

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	77.0%	73.9%	1.04	77.7%	0.99
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	77.0%	72.0%	1.07	77.7%	0.99
<b>Average Census (Patients)</b>					
Psychiatric	43.1	32.9	1.31	43.5	0.99
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	43.1	35.2	1.22	43.5	0.99
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.6	6.5	0.87	5.6	1.00
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.6	6.5	0.86	4.2	1.33
<b>Outpatient Visits</b>					
Non-Emergency Visits	27,519	53,102	0.52	20,336	1.35
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	10.0	10.2	0.98	2.0	5.00
Nurses, Licensed	39.8	42.5	0.94	35.0	1.14
Psychologists	3.8	7.0	0.55	8.0	0.48
Social Workers	44.1	34.4	1.28	11.3	3.90
All Other Personnel	137.5	141.3	0.97	173.2	0.79
Total FTEs	235.1	235.3	1.00	229.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	16.5	15.0	1.10	2.7	6.07
Nurses, Licensed	65.6	62.8	1.04	47.6	1.38
Psychologists	6.3	10.3	0.61	10.9	0.58
Social Workers	72.7	50.8	1.43	15.4	4.74
All Other Personnel	226.9	209.0	1.09	235.4	0.96
Total FTEs	388.0	347.9	1.12	311.9	1.24

**Total Hospital:**  
 Beds Set Up & Staffed 56  
 Discharges 2,799  
 Inpatient Days 15,735

**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 07/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	56	2,799	15,735	77.0%	43.1	5.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	10	0	10.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	4	3	5.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	1	0	1.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	25	31	35.9	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	3	0.9	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	3	1	3.1	Recreational Therapists	0	0	0.0
Physician Assistants	9	1	9.3	Dietitians & Nutritionists	2	1	2.2
Nurse Practitioners	3	0	3.0	Psychologists	3	1	3.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	39	16	44.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	42	46	55.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	50	31	59.7
Pharmacy Personnel	1	1	1.1				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>192</b>	<b>135</b>	<b>235.1</b>

**319 Rogers Memorial Hospital - Brown Deer**

Brown Deer, WI 53223

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$4,687,818	6.3%	10.4%	0.60	8.2%	0.76
Medical Assistance	\$33,022,346	44.1%	42.2%	1.05	50.4%	0.87
Commercial	\$36,940,256	49.3%	41.1%	1.20	41.0%	1.20
All Other	\$212,913	0.3%	6.3%	0.04	0.3%	0.84
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$3,029,388	4.0%	6.5%	0.62	5.9%	0.69
Medical Assistance	\$24,644,746	32.9%	22.1%	1.49	32.2%	1.02
Commercial	\$14,501,731	19.4%	16.0%	1.21	20.3%	0.96
Charity Care	\$882,816	1.2%	2.8%	0.42	0.5%	2.38
Bad Debt	\$907,716	1.2%	1.2%	0.98	1.9%	0.64
All Other	\$1,459,082	1.9%	2.0%	0.99	0.0%	N/A
Total Deductions	\$45,425,479	60.7%	50.7%	1.20	60.8%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	24.7%	0.00	0.4%	0.15
Net Gains/Losses as % of Net Income		N/A	4.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$24,582,772	75.3%	53.6%	1.41	70.2%	1.07
Supplies & Services	\$5,585,059	17.1%	42.3%	0.40	22.1%	0.77
Capital Component	\$2,479,187	7.6%	4.2%	1.82	7.7%	0.99
<b>Fiscal Statistics</b>						
Operating Margin (%)		-10.8%	4.1%	N/A	-14.3%	0.76
Total Hospital Net Income (%)		-9.6%	4.3%	N/A	-11.5%	0.83
Return on Equity (%)		-6.1%	4.9%	N/A	-6.3%	0.97
Current Ratio		2.66	3.0	0.89	3.32	0.80
Days in Net Patient Accounts Receivable		38.40	53.6	0.72	64.34	0.60
Average Payment Period		52.23	39.8	1.31	48.36	1.08
Equity Financing (%)		60.9%	57.8%	1.05	59.0%	1.03
Long-Term Debt to Equity Ratio		0.46	0.3	1.32	0.52	0.88
Times Interest Earned		-4.31	7.8	N/A	-4.23	1.02
Total Asset Turnover		0.63	1.1	0.56	0.53	1.18
Average Age of Plant (Years)		5.69	8.5	0.67	5.66	1.01
Increase (Decrease) Total Net Patient Revenue		10.3%	9.7%	1.07	24.9%	0.41
Outpatient Gross Revenue (% of Total GPR)		28.4%	48.8%	0.58	20.0%	1.42
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$7,660		\$7,172	1.07	\$5,445	1.41
Inpatient Net Revenue per Day	\$1,354		\$1,121	1.21	\$953	1.42
Outpatient Net Revenue per Visit	\$324		\$529	0.61	\$368	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,863,333	Cash & Cash Equivalents	\$8,362,964	Current Liabilities	\$4,425,486
Less Deductions	\$45,425,479	Net Patient Receivables	\$3,097,073	Long-Term Debt	\$12,979,885
Net Patient Revenue	\$29,437,854	Other Receivables	\$34,219	Other Liabilities	\$805,907
Plus Other Revenue	\$15,539			Subtotal	\$18,211,278
Total Revenue	\$29,453,393	Land, Buildings & Equipment (Net)	\$23,370,175	Unrestricted Fund Balance	\$28,319,978
Less Expenses	\$32,647,018	Other Assets	\$11,666,825	Restricted Fund Balance	\$1,185,553
Non-Operating Gains/Losses	\$335,172			Total Liabilities & Fund Balance	\$46,531,256
Net Income	-\$2,858,453	Total Assets	\$46,531,256		

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	51.0%	73.9%	0.69	53.5%	0.95
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	51.0%	72.0%	0.71	53.5%	0.95
<b>Average Census (Patients)</b>					
Psychiatric	12.8	32.9	0.39	13.4	0.95
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	12.8	35.2	0.36	13.4	0.95
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.4	6.5	0.84	5.4	1.01
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	6.5	0.83	5.4	1.01
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	1,698	1,590	1.07	537	3.16
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	0.1	10.2	0.01	0.1	1.00
Nurses, Licensed	18.1	42.5	0.43	13.0	1.39
Psychologists	0.1	7.0	0.01	0.1	1.00
Social Workers	2.0	34.4	0.06	2.0	1.00
All Other Personnel	31.8	141.3	0.22	26.9	1.18
Total FTEs	52.1	235.3	0.22	42.1	1.24
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	0.8	15.0	0.05	0.7	1.05
Nurses, Licensed	141.9	62.8	2.26	97.0	1.46
Psychologists	0.8	10.3	0.08	0.7	1.05
Social Workers	15.7	50.8	0.31	14.9	1.05
All Other Personnel	249.1	209.0	1.19	200.8	1.24
Total FTEs	408.3	347.9	1.17	314.2	1.30

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 858  
 Inpatient Days 4,655

**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 12/31/2018	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	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	25	858	4,655	51.0%	12.8	5.4
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	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	13	0	13.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	2	4	4.1	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	9	13	15.8	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	10	4.0	All Other Personnel	1	20	5.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>30</b>	<b>57</b>	<b>52.1</b>

