

319 Rogers Memorial Hospital - Brown Deer
 4600 West Schroeder Drive
 Brown Deer, WI 53223
 414-865-2500

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

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

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	82.8%	74.2%	1.12	77.0%	1.08
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	82.8%	73.4%	1.13	77.0%	1.08
Average Census (Patients)					
Psychiatric	46.4	33.7	1.38	43.1	1.08
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	46.4	36.5	1.27	43.1	1.08
Average Length of Stay (Days)					
Psychiatric	6.0	6.6	0.90	5.6	1.06
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	6.0	6.7	0.89	5.6	1.07
Outpatient Visits					
Non-Emergency Visits	27,466	50,351	0.55	27,519	1.00
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	8.0	10.4	0.77	10.0	0.80
Nurses, Licensed	47.5	47.8	0.99	39.8	1.19
Psychologists	3.8	12.6	0.30	3.8	1.00
Social Workers	42.4	26.8	1.58	44.1	0.96
All Other Personnel	160.4	167.6	0.96	137.5	1.17
Total FTEs	262.1	265.2	0.99	235.1	1.11
FTEs per 100 Patient Census (Adjusted)					
Administrators	12.4	15.5	0.81	16.5	0.75
Nurses, Licensed	73.8	71.2	1.04	65.6	1.13
Psychologists	5.9	18.7	0.32	6.3	0.94
Social Workers	66.0	39.9	1.66	72.7	0.91
All Other Personnel	249.6	249.6	1.00	226.9	1.10
Total FTEs	407.8	394.8	1.03	388.0	1.05

Total Hospital:

Beds Set Up & Staffed 56
 Discharges 2,824
 Inpatient Days 16,924

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 07/31/2019	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	2,838	16,924	82.8%	46.4	6.0
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	8	0	8.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	7	1	7.8	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	2	0	2.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	28	14	42.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.8	Dietitians & Nutritionists	1	1	1.7
Nurse Practitioners	3	0	3.0	Psychologists	3	1	3.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	35	7	42.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	48	25	73.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	13	61.9
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	197	65	262.1

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics			Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,707,915	8.4%	11.3%	0.74	6.3%	1.34
Medical Assistance	\$37,136,666	46.3%	43.1%	1.08	44.1%	1.05
Commercial	\$36,074,734	45.0%	39.4%	1.14	49.3%	0.91
All Other	\$300,839	0.4%	6.2%	0.06	0.3%	1.32
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,811,488	6.0%	7.0%	0.85	4.0%	1.48
Medical Assistance	\$25,276,059	31.5%	20.8%	1.51	32.9%	0.96
Commercial	\$16,814,008	21.0%	15.8%	1.33	19.4%	1.08
Charity Care	\$1,087,987	1.4%	2.6%	0.53	1.2%	1.15
Bad Debt	\$1,477,494	1.8%	1.4%	1.30	1.2%	1.52
All Other	\$450,631	0.6%	1.7%	0.32	1.9%	0.29
Total Deductions	\$49,917,666	62.2%	49.4%	1.26	60.7%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.2%	22.6%	0.01	0.1%	3.70
Net Gains/Losses as % of Net Income		N/A	19.6%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$21,471,978	67.6%	50.9%	1.33	75.3%	0.90
Supplies & Services	\$8,326,276	26.2%	45.5%	0.58	17.1%	1.53
Capital Component	\$1,959,387	6.2%	3.6%	1.69	7.6%	0.81
Fiscal Statistics						
Operating Margin (%)		-4.6%	3.5%	N/A	-10.8%	0.42
Total Hospital Net Income (%)		-2.3%	4.4%	N/A	-9.6%	0.24
Return on Equity (%)		-1.9%	4.7%	N/A	-6.1%	0.30
Current Ratio		2.28	2.3	0.99	2.66	0.86
Days in Net Patient Accounts Receivable		56.07	52.0	1.08	38.40	1.46
Average Payment Period		59.18	46.8	1.26	52.23	1.13
Equity Financing (%)		1.6%	22.0%	0.07	60.9%	0.03
Long-Term Debt to Equity Ratio		14.39	0.9	16.50	0.46	31.40
Times Interest Earned		-1.22	8.3	N/A	-4.31	0.28
Total Asset Turnover		0.80	1.1	0.74	0.63	1.26
Average Age of Plant (Years)		3.90	10.7	0.36	5.69	0.69
Increase (Decrease) Total Net Patient Revenue		2.9%	8.6%	0.34	10.3%	0.28
Outpatient Gross Revenue (% of Total GPR)		28.2%	48.3%	0.58	28.4%	0.99
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,495		\$7,547	0.99	\$7,660	0.98
Inpatient Net Revenue per Day	\$1,257		\$1,179	1.07	\$1,354	0.93
Outpatient Net Revenue per Visit	\$386		\$624	0.62	\$324	1.19
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$80,220,154		Cash & Cash Equivalents	\$6,427,316	Current Liabilities	\$4,895,967
Less Deductions	\$49,917,666		Net Patient Receivables	\$4,654,990	Long-Term Debt	\$8,983,597
Net Patient Revenue	\$30,302,488		Other Receivables	\$7,138	Other Liabilities	\$23,560,437
Plus Other Revenue	\$59,217				Subtotal	\$37,440,001
Total Revenue	\$30,361,703		Land, Buildings & Equipment (Net)	\$11,986,945	Unrestricted Fund Balance	\$624,174
Less Expenses	\$31,757,640		Other Assets	\$14,987,786	Restricted Fund Balance	\$1,709,062
Non-Operating Gains/Losses	\$683,700				Total Liabilities & Fund Balance	\$38,064,175
Net Income	-\$712,237		Total Assets	\$38,064,175		

