Net Income		N/A	27.9%	N/A		0.0%	N/A
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$24,666,277	65.0%	53.0%	1.22		67.8%	0.96
Supplies & Services	\$12,068,356	31.8%	42.7%	0.74		30.1%	1.06
Capital Component	\$1,233,814	3.2%	4.3%	0.76		2.2%	1.51
Fiscal Statistics							
Operating Margin (%)		16.1%	1.8%	8.83		15.9%	1.01
Total Hospital Net Income (%)		15.8%	2.5%	6.32		15.9%	1.00
Return on Equity (%)		20.5%	2.9%	6.97		23.5%	0.87
Current Ratio		1.17	3.3	0.35		1.98	0.59
Days in Net Patient Accounts Receivable		62.07	67.8	0.92		60.35	1.03
Average Payment Period		57.20	37.1	1.54		53.77	1.06
Equity Financing (%)		83.5%	56.3%	1.48		82.1%	1.02
Long-Term Debt to Equity Ratio		0.00	0.4	N/A		0.00	N/A
Times Interest Earned		0.00	4.4	N/A		0.00	N/A
Total Asset Turnover		1.30	1.2	1.11		1.48	0.88
Average Age of Plant (Years)		8.12	7.7	1.05		18.70	0.43
Increase (Decrease) Total Net Patient Revenue		19.5%	14.7%	1.32		11.8%	1.66
Outpatient Gross Revenue (% of Total GPR)		37.7%	37.2%	1.01		38.9%	0.97
Net Revenue Statistics							
Inpatient Net Revenue per Discharge		\$5,077	\$8,120	0.63		\$5,308	0.96
Inpatient Net Revenue per Day		\$1,122	\$1,296	0.87		\$1,139	0.99
Outpatient Net Revenue per Visit		\$258	\$363	0.71		\$248	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$137,826,637	Cash & Cash Equivalents	-\$991,947	Current Liabilities	\$5,766,901
Less Deductions	\$93,136,669	Net Patient Receivables	\$7,600,221	Long-Term Debt	\$0
Net Patient Revenue	\$44,689,968	Other Receivables	\$32,425	Other Liabilities	\$0
Plus Other Revenue	\$553,151			Subtotal	\$5,766,901
Total Revenue	\$45,243,119	Land, Buildings & Equipment (Net)	\$25,701,659	Unrestricted Fund Balance	\$29,092,665
Less Expenses	\$37,968,447	Other Assets	\$2,517,208	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$131,733			Total Liabilities & Fund Balance	\$34,859,566
Net Income	\$7,142,939	Total Assets	\$34,859,566		

192 Rogers Memorial Hospital - Milwaukee
 11101 W Lincoln Ave
 West Allis, WI 53227
 414-327-3000

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group:

Selected Utilization Statistics	FY 2017	All PSYCH Hospitals		FY 2017 vs. 2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Psychiatric	71.9%	70.2%	1.02	72.7%	0.99
Alcoholism/Chemical Dependency	0.0%	45.5%	N/A	0.0%	N/A
Total Hospital	71.9%	69.5%	1.04	72.7%	0.99
Average Census (Patients)					
Psychiatric	58.3	31.4	1.86	58.9	0.99
Alcoholism/Chemical Dependency	0.0	2.5	N/A	0.0	N/A
Total Hospital	58.3	33.3	1.75	58.9	0.99
Average Length of Stay (Days)					
Psychiatric	5.5	6.4	0.85	5.7	0.96
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	4.2	5.6	0.74	5.7	0.73
Outpatient Visits					
Non-Emergency Visits	31,222	53,116	0.59	29,919	1.04
Emergency Visits	0	1,413	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.5	7.7	0.19	5.5	0.27
Nurses, Licensed	46.7	40.6	1.15	37.8	1.24
Psychologists	13.2	8.2	1.61	14.4	0.92
Social Workers	33.9	26.4	1.29	36.6	0.93
All Other Personnel	186.9	164.7	1.13	182.5	1.02
Total FTEs	282.2	247.6	1.14	276.8	1.02
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.5	13.1	0.11	7.2	0.21
Nurses, Licensed	46.1	68.7	0.67	49.4	0.93
Psychologists	13.0	13.9	0.94	18.8	0.69
Social Workers	33.5	44.7	0.75	47.8	0.70
All Other Personnel	184.5	278.8	0.66	238.5	0.77
Total FTEs	278.6	419.1	0.66	361.7	0.77

Total Hospital:
 Beds Set Up & Staffed 81
 Discharges 5,115
 Inpatient Days 21,269

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

192 Rogers Memorial Hospital - Milwaukee
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2017	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	1	81	3,862	21,269	71.9%	58.3	5.5
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
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.