**033 Fond du Lac County Health Care Center**

Fond du Lac, WI 54935

Selected Financial Statistics			All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$325,312	6.7%	10.4%	0.64	10.3%	0.64
Medical Assistance	\$588,041	12.0%	42.2%	0.29	0.8%	14.25
Commercial	\$542,624	11.1%	41.1%	0.27	13.2%	0.84
All Other	\$3,431,773	70.2%	6.3%	11.06	75.6%	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$0	0.0%	6.5%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	22.1%	N/A	0.0%	N/A
Commercial	\$0	0.0%	16.0%	N/A	0.0%	N/A
Charity Care	\$0	0.0%	2.8%	N/A	0.0%	N/A
Bad Debt	\$516,748	10.6%	1.2%	8.51	8.2%	1.29
All Other	\$0	0.0%	2.0%	N/A	0.0%	N/A
Total Deductions	\$516,748	10.6%	50.7%	0.21	8.2%	1.29
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.0%	24.7%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$3,495,391	80.0%	53.6%	1.49	77.8%	1.03
Supplies & Services	\$854,611	19.6%	42.3%	0.46	21.7%	0.90
Capital Component	\$21,000	0.5%	4.2%	0.11	0.5%	1.02
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	4.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.0	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	53.6	N/A	0.00	N/A
Average Payment Period		0.00	39.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		0.00	1.1	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	8.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-2.4%	9.7%	N/A	6.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	48.8%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$5,697		\$7,172	0.79	\$5,373	1.06
Inpatient Net Revenue per Day	\$1,050		\$1,121	0.94	\$998	1.05
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,887,750	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$516,748	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$4,371,002	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$4,371,002	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,371,002	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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	39.1%	73.9%	0.53	37.9%	1.03
Alcoholism/Chemical Dependency	37.5%	43.2%	0.87	34.1%	1.10
Total Hospital	38.9%	72.0%	0.54	37.5%	1.04
<b>Average Census (Patients)</b>					
Psychiatric	18.4	32.9	0.56	17.8	1.03
Alcoholism/Chemical Dependency	2.2	1.3	1.71	2.0	1.10
Total Hospital	20.6	35.2	0.59	19.9	1.04
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.4	6.5	0.83	4.7	1.13
Alcoholism/Chemical Dependency	2.9	3.1	0.94	2.8	1.02
Total Hospital	4.9	6.5	0.75	4.4	1.10
<b>Outpatient Visits</b>					
Non-Emergency Visits	84,487	53,102	1.59	79,317	1.07
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	10.2	0.20	1.0	2.00
Nurses, Licensed	54.4	42.5	1.28	49.1	1.11
Psychologists	5.8	7.0	0.83	4.0	1.44
Social Workers	54.0	34.4	1.57	50.8	1.06
All Other Personnel	62.3	141.3	0.44	65.0	0.96
Total FTEs	178.4	235.3	0.76	169.9	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.9	15.0	0.26	2.1	1.87
Nurses, Licensed	105.7	62.8	1.68	102.2	1.03
Psychologists	11.2	10.3	1.09	8.3	1.34
Social Workers	105.0	50.8	2.07	105.8	0.99
All Other Personnel	121.1	209.0	0.58	135.3	0.90
Total FTEs	346.9	347.9	1.00	353.7	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 53  
 Discharges 1,537  
 Inpatient Days 7,521

**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 09/30/2018	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	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	47	1,252	6,700	39.1%	18.4	5.4
<b>Alcoholism/chemical dependency</b>	1	6	285	821	37.5%	2.2	2.9
<b>ICU/CCU</b>							
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	8	1	8.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	27	24	43.4	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	3	5.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	1	7	5.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	0	6.0	Psychologists	5	2	5.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	37	26	54.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	2	7.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	13	35.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>128</b>	<b>79</b>	<b>178.4</b>



**172 Bellin Psychiatric Center**  
Green Bay, WI 54305

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$8,516,170	19.5%	10.4%	1.87	17.9%	1.09
Medical Assistance	\$12,297,587	28.1%	42.2%	0.67	30.2%	0.93
Commercial	\$21,194,608	48.4%	41.1%	1.18	48.4%	1.00
All Other	\$1,757,186	4.0%	6.3%	0.63	3.4%	1.18
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$5,228,797	11.9%	6.5%	1.84	11.2%	1.07
Medical Assistance	\$7,996,088	18.3%	22.1%	0.83	19.0%	0.96
Commercial	\$6,286,777	14.4%	16.0%	0.90	14.9%	0.97
Charity Care	\$629,254	1.4%	2.8%	0.51	0.7%	2.07
Bad Debt	\$661,610	1.5%	1.2%	1.22	1.4%	1.05
All Other	\$842,435	1.9%	2.0%	0.98	2.2%	0.89
Total Deductions	\$21,644,961	49.5%	50.7%	0.98	49.3%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		1.9%	24.7%	0.08	1.1%	1.73
Net Gains/Losses as % of Net Income		N/A	4.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$18,825,543	78.5%	53.6%	1.47	78.0%	1.01
Supplies & Services	\$4,348,293	18.1%	42.3%	0.43	17.5%	1.04
Capital Component	\$812,380	3.4%	4.2%	0.81	4.5%	0.76
<b>Fiscal Statistics</b>						
Operating Margin (%)		-6.3%	4.1%	N/A	-6.9%	0.92
Total Hospital Net Income (%)		-4.9%	4.3%	N/A	-4.8%	1.03
Return on Equity (%)		-6.1%	4.9%	N/A	-5.7%	1.06
Current Ratio		2.76	3.0	0.93	2.83	0.98
Days in Net Patient Accounts Receivable		35.51	53.6	0.66	32.59	1.09
Average Payment Period		31.11	39.8	0.78	30.32	1.03
Equity Financing (%)		43.0%	57.8%	0.74	50.7%	0.85
Long-Term Debt to Equity Ratio		0.28	0.3	0.82	0.28	1.02
Times Interest Earned		-5.84	7.8	N/A	-4.19	1.39
Total Asset Turnover		1.21	1.1	1.07	1.17	1.04
Average Age of Plant (Years)		7.14	8.5	0.84	6.03	1.18
Increase (Decrease) Total Net Patient Revenue		6.6%	9.7%	0.68	7.5%	0.88
Outpatient Gross Revenue (% of Total GPR)		59.9%	48.8%	1.23	58.1%	1.03
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge		\$6,599	\$7,172	0.92	\$6,172	1.07
Inpatient Net Revenue per Day		\$1,348	\$1,121	1.20	\$1,376	0.98
Outpatient Net Revenue per Visit		\$150	\$529	0.28	\$142	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,765,551	Cash & Cash Equivalents	\$3,368,136	Current Liabilities	\$1,997,462
Less Deductions	\$21,644,961	Net Patient Receivables	\$2,152,206	Long-Term Debt	\$2,257,397
Net Patient Revenue	\$22,120,590	Other Receivables	\$0	Other Liabilities	\$6,334,817
Plus Other Revenue	\$435,624			Subtotal	\$10,589,676
Total Revenue	\$22,556,214	Land, Buildings & Equipment (Net)	\$7,276,691	Unrestricted Fund Balance	\$7,991,530
Less Expenses	\$23,986,216	Other Assets	\$5,784,173	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$301,667			Total Liabilities & Fund Balance	\$18,581,206
Net Income	-\$1,128,335	Total Assets	\$18,581,206		