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		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	49.2%	74.2%	0.66	51.0%	0.96
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	49.2%	73.4%	0.67	51.0%	0.96
Average Census (Patients)					
Psychiatric	12.3	33.7	0.37	12.8	0.96
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	12.3	36.5	0.34	12.8	0.96
Average Length of Stay (Days)					
Psychiatric	5.4	6.6	0.82	5.4	1.00
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.4	6.7	0.81	5.4	1.00
Outpatient Visits					
Non-Emergency Visits	0	50,351	N/A	0	N/A
Emergency Visits	1,209	1,378	0.88	1,698	0.71
Full-Time Equivalents (FTEs)					
Administrators	0.1	10.4	0.01	0.1	1.00
Nurses, Licensed	11.4	47.8	0.24	18.1	0.63
Psychologists	0.1	12.6	0.01	0.1	1.00
Social Workers	1.5	26.8	0.06	2.0	0.75
All Other Personnel	27.4	167.6	0.16	31.8	0.86
Total FTEs	40.5	265.2	0.15	52.1	0.78
FTEs per 100 Patient Census (Adjusted)					
Administrators	0.8	15.5	0.05	0.8	1.04
Nurses, Licensed	92.3	71.2	1.30	141.9	0.65
Psychologists	0.8	18.7	0.04	0.8	1.04
Social Workers	12.2	39.9	0.31	15.7	0.78
All Other Personnel	222.8	249.6	0.89	249.1	0.89
Total FTEs	328.9	394.8	0.83	408.3	0.81

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 828
 Inpatient Days 4,489

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 12/31/2019	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	828	4,489	49.2%	12.3	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	2.3	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	6	4	7.3	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	3	3.1	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	7	13	12.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	1	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	1.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	1	0.5
Health Info Mgmt-Administrators/Technicians	0	10	4.1	All Other Personnel	1	19	5.2
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	21	57	40.5

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$406,753	7.6%	11.3%	0.67	6.7%	1.13
Medical Assistance	\$730,135	13.6%	43.1%	0.31	12.0%	1.13
Commercial	\$803,700	14.9%	39.4%	0.38	11.1%	1.34
All Other	\$3,446,212	64.0%	6.2%	10.32	70.2%	0.91
Deductions as % of Total Gross Patient Revenue						
Medicare	\$0	0.0%	7.0%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	20.8%	N/A	0.0%	N/A
Commercial	\$0	0.0%	15.8%	N/A	0.0%	N/A
Charity Care	\$0	0.0%	2.6%	N/A	0.0%	N/A
Bad Debt	\$922,212	17.1%	1.4%	12.04	10.6%	1.62
All Other	\$0	0.0%	1.7%	N/A	0.0%	N/A
Total Deductions	\$922,212	17.1%	49.4%	0.35	10.6%	1.62
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	22.6%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,273,259	75.4%	50.9%	1.48	80.0%	0.94
Supplies & Services	\$1,045,659	24.1%	45.5%	0.53	19.6%	1.23
Capital Component	\$21,000	0.5%	3.6%	0.13	0.5%	1.01
Fiscal Statistics						
Operating Margin (%)		2.8%	3.5%	0.79	0.0%	N/A
Total Hospital Net Income (%)		2.8%	4.4%	0.64	0.0%	N/A
Return on Equity (%)		0.0%	4.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	52.0	N/A	0.00	N/A
Average Payment Period		0.00	46.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	22.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		0.00	8.3	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	10.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		2.1%	8.6%	0.25	-2.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	48.3%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,506	\$7,547	0.86	\$5,697	1.14
Inpatient Net Revenue per Day		\$1,200	\$1,179	1.02	\$1,050	1.14
Outpatient Net Revenue per Visit		\$0	\$624	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,386,800	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$922,212	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$4,464,588	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$4,464,588	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,339,918	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$124,670	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