** 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	1	1	1.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	4	3	4.9	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	23	40	40.3	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	6	4.4	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	1	0.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.5
Nurse Practitioners	2	0	2.0	Psychologists	12	3	13.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	27	21	33.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	69	92	101.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	63	26	72.1
Pharmacy Personnel	2	2	2.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	210	196	282.2

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

Selected Financial Statistics	FY 2017		All PSYCH Hospitals		FY 2017 vs. 2016	
			Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,168,824	8.7%	10.8%	0.81	8.9%	0.98
Medical Assistance	\$50,514,224	53.9%	44.9%	1.20	53.8%	1.00
Commercial	\$34,669,826	37.0%	37.9%	0.98	37.0%	1.00
All Other	\$386,257	0.4%	6.4%	0.06	0.3%	1.25
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,687,673	6.1%	6.3%	0.96	4.9%	1.24
Medical Assistance	\$32,501,221	34.7%	21.7%	1.60	35.1%	0.99
Commercial	\$17,101,421	18.2%	15.5%	1.18	19.0%	0.96
Charity Care	\$583,093	0.6%	2.9%	0.21	0.1%	6.22
Bad Debt	\$2,163,438	2.3%	1.7%	1.39	2.8%	0.83
All Other	\$0	0.0%	1.2%	N/A	0.2%	N/A
Total Deductions	\$58,036,846	61.9%	49.3%	1.26	62.2%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	25.2%	0.01	0.3%	0.99
Net Gains/Losses as % of Net Income		N/A	27.9%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$28,946,061	71.4%	53.0%	1.35	74.2%	0.96
Supplies & Services	\$8,381,373	20.7%	42.7%	0.48	18.1%	1.14
Capital Component	\$3,212,427	7.9%	4.3%	1.86	7.6%	1.04
Fiscal Statistics						
Operating Margin (%)		-13.2%	1.8%	N/A	-1.0%	13.65
Total Hospital Net Income (%)		-10.5%	2.5%	N/A	-0.4%	25.63
Return on Equity (%)		-5.7%	2.9%	N/A	-0.2%	29.89
Current Ratio		3.32	3.3	1.00	3.03	1.10
Days in Net Patient Accounts Receivable		64.91	67.8	0.96	71.78	0.90
Average Payment Period		49.11	37.1	1.32	57.33	0.86
Equity Financing (%)		59.0%	56.3%	1.05	56.7%	1.04
Long-Term Debt to Equity Ratio		0.52	0.4	1.31	0.59	0.88
Times Interest Earned		-3.71	4.4	N/A	0.85	N/A
Total Asset Turnover		0.53	1.2	0.45	0.46	1.14
Average Age of Plant (Years)		6.14	7.7	0.79	8.67	0.71
Increase (Decrease) Total Net Patient Revenue		1.2%	14.7%	0.08	0.0%	31.02
Outpatient Gross Revenue (% of Total GPR)		22.0%	37.2%	0.59	20.9%	1.05
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,294		\$8,120	0.65	\$7,249	0.73
Inpatient Net Revenue per Day	\$940		\$1,296	0.73	\$1,234	0.76
Outpatient Net Revenue per Visit	\$345		\$363	0.95	\$352	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$93,739,131	Cash & Cash Equivalents	\$10,246,372	Current Liabilities	\$5,185,988
Less Deductions	\$58,036,846	Net Patient Receivables	\$6,349,422	Long-Term Debt	\$20,719,116
Net Patient Revenue	\$35,702,285	Other Receivables	\$56,455	Other Liabilities	\$1,796,846
Plus Other Revenue	\$109,880			Subtotal	\$27,701,950
Total Revenue	\$35,812,165	Land, Buildings & Equipment (Net)	\$34,048,025	Unrestricted Fund Balance	\$39,918,332
Less Expenses	\$40,539,861	Other Assets	\$16,920,008	Restricted Fund Balance	\$2,477,511
Non-Operating Gains/Losses	\$888,335			Total Liabilities & Fund Balance	\$67,620,282
Net Income	-\$3,839,361	Total Assets	\$67,620,282		