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	70.8%	73.9%	0.96	71.1%	0.99
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	70.8%	72.0%	0.98	71.1%	0.99
<b>Average Census (Patients)</b>					
Psychiatric	11.3	32.9	0.34	11.4	0.99
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	11.3	35.2	0.32	11.4	0.99
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.4	6.5	0.83	5.5	0.98
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	6.5	0.83	5.5	0.98
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	0.1	10.2	0.01	0.2	0.43
Nurses, Licensed	8.3	42.5	0.19	11.4	0.73
Psychologists	0.0	7.0	N/A	0.0	N/A
Social Workers	2.7	34.4	0.08	2.5	1.06
All Other Personnel	24.4	141.3	0.17	18.1	1.35
Total FTEs	35.4	235.3	0.15	32.1	1.10
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	0.6	15.0	0.04	1.4	0.43
Nurses, Licensed	67.3	62.8	1.07	92.2	0.73
Psychologists	0.0	10.3	N/A	0.0	N/A
Social Workers	21.5	50.8	0.42	20.2	1.07
All Other Personnel	198.2	209.0	0.95	146.0	1.36
Total FTEs	287.7	347.9	0.83	259.8	1.11

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 768  
 Inpatient Days 4,133

**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 12/31/2018	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	16	768	4,133	70.8%	11.3	5.4
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	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	7	8	8.3	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	0.0
Ancillary Nursing Personnel	14	13	17.9	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	0.1
Nurse Practitioners	0	2	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	4	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	3	0.5	All Other Personnel	0	36	2.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				<b>Total</b>	<b>26</b>	<b>73</b>	<b>35.4</b>

**040 Brown County Community Treatment Center**  
Green Bay, WI 54311

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$1,038,279	22.1%	10.4%	2.12	22.1%	1.00
Medical Assistance	\$2,165,544	46.0%	42.2%	1.09	48.3%	0.95
Commercial	\$595,472	12.6%	41.1%	0.31	10.7%	1.19
All Other	\$909,217	19.3%	6.3%	3.04	18.9%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$260,619	5.5%	6.5%	0.85	9.5%	0.58
Medical Assistance	\$501,247	10.6%	22.1%	0.48	12.7%	0.84
Commercial	\$132,747	2.8%	16.0%	0.18	2.8%	1.00
Charity Care	\$0	0.0%	2.8%	N/A	0.0%	N/A
Bad Debt	\$705,451	15.0%	1.2%	12.06	11.6%	1.29
All Other	-\$724,900	-15.4%	2.0%	N/A	-24.7%	0.62
Total Deductions	\$875,164	18.6%	50.7%	0.37	11.9%	1.56
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		5.3%	24.7%	0.21	14.5%	0.37
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$3,369,514	83.3%	53.6%	1.55	79.9%	1.04
Supplies & Services	\$593,425	14.7%	42.3%	0.35	17.8%	0.82
Capital Component	\$84,088	2.1%	4.2%	0.50	2.3%	0.92
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	4.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.0	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	53.6	N/A	0.00	N/A
Average Payment Period		0.00	39.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		0.00	1.1	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	8.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-2.1%	9.7%	N/A	-3.2%	0.65
Outpatient Gross Revenue (% of Total GPR)		8.1%	48.8%	0.17	7.5%	1.09
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$5,454		\$7,172	0.76	\$5,484	0.99
Inpatient Net Revenue per Day	\$1,016		\$1,121	0.91	\$991	1.02
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,708,512	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$875,164	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,833,348	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$213,679			Subtotal	\$0
Total Revenue	\$4,047,027	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,047,027	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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	65.0%	73.9%	0.88	47.8%	1.36
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	65.0%	72.0%	0.90	47.8%	1.36
<b>Average Census (Patients)</b>					
Psychiatric	46.8	32.9	1.42	26.3	1.78
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	46.8	35.2	1.33	26.3	1.78
<b>Average Length of Stay (Days)</b>					
Psychiatric	7.4	6.5	1.15	7.3	1.01
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.4	6.5	1.14	7.2	1.03
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	15.0	10.2	1.47	15.0	1.00
Nurses, Licensed	69.0	42.5	1.63	35.0	1.97
Psychologists	0.0	7.0	N/A	0.0	N/A
Social Workers	8.0	34.4	0.23	6.0	1.33
All Other Personnel	66.5	141.3	0.47	64.3	1.04
Total FTEs	158.5	235.3	0.67	120.3	1.32
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	27.3	15.0	1.82	50.2	0.54
Nurses, Licensed	125.8	62.8	2.00	117.2	1.07
Psychologists	0.0	10.3	N/A	0.0	N/A
Social Workers	14.6	50.8	0.29	20.1	0.73
All Other Personnel	121.2	209.0	0.58	215.2	0.56
Total FTEs	289.0	347.9	0.83	402.8	0.72

**Total Hospital:**

Beds Set Up & Staffed 72  
 Discharges 2,304  
 Inpatient Days 17,079

**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 12/31/2018	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	72	2,301	17,079	65.0%	46.8	7.4
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	58	0	58.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	9	0	9.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	50	0	50.0	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	2	0.5
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	0	8.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	12	0	12.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>158</b>	<b>2</b>	<b>158.5</b>

**321 Willow Creek Behavioral Health**  
Green Bay, WI 54311

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2017 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$6,072,712	16.2%	10.4%	1.56	22.1%	0.73
Medical Assistance	\$18,203,481	48.6%	42.2%	1.15	37.7%	1.29
Commercial	\$12,854,696	34.3%	41.1%	0.84	33.5%	1.02
All Other	\$315,372	0.8%	6.3%	0.13	6.7%	0.13
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$3,116,483	8.3%	6.5%	1.28	12.3%	0.67
Medical Assistance	\$9,333,159	24.9%	22.1%	1.13	23.0%	1.08
Commercial	\$6,808,898	18.2%	16.0%	1.13	18.8%	0.97
Charity Care	\$0	0.0%	2.8%	N/A	0.0%	N/A
Bad Debt	\$959,716	2.6%	1.2%	2.06	3.4%	0.75
All Other	\$0	0.0%	2.0%	N/A	1.9%	N/A
Total Deductions	\$20,218,256	54.0%	50.7%	1.07	59.5%	0.91
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.2%	24.7%	0.01	0.1%	1.08
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$9,775,421	67.9%	53.6%	1.27	56.6%	1.20
Supplies & Services	\$3,413,062	23.7%	42.3%	0.56	33.5%	0.71
Capital Component	\$1,199,559	8.3%	4.2%	1.99	9.9%	0.84
<b>Fiscal Statistics</b>						
Operating Margin (%)		16.6%	4.1%	4.01	-43.9%	N/A
Total Hospital Net Income (%)		16.6%	4.3%	3.83	-43.9%	N/A
Return on Equity (%)		17.8%	4.9%	3.63	-19.0%	N/A
Current Ratio		2.21	3.0	0.74	4.92	0.45
Days in Net Patient Accounts Receivable		59.86	53.6	1.12	209.32	0.29
Average Payment Period		35.43	39.8	0.89	31.95	1.11
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		6.04	7.8	0.77	-5.49	N/A
Total Asset Turnover		1.07	1.1	0.95	0.43	2.48
Average Age of Plant (Years)		1.94	8.5	0.23	1.00	1.94
Increase (Decrease) Total Net Patient Revenue		117.1%	9.7%	12.08	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		14.1%	48.8%	0.29	10.0%	1.40
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$7,007		\$7,172	0.98	\$5,867	1.19
Inpatient Net Revenue per Day	\$938		\$1,121	0.84	\$799	1.17
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$37,446,261	Cash & Cash Equivalents	\$4,000	Current Liabilities	\$1,337,800
Less Deductions	\$20,218,256	Net Patient Receivables	\$2,825,398	Long-Term Debt	\$14,790,694
Net Patient Revenue	\$17,228,005	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$27,522			Subtotal	\$16,128,494
Total Revenue	\$17,255,527	Land, Buildings & Equipment (Net)	\$13,166,050	Unrestricted Fund Balance	\$0
Less Expenses	\$14,388,042	Other Assets	\$133,046	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$16,128,494
Net Income	\$2,867,485	Total Assets	\$16,128,494		