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

Control: Other Not-For-Profit

Selected Utilization Statistics		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	39.0%	74.2%	0.53	39.1%	1.00
Alcoholism/Chemical Dependency	51.6%	46.9%	1.10	37.5%	1.38
Total Hospital	40.4%	73.4%	0.55	38.9%	1.04
Average Census (Patients)					
Psychiatric	18.3	33.7	0.54	18.4	1.00
Alcoholism/Chemical Dependency	3.1	1.4	2.18	2.2	1.38
Total Hospital	21.4	36.5	0.59	20.6	1.04
Average Length of Stay (Days)					
Psychiatric	5.2	6.6	0.78	5.4	0.96
Alcoholism/Chemical Dependency	3.1	3.1	0.99	2.9	1.08
Total Hospital	4.7	6.7	0.70	4.9	0.96
Outpatient Visits					
Non-Emergency Visits	78,819	50,351	1.57	84,487	0.93
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	2.0	10.4	0.19	2.0	1.00
Nurses, Licensed	48.6	47.8	1.02	54.4	0.89
Psychologists	8.8	12.6	0.70	5.8	1.53
Social Workers	53.4	26.8	1.99	54.0	0.99
All Other Personnel	70.1	167.6	0.42	62.3	1.13
Total FTEs	182.9	265.2	0.69	178.4	1.03
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.6	15.5	0.23	3.9	0.93
Nurses, Licensed	88.0	71.2	1.24	105.7	0.83
Psychologists	16.0	18.7	0.85	11.2	1.43
Social Workers	96.6	39.9	2.42	105.0	0.92
All Other Personnel	126.9	249.6	0.51	121.1	1.05
Total FTEs	331.1	394.8	0.84	346.9	0.95

Total Hospital:

Beds Set Up & Staffed 53
Discharges 1,661
Inpatient Days 7,821

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 09/30/2019	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	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	47	1,299	6,690	39.0%	18.3	5.2
Alcoholism/chemical dependency	1	6	362	1,131	51.6%	3.1	3.1
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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	11	1	11.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	26	15	36.3	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	4	3	6.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	12	11.9	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	6	4	8.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	45	13	53.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	5	10.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	26	8	29.5
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	141	64	182.9