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	57.1%	73.9%	0.77	66.7%	0.86
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	57.1%	72.0%	0.79	66.7%	0.86
<b>Average Census (Patients)</b>					
Psychiatric	9.1	32.9	0.28	10.7	0.86
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	9.1	35.2	0.26	10.7	0.86
<b>Average Length of Stay (Days)</b>					
Psychiatric	7.8	6.5	1.21	8.9	0.87
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.8	6.5	1.20	8.9	0.87
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.1	10.2	0.11	1.5	0.74
Nurses, Licensed	6.0	42.5	0.14	8.0	0.74
Psychologists	1.0	7.0	0.14	0.5	2.00
Social Workers	3.0	34.4	0.09	2.8	1.07
All Other Personnel	18.4	141.3	0.13	21.6	0.85
Total FTEs	29.5	235.3	0.13	34.3	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	11.8	15.0	0.78	14.4	0.81
Nurses, Licensed	65.1	62.8	1.04	79.9	0.81
Psychologists	10.9	10.3	1.06	5.0	2.20
Social Workers	32.8	50.8	0.65	27.9	1.18
All Other Personnel	201.7	209.0	0.97	214.7	0.94
Total FTEs	322.4	347.9	0.93	341.9	0.94

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 428  
 Inpatient Days 3,334

**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 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	16	428	3,334	57.1%	9.1	7.8
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	4	1.1	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	5	2	6.0	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	7	7	10.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	1	0.4	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	0	2	0.9	All Other Personnel	0	21	6.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>17</b>	<b>37</b>	<b>29.5</b>

**068 Norwood Health Center**  
Marshfield, WI 54449

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$1,534,204	27.8%	10.4%	2.67	21.3%	1.31
Medical Assistance	\$899,234	16.3%	42.2%	0.39	21.9%	0.74
Commercial	\$2,548,747	46.2%	41.1%	1.12	47.8%	0.97
All Other	\$537,623	9.7%	6.3%	1.53	9.0%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$712,433	12.9%	6.5%	1.99	11.5%	1.12
Medical Assistance	\$582,035	10.5%	22.1%	0.48	10.4%	1.01
Commercial	\$948,090	17.2%	16.0%	1.07	18.0%	0.95
Charity Care	\$87,313	1.6%	2.8%	0.56	1.8%	0.88
Bad Debt	\$242,667	4.4%	1.2%	3.54	14.6%	0.30
All Other	\$70,880	1.3%	2.0%	0.65	0.9%	1.50
Total Deductions	\$2,643,418	47.9%	50.7%	0.95	57.3%	0.84
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		19.9%	24.7%	0.81	19.8%	1.01
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$2,999,119	70.3%	53.6%	1.31	56.0%	1.25
Supplies & Services	\$1,263,698	29.6%	42.3%	0.70	43.5%	0.68
Capital Component	\$2,467	0.1%	4.2%	0.01	0.5%	0.12
<b>Fiscal Statistics</b>						
Operating Margin (%)		-18.8%	4.1%	N/A	-36.3%	0.52
Total Hospital Net Income (%)		-18.8%	4.3%	N/A	-36.3%	0.52
Return on Equity (%)		0.0%	4.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.0	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	53.6	N/A	0.00	N/A
Average Payment Period		0.00	39.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		0.00	1.1	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	8.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		10.0%	9.7%	1.03	-26.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	48.8%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$7,288		\$7,172	1.02	\$8,054	0.90
Inpatient Net Revenue per Day	\$936		\$1,121	0.83	\$958	0.98
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,519,808	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,643,418	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,876,390	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$714,554			Subtotal	\$0
Total Revenue	\$3,590,944	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,265,284	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	-\$674,340	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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	112.1%	73.9%	1.52	95.4%	1.18
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	112.1%	72.0%	1.56	95.4%	1.18
<b>Average Census (Patients)</b>					
Psychiatric	49.3	32.9	1.50	51.5	0.96
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	49.3	35.2	1.40	51.5	0.96
<b>Average Length of Stay (Days)</b>					
Psychiatric	12.6	6.5	1.96	13.8	0.92
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	12.5	6.5	1.93	13.8	0.91
<b>Outpatient Visits</b>					
Non-Emergency Visits	376	53,102	0.01	495	0.76
Emergency Visits	7,375	1,590	4.64	8,001	0.92
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	41.9	10.2	4.11	40.3	1.04
Nurses, Licensed	100.1	42.5	2.36	99.2	1.01
Psychologists	26.7	7.0	3.83	24.5	1.09
Social Workers	57.9	34.4	1.68	53.2	1.09
All Other Personnel	262.0	141.3	1.85	230.2	1.14
Total FTEs	488.5	235.3	2.08	447.4	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	20.2	15.0	1.34	19.4	1.04
Nurses, Licensed	48.2	62.8	0.77	47.8	1.01
Psychologists	12.8	10.3	1.25	11.8	1.09
Social Workers	27.9	50.8	0.55	25.6	1.09
All Other Personnel	126.2	209.0	0.60	110.8	1.14
Total FTEs	235.3	347.9	0.68	215.4	1.09

**Total Hospital:**

Beds Set Up & Staffed 44  
 Discharges 1,436  
 Inpatient Days 18,006

**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 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	44	1,424	18,006	112.1%	49.3	12.6
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.  
\*\* 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	41.9	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	9	5.8	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	15	87.1	Occupational Therapists	9	1	9.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	40	26	65.6	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	12	4	13.0	Psychologists	15	18	26.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	53	6	57.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	3	14.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	164	2	165.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>419</b>	<b>85</b>	<b>488.5</b>

**147 Milwaukee County Behavioral Health Complex**  
Milwaukee, WI 53226

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$9,236,607	5.8%	10.4%	0.56	7.6%	0.76
Medical Assistance	\$103,270,968	65.2%	42.2%	1.55	73.3%	0.89
Commercial	\$14,087,409	8.9%	41.1%	0.22	0.9%	9.47
All Other	\$31,788,461	20.1%	6.3%	3.16	18.1%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$4,553,922	2.9%	6.5%	0.44	1.5%	1.90
Medical Assistance	\$29,591,627	18.7%	22.1%	0.85	16.4%	1.14
Commercial	\$6,765,223	4.3%	16.0%	0.27	0.0%	245.37
Charity Care	\$12,406,486	7.8%	2.8%	2.77	8.9%	0.88
Bad Debt	\$353,224	0.2%	1.2%	0.18	0.2%	1.09
All Other	\$4,458,628	2.8%	2.0%	1.43	4.5%	0.62
Total Deductions	\$58,129,110	36.7%	50.7%	0.72	31.6%	1.16
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		51.2%	24.7%	2.07	50.4%	1.02
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$62,870,990	30.6%	53.6%	0.57	31.3%	0.98
Supplies & Services	\$140,985,733	68.6%	42.3%	1.62	67.8%	1.01
Capital Component	\$1,613,296	0.8%	4.2%	0.19	0.9%	0.92
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	4.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.9%	N/A	0.0%	N/A
Current Ratio		4.61	3.0	1.54	4.01	1.15
Days in Net Patient Accounts Receivable		86.00	53.6	1.61	111.07	0.77
Average Payment Period		28.75	39.8	0.72	33.03	0.87
Equity Financing (%)		39.6%	57.8%	0.69	39.2%	1.01
Long-Term Debt to Equity Ratio		0.06	0.3	0.18	0.13	0.49
Times Interest Earned		1.00	7.8	0.13	1.00	1.00
Total Asset Turnover		2.46	1.1	2.18	2.41	1.02
Average Age of Plant (Years)		26.57	8.5	3.12	25.11	1.06
Increase (Decrease) Total Net Patient Revenue		4.7%	9.7%	0.48	9.1%	0.51
Outpatient Gross Revenue (% of Total GPR)		72.9%	48.8%	1.49	75.1%	0.97
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$16,408		\$7,172	2.29	\$18,739	0.88
Inpatient Net Revenue per Day	\$1,145		\$1,121	1.02	\$1,348	0.85
Outpatient Net Revenue per Visit	\$9,940		\$529	18.79	\$8,310	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$158,383,445	Cash & Cash Equivalents	-\$1,242,373	Current Liabilities	\$16,077,918
Less Deductions	\$58,129,110	Net Patient Receivables	\$23,622,310	Long-Term Debt	\$2,051,152
Net Patient Revenue	\$100,254,335	Other Receivables	-\$14,402,398	Other Liabilities	\$32,269,282
Plus Other Revenue	\$105,215,684			Subtotal	\$50,398,352
Total Revenue	\$205,470,019	Land, Buildings & Equipment (Net)	\$5,301,057	Unrestricted Fund Balance	\$33,094,507
Less Expenses	\$205,470,019	Other Assets	\$70,214,263	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$83,492,859
Net Income	\$0	Total Assets	\$83,492,859		

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	83.0%	73.9%	1.12	77.4%	1.07
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	83.0%	72.0%	1.15	77.4%	1.07
<b>Average Census (Patients)</b>					
Psychiatric	59.0	32.9	1.79	55.0	1.07
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	59.0	35.2	1.68	55.0	1.07
<b>Average Length of Stay (Days)</b>					
Psychiatric	7.7	6.5	1.19	7.2	1.08
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	7.7	6.5	1.19	5.4	1.43
<b>Outpatient Visits</b>					
Non-Emergency Visits	20,125	53,102	0.38	69,942	0.29
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	30.6	10.2	3.00	20.5	1.49
Nurses, Licensed	35.0	42.5	0.82	56.3	0.62
Psychologists	2.8	7.0	0.41	3.0	0.95
Social Workers	70.4	34.4	2.05	33.6	2.10
All Other Personnel	346.9	141.3	2.45	609.0	0.57
Total FTEs	485.7	235.3	2.06	722.4	0.67
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	22.3	15.0	1.48	24.8	0.90
Nurses, Licensed	25.5	62.8	0.41	68.2	0.37
Psychologists	2.1	10.3	0.20	3.6	0.57
Social Workers	51.3	50.8	1.01	40.7	1.26
All Other Personnel	252.7	209.0	1.21	737.3	0.34
Total FTEs	353.9	347.9	1.02	874.5	0.40

**Total Hospital:**  
 Beds Set Up & Staffed 71  
 Discharges 2,793  
 Inpatient Days 21,521

**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 07/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	71	2,793	21,521	83.0%	59.0	7.7
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	30	3	30.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	22	6	22.4	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	3	2	3.6	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	28	50	28.7	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	5	2.3	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	1	1	1.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	4	14	4.5
Nurse Practitioners	4	0	4.0	Psychologists	2	2	2.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	61	31	70.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	161	183	214.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	84	37	99.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>403</b>	<b>334</b>	<b>485.7</b>

**099 Rogers Memorial Hospital Inc**  
Oconomowoc, WI 53066

			All PSYCH Hospitals		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	FY 2017	Ratio
			FY 2018			
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$8,806,353	5.2%	10.4%	0.50	5.4%	0.96
Medical Assistance	\$20,073,085	11.8%	42.2%	0.28	14.2%	0.83
Commercial	\$138,903,717	82.0%	41.1%	2.00	79.0%	1.04
All Other	\$1,690,663	1.0%	6.3%	0.16	1.3%	0.76
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$5,874,253	3.5%	6.5%	0.53	3.8%	0.91
Medical Assistance	\$13,931,475	8.2%	22.1%	0.37	8.8%	0.93
Commercial	\$45,598,393	26.9%	16.0%	1.68	24.1%	1.12
Charity Care	\$1,476,250	0.9%	2.8%	0.31	0.7%	1.18
Bad Debt	\$1,900,927	1.1%	1.2%	0.90	0.9%	1.21
All Other	\$2,764,455	1.6%	2.0%	0.83	0.0%	N/A
Total Deductions	\$71,545,753	42.2%	50.7%	0.83	38.4%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.2%	24.7%	0.01	1.0%	0.16
Net Gains/Losses as % of Net Income		N/A	4.7%	N/A	8.5%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$54,519,491	72.2%	53.6%	1.35	69.6%	1.04
Supplies & Services	\$13,144,095	17.4%	42.3%	0.41	20.4%	0.85
Capital Component	\$7,882,279	10.4%	4.2%	2.50	10.1%	1.04
<b>Fiscal Statistics</b>						
Operating Margin (%)		23.0%	4.1%	5.55	16.4%	1.40
Total Hospital Net Income (%)		22.8%	4.3%	5.25	17.7%	1.29
Return on Equity (%)		14.3%	4.9%	2.91	15.4%	0.93
Current Ratio		2.73	3.0	0.92	3.32	0.82
Days in Net Patient Accounts Receivable		42.53	53.6	0.79	40.33	1.05
Average Payment Period		77.43	39.8	1.95	42.38	1.83
Equity Financing (%)		61.1%	57.8%	1.06	59.0%	1.04
Long-Term Debt to Equity Ratio		0.45	0.3	1.31	0.52	0.87
Times Interest Earned		19.27	7.8	2.46	13.78	1.40
Total Asset Turnover		0.63	1.1	0.56	0.86	0.73
Average Age of Plant (Years)		5.30	8.5	0.62	3.19	1.66
Increase (Decrease) Total Net Patient Revenue		12.2%	9.7%	1.26	14.3%	0.85
Outpatient Gross Revenue (% of Total GPR)		56.7%	48.8%	1.16	8.8%	6.44
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$11,725		\$7,172	1.63	\$21,578	0.54
Inpatient Net Revenue per Day	\$1,508		\$1,121	1.35	\$2,926	0.52
Outpatient Net Revenue per Visit	\$3,333		\$529	6.30	\$116	28.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$169,473,818	Cash & Cash Equivalents	\$27,820,265	Current Liabilities	\$14,721,837
Less Deductions	\$71,545,753	Net Patient Receivables	\$11,410,008	Long-Term Debt	\$43,178,933
Net Patient Revenue	\$97,928,065	Other Receivables	\$113,833	Other Liabilities	\$2,680,932
Plus Other Revenue	\$151,323			Subtotal	\$60,581,702
Total Revenue	\$98,079,388	Land, Buildings & Equipment (Net)	\$77,743,309	Unrestricted Fund Balance	\$95,316,617
Less Expenses	\$75,545,865	Other Assets	\$38,810,904	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$283,981			Total Liabilities & Fund Balance	\$155,898,319
Net Income	\$22,249,542	Total Assets	\$155,898,319		