172 Bellin Psychiatric Center

Green Bay, WI 54305

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,112,098	17.4%	11.3%	1.53	19.5%	0.89
Medical Assistance	\$14,588,189	31.2%	43.1%	0.72	28.1%	1.11
Commercial	\$21,983,676	47.0%	39.4%	1.19	48.4%	0.97
All Other	\$2,061,654	4.4%	6.2%	0.71	4.0%	1.10
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,971,282	10.6%	7.0%	1.51	11.9%	0.89
Medical Assistance	\$9,408,628	20.1%	20.8%	0.97	18.3%	1.10
Commercial	\$6,624,042	14.2%	15.8%	0.90	14.4%	0.99
Charity Care	\$896,566	1.9%	2.6%	0.75	1.4%	1.33
Bad Debt	\$846,489	1.8%	1.4%	1.27	1.5%	1.20
All Other	\$775,469	1.7%	1.7%	0.95	1.9%	0.86
Total Deductions	\$23,522,476	50.3%	49.4%	1.02	49.5%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		2.3%	22.6%	0.10	1.9%	1.19
Net Gains/Losses as % of Net Income		N/A	19.6%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$20,299,799	78.9%	50.9%	1.55	78.5%	1.01
Supplies & Services	\$4,716,260	18.3%	45.5%	0.40	18.1%	1.01
Capital Component	\$708,066	2.8%	3.6%	0.76	3.4%	0.81
Fiscal Statistics						
Operating Margin (%)		-8.2%	3.5%	N/A	-6.3%	1.30
Total Hospital Net Income (%)		-7.2%	4.4%	N/A	-4.9%	1.46
Return on Equity (%)		-8.8%	4.7%	N/A	-6.1%	1.45
Current Ratio		2.97	2.3	1.29	2.76	1.08
Days in Net Patient Accounts Receivable		37.12	52.0	0.71	35.51	1.05
Average Payment Period		31.68	46.8	0.68	31.11	1.02
Equity Financing (%)		31.8%	22.0%	1.44	43.0%	0.74
Long-Term Debt to Equity Ratio		0.31	0.9	0.35	0.28	1.09
Times Interest Earned		-10.52	8.3	N/A	-5.84	1.80
Total Asset Turnover		1.21	1.1	1.12	1.21	0.99
Average Age of Plant (Years)		9.38	10.7	0.88	7.14	1.31
Increase (Decrease) Total Net Patient Revenue		5.0%	8.6%	0.58	6.6%	0.75
Outpatient Gross Revenue (% of Total GPR)		60.9%	48.3%	1.26	59.9%	1.02
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,516	\$7,547	0.86	\$6,599	0.99
Inpatient Net Revenue per Day		\$1,375	\$1,179	1.17	\$1,348	1.02
Outpatient Net Revenue per Visit		\$168	\$624	0.27	\$150	1.12
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,745,616	Cash & Cash Equivalents	\$4,151,855	Current Liabilities	\$2,191,717	
Less Deductions	\$23,522,476	Net Patient Receivables	\$2,361,879	Long-Term Debt	\$1,931,918	
Net Patient Revenue	\$23,223,140	Other Receivables	\$0	Other Liabilities	\$9,312,027	
Plus Other Revenue	\$544,124			Subtotal	\$13,435,662	
Total Revenue	\$23,767,264	Land, Buildings & Equipment (Net)	\$7,165,431	Unrestricted Fund Balance	\$6,259,193	
Less Expenses	\$25,724,125	Other Assets	\$6,015,690	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$224,523			Total Liabilities & Fund Balance	\$19,694,855	
Net Income	-\$1,732,338	Total Assets	\$19,694,855			

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		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	75.5%	74.2%	1.02	70.8%	1.07
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	75.5%	73.4%	1.03	70.8%	1.07
Average Census (Patients)					
Psychiatric	12.1	33.7	0.36	11.3	1.07
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	12.1	36.5	0.33	11.3	1.07
Average Length of Stay (Days)					
Psychiatric	6.5	6.6	0.98	5.4	1.20
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	6.5	6.7	0.96	5.4	1.20
Outpatient Visits					
Non-Emergency Visits	0	50,351	N/A	0	N/A
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.1	10.4	0.01	0.1	1.00
Nurses, Licensed	10.9	47.8	0.23	8.3	1.32
Psychologists	0.0	12.6	N/A	0.0	N/A
Social Workers	2.5	26.8	0.09	2.7	0.92
All Other Personnel	26.8	167.6	0.16	24.4	1.10
Total FTEs	40.2	265.2	0.15	35.4	1.14
FTEs per 100 Patient Census (Adjusted)					
Administrators	0.6	15.5	0.04	0.6	0.96
Nurses, Licensed	84.8	71.2	1.19	67.3	1.26
Psychologists	0.0	18.7	N/A	0.0	N/A
Social Workers	19.1	39.9	0.48	21.5	0.88
All Other Personnel	208.3	249.6	0.83	198.2	1.05
Total FTEs	312.7	394.8	0.79	287.7	1.09

Total Hospital:

Beds Set Up & Staffed 16
Discharges 683
Inpatient Days 4,412

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 12/31/2019	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	682	4,412	75.5%	12.1	6.5
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	0.1	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	7	6	9.2	Occupational Therapy Assistants/Aides	0	2	0.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	16	8	18.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	3	2.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	4	0.5	All Other Personnel	0	20	4.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				Total	28	47	40.2