**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	75.3%	73.9%	1.02	61.8%	1.22
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	75.3%	72.0%	1.05	61.8%	1.22
<b>Average Census (Patients)</b>					
Psychiatric	21.1	32.9	0.64	17.3	1.22
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	21.1	35.2	0.60	17.3	1.22
<b>Average Length of Stay (Days)</b>					
Psychiatric	12.0	6.5	1.86	9.3	1.29
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	12.0	6.5	1.85	9.3	1.29
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	53,102	N/A	0	N/A
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	10.2	0.20	1.6	1.25
Nurses, Licensed	10.3	42.5	0.24	14.1	0.73
Psychologists	0.6	7.0	0.09	0.6	1.00
Social Workers	4.2	34.4	0.12	4.2	1.00
All Other Personnel	29.1	141.3	0.21	28.4	1.02
Total FTEs	46.2	235.3	0.20	48.9	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	9.7	15.0	0.65	9.5	1.03
Nurses, Licensed	49.8	62.8	0.79	83.5	0.60
Psychologists	2.9	10.3	0.28	3.5	0.82
Social Workers	20.4	50.8	0.40	24.8	0.82
All Other Personnel	141.2	209.0	0.68	168.0	0.84
Total FTEs	224.0	347.9	0.64	289.3	0.77

**Total Hospital:**  
 Beds Set Up & Staffed 28  
 Discharges 641  
 Inpatient Days 7,692

**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 12/31/2018	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	28	641	7,692	75.3%	21.1	12.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* 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	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	7	18	10.3	Occupational Therapists	1	2	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	2	2.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	13	18.0	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	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	0	1.0
Health Info Mgmt-Administrators/Technicians	2	2	3.0	All Other Personnel	2	3	2.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>34</b>	<b>48</b>	<b>46.2</b>

**140 Waukesha County Mental Health Center**  
Waukesha, WI 53188

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$3,614,545	43.2%	10.4%	4.15	35.5%	1.22
Medical Assistance	\$1,571,807	18.8%	42.2%	0.45	16.0%	1.17
Commercial	\$1,392,994	16.6%	41.1%	0.41	20.0%	0.83
All Other	\$1,787,712	21.4%	6.3%	3.37	28.5%	0.75
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$2,215,222	26.5%	6.5%	4.08	13.7%	1.93
Medical Assistance	\$559,889	6.7%	22.1%	0.30	7.2%	0.93
Commercial	\$810,732	9.7%	16.0%	0.60	12.2%	0.79
Charity Care	\$0	0.0%	2.8%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	1.2%	N/A	0.0%	N/A
All Other	\$1,225,019	14.6%	2.0%	7.44	20.5%	0.72
Total Deductions	\$4,810,862	57.5%	50.7%	1.14	53.6%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		53.2%	24.7%	2.15	55.0%	0.97
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$5,371,711	70.7%	53.6%	1.32	69.7%	1.02
Supplies & Services	\$2,031,965	26.8%	42.3%	0.63	27.8%	0.96
Capital Component	\$190,913	2.5%	4.2%	0.60	2.6%	0.98
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	4.1%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.9%	N/A	0.0%	N/A
Current Ratio		0.00	3.0	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	53.6	N/A	0.00	N/A
Average Payment Period		0.00	39.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	57.8%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		0.00	1.1	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	8.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		11.0%	9.7%	1.14	25.8%	0.43
Outpatient Gross Revenue (% of Total GPR)		N/A	48.8%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$5,548		\$7,172	0.77	\$4,711	1.18
Inpatient Net Revenue per Day	\$473		\$1,121	0.42	\$519	0.91
Outpatient Net Revenue per Visit	\$0		\$529	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$8,367,058	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$4,810,862	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,556,196	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,038,393			Subtotal	\$0
Total Revenue	\$7,594,589	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$7,594,589	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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	82.0%	73.9%	1.11	87.7%	0.93
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	69.2%	72.0%	0.96	87.0%	0.80
<b>Average Census (Patients)</b>					
Psychiatric	13.1	32.9	0.40	14.0	0.93
Alcoholism/Chemical Dependency	0.6	1.3	0.46	0.8	0.79
Total Hospital	29.1	35.2	0.83	25.2	1.15
<b>Average Length of Stay (Days)</b>					
Psychiatric	6.0	6.5	0.93	7.1	0.85
Alcoholism/Chemical Dependency	2.9	3.1	0.95	2.9	1.01
Total Hospital	12.2	6.5	1.88	11.1	1.10
<b>Outpatient Visits</b>					
Non-Emergency Visits	182,562	53,102	3.44	144,027	1.27
Emergency Visits	3,647	1,590	2.29	2,766	1.32
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	10.2	0.20	2.0	1.00
Nurses, Licensed	17.1	42.5	0.40	16.4	1.04
Psychologists	3.0	7.0	0.43	3.0	1.00
Social Workers	47.7	34.4	1.39	47.4	1.01
All Other Personnel	308.6	141.3	2.18	300.8	1.03
Total FTEs	378.3	235.3	1.61	369.6	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	2.3	15.0	0.15	2.8	0.84
Nurses, Licensed	19.8	62.8	0.32	22.8	0.87
Psychologists	3.5	10.3	0.34	4.2	0.84
Social Workers	55.5	50.8	1.09	65.8	0.84
All Other Personnel	359.0	209.0	1.72	417.8	0.86
Total FTEs	440.2	347.9	1.27	513.3	0.86

**Total Hospital:**  
 Beds Set Up & Staffed 42  
 Discharges 870  
 Inpatient Days 10,614

**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 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	16	795	4,788	82.0%	13.1	6.0
<b>Alcoholism/chemical dependency</b>	1	0	75	219	0.0%	0.6	2.9
<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>	1	26	351	5,607	59.1%	15.4	16.0

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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	10	3	11.5	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	3.1	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	7	17.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	2	1	2.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.5	Dietitians & Nutritionists	0	3	1.2
Nurse Practitioners	2	1	2.5	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	41	8	47.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	85	53.7
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	140	147	221.6
Pharmacy Personnel	3	4	4.5				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>234</b>	<b>263</b>	<b>378.3</b>

**144 North Central Health Care**  
Wausau, WI 54403

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$12,082,921	24.8%	10.4%	2.38	18.0%	1.38
Medical Assistance	\$28,339,909	58.2%	42.2%	1.38	60.9%	0.96
Commercial	\$3,228,810	6.6%	41.1%	0.16	7.0%	0.95
All Other	\$5,005,267	10.3%	6.3%	1.62	14.1%	0.73
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$6,933,048	14.2%	6.5%	2.19	10.4%	1.37
Medical Assistance	\$6,492,470	13.3%	22.1%	0.60	14.8%	0.90
Commercial	\$1,190,849	2.4%	16.0%	0.15	2.6%	0.95
Charity Care	\$4,185,024	8.6%	2.8%	3.04	12.0%	0.72
Bad Debt	\$356,193	0.7%	1.2%	0.59	1.0%	0.76
All Other	-\$56,839	-0.1%	2.0%	N/A	-0.1%	1.26
Total Deductions	\$19,100,745	39.3%	50.7%	0.78	40.6%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		35.4%	24.7%	1.43	39.8%	0.89
Net Gains/Losses as % of Net Income		159.2%	4.7%	16.23	9.8%	16.23
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$26,300,556	57.4%	53.6%	1.07	60.5%	0.95
Supplies & Services	\$17,669,792	38.6%	42.3%	0.91	35.3%	1.09
Capital Component	\$1,853,781	4.0%	4.2%	0.97	4.1%	0.98
<b>Fiscal Statistics</b>						
Operating Margin (%)		-0.2%	4.1%	N/A	4.1%	N/A
Total Hospital Net Income (%)		0.4%	4.3%	0.08	4.5%	0.08
Return on Equity (%)		0.4%	4.9%	0.07	4.7%	0.08
Current Ratio		2.54	3.0	0.85	3.38	0.75
Days in Net Patient Accounts Receivable		34.76	53.6	0.65	38.04	0.91
Average Payment Period		35.29	39.8	0.89	32.97	1.07
Equity Financing (%)		74.2%	57.8%	1.28	81.3%	0.91
Long-Term Debt to Equity Ratio		0.03	0.3	0.08	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		0.99	1.1	0.88	1.05	0.95
Average Age of Plant (Years)		17.74	8.5	2.09	20.71	0.86
Increase (Decrease) Total Net Patient Revenue		22.8%	9.7%	2.35	23.9%	0.95
Outpatient Gross Revenue (% of Total GPR)		83.8%	48.8%	1.72	79.8%	1.05
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$5,070		\$7,172	0.71	\$5,155	0.98
Inpatient Net Revenue per Day	\$869		\$1,121	0.78	\$804	1.08
Outpatient Net Revenue per Visit	\$137		\$529	0.26	\$138	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,656,907	Cash & Cash Equivalents	\$3,890,914	Current Liabilities	\$4,284,982
Less Deductions	\$19,100,745	Net Patient Receivables	\$2,814,618	Long-Term Debt	\$999,908
Net Patient Revenue	\$29,556,162	Other Receivables	\$3,683,043	Other Liabilities	\$6,587,067
Plus Other Revenue	\$16,168,539			Subtotal	\$11,871,957
Total Revenue	\$45,724,701	Land, Buildings & Equipment (Net)	\$8,132,078	Unrestricted Fund Balance	\$34,208,476
Less Expenses	\$45,824,129	Other Assets	\$27,559,780	Restricted Fund Balance	\$3,213,262
Non-Operating Gains/Losses	\$267,498			Total Liabilities & Fund Balance	\$46,080,433
Net Income	\$168,070	Total Assets	\$46,080,433		

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

Fiscal Year: 01/01 to 12/31  
 Type: Psychiatric  
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	77.4%	73.9%	1.05	80.8%	0.96
Alcoholism/Chemical Dependency	44.9%	43.2%	1.04	48.9%	0.92
Total Hospital	70.3%	72.0%	0.98	73.8%	0.95
<b>Average Census (Patients)</b>					
Psychiatric	54.9	32.9	1.67	57.4	0.96
Alcoholism/Chemical Dependency	9.0	1.3	6.83	9.8	0.92
Total Hospital	63.9	35.2	1.82	67.1	0.95
<b>Average Length of Stay (Days)</b>					
Psychiatric	4.5	6.5	0.69	4.9	0.91
Alcoholism/Chemical Dependency	3.1	3.1	1.02	3.1	1.00
Total Hospital	4.2	6.5	0.65	4.6	0.93
<b>Outpatient Visits</b>					
Non-Emergency Visits	78,918	53,102	1.49	79,585	0.99
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	11.0	10.2	1.08	7.0	1.57
Nurses, Licensed	105.3	42.5	2.48	102.7	1.03
Psychologists	36.7	7.0	5.28	41.4	0.89
Social Workers	66.8	34.4	1.94	68.8	0.97
All Other Personnel	257.8	141.3	1.82	252.2	1.02
Total FTEs	477.6	235.3	2.03	472.0	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	10.3	15.0	0.68	6.5	1.58
Nurses, Licensed	98.6	62.8	1.57	95.9	1.03
Psychologists	34.4	10.3	3.34	38.6	0.89
Social Workers	62.6	50.8	1.23	64.3	0.97
All Other Personnel	241.4	209.0	1.16	235.5	1.03
Total FTEs	447.2	347.9	1.29	440.8	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 91  
 Discharges 5,501  
 Inpatient Days 23,334

**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 12/31/2018	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	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
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	71	4,498	20,053	77.4%	54.9	4.5
<b>Alcoholism/chemical dependency</b>	1	20	1,052	3,281	44.9%	9.0	3.1
<b>ICU/CCU</b>							
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
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	0	11.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	21	7	21.0	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	69	49	102.0	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	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	1	4	4.7
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	3	2.7
Nurse Practitioners	2	0	2.0	Psychologists	30	10	36.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	51	32	66.8
Clinical Nurse Specialists	1	1	1.2	All Other Health Professionals	114	61	144.2
Health Info Mgmt-Administrators/Technicians	3	3	4.5	All Other Personnel	57	19	68.1
Pharmacy Personnel	7	2	8.6				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>373</b>	<b>191</b>	<b>477.6</b>



**149 Aurora Psychiatric Hospital**  
Wauwatosa, WI 53213

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$19,447,569	13.7%	10.4%	1.32	14.3%	0.96
Medical Assistance	\$64,778,066	45.8%	42.2%	1.09	43.2%	1.06
Commercial	\$54,710,161	38.7%	41.1%	0.94	40.9%	0.94
All Other	\$2,579,234	1.8%	6.3%	0.29	1.6%	1.17
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$14,768,089	10.4%	6.5%	1.61	10.3%	1.01
Medical Assistance	\$48,250,944	34.1%	22.1%	1.54	31.1%	1.10
Commercial	\$29,820,794	21.1%	16.0%	1.31	22.5%	0.93
Charity Care	\$1,057,425	0.7%	2.8%	0.26	0.8%	0.97
Bad Debt	\$2,063,664	1.5%	1.2%	1.17	2.3%	0.63
All Other	\$1,025,423	0.7%	2.0%	0.37	0.6%	1.31
Total Deductions	\$96,986,339	68.5%	50.7%	1.35	67.6%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		3.2%	24.7%	0.13	1.2%	2.58
Net Gains/Losses as % of Net Income		0.0%	4.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$26,255,287	62.6%	53.6%	1.17	65.0%	0.96
Supplies & Services	\$14,110,708	33.6%	42.3%	0.80	31.8%	1.06
Capital Component	\$1,570,114	3.7%	4.2%	0.90	3.2%	1.15
<b>Fiscal Statistics</b>						
Operating Margin (%)		8.8%	4.1%	2.12	16.1%	0.55
Total Hospital Net Income (%)		8.8%	4.3%	2.03	15.8%	0.56
Return on Equity (%)		11.0%	4.9%	2.24	20.5%	0.54
Current Ratio		-0.63	3.0	N/A	1.17	N/A
Days in Net Patient Accounts Receivable		62.77	53.6	1.17	62.07	1.01
Average Payment Period		39.77	39.8	1.00	57.20	0.70
Equity Financing (%)		88.0%	57.8%	1.52	83.5%	1.05
Long-Term Debt to Equity Ratio		0.00	0.3	N/A	0.00	N/A
Times Interest Earned		0.00	7.8	N/A	0.00	N/A
Total Asset Turnover		1.25	1.1	1.11	1.30	0.96
Average Age of Plant (Years)		7.35	8.5	0.86	8.12	0.90
Increase (Decrease) Total Net Patient Revenue		-0.4%	9.7%	N/A	19.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		39.8%	48.8%	0.82	37.7%	1.05
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$4,621		\$7,172	0.64	\$5,077	0.91
Inpatient Net Revenue per Day	\$1,083		\$1,121	0.97	\$1,122	0.97
Outpatient Net Revenue per Visit	\$268		\$529	0.51	\$258	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$141,515,030	Cash & Cash Equivalents	-\$10,548,162	Current Liabilities	\$4,405,970
Less Deductions	\$96,986,339	Net Patient Receivables	\$7,657,166	Long-Term Debt	\$0
Net Patient Revenue	\$44,528,691	Other Receivables	\$5,214	Other Liabilities	\$0
Plus Other Revenue	\$1,448,503			Subtotal	\$4,405,970
Total Revenue	\$45,977,194	Land, Buildings & Equipment (Net)	\$37,944,716	Unrestricted Fund Balance	\$32,387,969
Less Expenses	\$41,936,109	Other Assets	\$1,735,005	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$36,793,939
Net Income	\$4,041,085	Total Assets	\$36,793,939		

**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 2018	All PSYCH Hospitals		FY 2018 vs. 2017	
		Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	77.1%	73.9%	1.04	71.9%	1.07
Alcoholism/Chemical Dependency	0.0%	43.2%	N/A	0.0%	N/A
Total Hospital	77.1%	72.0%	1.07	71.9%	1.07
<b>Average Census (Patients)</b>					
Psychiatric	56.3	32.9	1.71	58.3	0.97
Alcoholism/Chemical Dependency	0.0	1.3	N/A	0.0	N/A
Total Hospital	56.3	35.2	1.60	58.3	0.97
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.4	6.5	0.84	5.5	0.99
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	6.5	0.84	4.2	1.31
<b>Outpatient Visits</b>					
Non-Emergency Visits	30,830	53,102	0.58	31,222	0.99
Emergency Visits	0	1,590	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	6.5	10.2	0.63	1.5	4.30
Nurses, Licensed	46.4	42.5	1.09	46.7	0.99
Psychologists	3.0	7.0	0.43	13.2	0.23
Social Workers	51.7	34.4	1.50	33.9	1.53
All Other Personnel	150.8	141.3	1.07	186.9	0.81
Total FTEs	258.4	235.3	1.10	282.2	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	8.3	15.0	0.55	1.5	5.64
Nurses, Licensed	60.0	62.8	0.96	46.1	1.30
Psychologists	3.9	10.3	0.38	13.0	0.30
Social Workers	66.9	50.8	1.32	33.5	2.00
All Other Personnel	195.2	209.0	0.93	184.5	1.06
Total FTEs	334.3	347.9	0.96	278.6	1.20

**Total Hospital:**  
 Beds Set Up & Staffed 73  
 Discharges 3,779  
 Inpatient Days 20,537

**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 07/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	73	3,779	20,537	77.1%	56.3	5.4
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	1	6.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	1	0	1.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	18	30	37.5	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	10	4.8	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	2	2.0	Dietitians & Nutritionists	2	2	3.2
Nurse Practitioners	1	4	4.1	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	35	19	51.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	19	64.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	57	22	64.2
Pharmacy Personnel	1	2	1.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>199</b>	<b>111</b>	<b>258.4</b>

**192 Rogers Memorial Hospital - Milwaukee**

West Allis, WI 53227

Selected Financial Statistics	FY 2018		All PSYCH Hospitals		FY 2018 vs. 2017	
			Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$7,300,642	7.6%	10.4%	0.73	8.7%	0.87
Medical Assistance	\$49,644,854	51.6%	42.2%	1.22	53.9%	0.96
Commercial	\$38,881,189	40.4%	41.1%	0.98	37.0%	1.09
All Other	\$372,842	0.4%	6.3%	0.06	0.4%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$4,875,673	5.1%	6.5%	0.78	6.1%	0.84
Medical Assistance	\$33,487,596	34.8%	22.1%	1.58	34.7%	1.00
Commercial	\$14,340,740	14.9%	16.0%	0.93	18.2%	0.82
Charity Care	\$1,725,046	1.8%	2.8%	0.63	0.6%	2.88
Bad Debt	\$1,190,790	1.2%	1.2%	1.00	2.3%	0.54
All Other	\$4,547,587	4.7%	2.0%	2.40	0.0%	N/A
Total Deductions	\$60,167,432	62.5%	50.7%	1.23	61.9%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.0%	24.7%	N/A	0.3%	N/A
Net Gains/Losses as % of Net Income		N/A	4.7%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$28,706,978	74.5%	53.6%	1.39	71.4%	1.04
Supplies & Services	\$6,694,726	17.4%	42.3%	0.41	20.7%	0.84
Capital Component	\$3,141,213	8.1%	4.2%	1.95	7.9%	1.03
<b>Fiscal Statistics</b>						
Operating Margin (%)		-7.0%	4.1%	N/A	-13.2%	0.53
Total Hospital Net Income (%)		-5.7%	4.3%	N/A	-10.5%	0.55
Return on Equity (%)		-3.6%	4.9%	N/A	-5.7%	0.64
Current Ratio		2.68	3.0	0.90	3.32	0.81
Days in Net Patient Accounts Receivable		39.46	53.6	0.74	64.91	0.61
Average Payment Period		54.05	39.8	1.36	49.11	1.10
Equity Financing (%)		60.9%	57.8%	1.05	59.0%	1.03
Long-Term Debt to Equity Ratio		0.46	0.3	1.32	0.52	0.88
Times Interest Earned		-2.01	7.8	N/A	-3.71	0.54
Total Asset Turnover		0.63	1.1	0.56	0.53	1.19
Average Age of Plant (Years)		6.09	8.5	0.72	6.14	0.99
Increase (Decrease) Total Net Patient Revenue		0.9%	9.7%	0.10	1.2%	0.77
Outpatient Gross Revenue (% of Total GPR)		26.6%	48.8%	0.55	22.0%	1.21
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$6,271		\$7,172	0.87	\$5,294	1.18
Inpatient Net Revenue per Day	\$1,145		\$1,121	1.02	\$940	1.22
Outpatient Net Revenue per Visit	\$439		\$529	0.83	\$345	1.27

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$96,199,527	Cash & Cash Equivalents	\$10,236,314	Current Liabilities	\$5,416,819
Less Deductions	\$60,167,432	Net Patient Receivables	\$3,895,460	Long-Term Debt	\$15,887,452
Net Patient Revenue	\$36,032,095	Other Receivables	\$41,884	Other Liabilities	\$986,434
Plus Other Revenue	\$0			Subtotal	\$22,290,705
Total Revenue	\$36,032,095	Land, Buildings & Equipment (Net)	\$28,605,225	Unrestricted Fund Balance	\$34,768,438
Less Expenses	\$38,542,917	Other Assets	\$14,280,260	Restricted Fund Balance	\$1,451,124
Non-Operating Gains/Losses	\$430,699			Total Liabilities & Fund Balance	\$57,059,143
Net Income	-\$2,080,123	Total Assets	\$57,059,143		