040 Brown County Community Treatment Center
Green Bay, WI 54311

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,467,403	27.5%	11.3%	2.43	22.1%	1.25
Medical Assistance	\$2,558,948	48.0%	43.1%	1.12	46.0%	1.04
Commercial	\$445,734	8.4%	39.4%	0.21	12.6%	0.66
All Other	\$854,605	16.0%	6.2%	2.59	19.3%	0.83
Deductions as % of Total Gross Patient Revenue						
Medicare	\$527,368	9.9%	7.0%	1.41	5.5%	1.79
Medical Assistance	\$475,880	8.9%	20.8%	0.43	10.6%	0.84
Commercial	\$157,482	3.0%	15.8%	0.19	2.8%	1.05
Charity Care	\$0	0.0%	2.6%	N/A	0.0%	N/A
Bad Debt	\$622,228	11.7%	1.4%	8.22	15.0%	0.78
All Other	-\$789,052	-14.8%	1.7%	N/A	-15.4%	0.96
Total Deductions	\$993,904	18.7%	49.4%	0.38	18.6%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		-5.6%	22.6%	N/A	5.3%	N/A
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,477,945	84.7%	50.9%	1.67	83.3%	1.02
Supplies & Services	\$561,193	13.7%	45.5%	0.30	14.7%	0.93
Capital Component	\$65,018	1.6%	3.6%	0.43	2.1%	0.76
Fiscal Statistics						
Operating Margin (%)		0.0%	3.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	52.0	N/A	0.00	N/A
Average Payment Period		0.00	46.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	22.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		0.00	8.3	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	10.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		13.0%	8.6%	1.51	-2.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		6.9%	48.3%	0.14	8.1%	0.85
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,753	\$7,547	0.89	\$5,454	1.24
Inpatient Net Revenue per Day		\$1,056	\$1,179	0.90	\$1,016	1.04
Outpatient Net Revenue per Visit		\$0	\$624	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,326,690	Cash & Cash Equivalents	\$0	Current Liabilities	\$0	
Less Deductions	\$993,904	Net Patient Receivables	\$0	Long-Term Debt	\$0	
Net Patient Revenue	\$4,332,786	Other Receivables	\$0	Other Liabilities	\$0	
Plus Other Revenue	-\$228,629			Subtotal	\$0	
Total Revenue	\$4,104,156	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0	
Less Expenses	\$4,104,156	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: Corporation

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	57.9%	74.2%	0.78	65.0%	0.89
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	57.9%	73.4%	0.79	65.0%	0.89
Average Census (Patients)					
Psychiatric	41.7	33.7	1.24	46.8	0.89
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	41.7	36.5	1.14	46.8	0.89
Average Length of Stay (Days)					
Psychiatric	6.8	6.6	1.04	7.4	0.92
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	6.8	6.7	1.02	7.4	0.92
Outpatient Visits					
Non-Emergency Visits	0	50,351	N/A	0	N/A
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	15.0	10.4	1.44	15.0	1.00
Nurses, Licensed	53.0	47.8	1.11	69.0	0.77
Psychologists	0.0	12.6	N/A	0.0	N/A
Social Workers	6.5	26.8	0.24	8.0	0.81
All Other Personnel	71.3	167.6	0.43	66.5	1.07
Total FTEs	145.8	265.2	0.55	158.5	0.92
FTEs per 100 Patient Census (Adjusted)					
Administrators	30.2	15.5	1.95	27.3	1.10
Nurses, Licensed	106.6	71.2	1.50	125.8	0.85
Psychologists	0.0	18.7	N/A	0.0	N/A
Social Workers	13.1	39.9	0.33	14.6	0.90
All Other Personnel	143.4	249.6	0.57	121.2	1.18
Total FTEs	293.3	394.8	0.74	289.0	1.01

Total Hospital:

Beds Set Up & Staffed 72
Discharges 2,224
Inpatient Days 15,211

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 12/31/2019	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	72	2,224	15,211	57.9%	41.7	6.8
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	15	0	15.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	49	0	49.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	50	0	50.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.8
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	2	6.5
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	3	1	3.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	144	5	145.8

321 Willow Creek Behavioral Health
Green Bay, WI 54311

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$4,476,015	13.0%	11.3%	1.14	16.2%	0.80
Medical Assistance	\$18,014,567	52.3%	43.1%	1.21	48.6%	1.08
Commercial	\$11,615,245	33.7%	39.4%	0.86	34.3%	0.98
All Other	\$357,985	1.0%	6.2%	0.17	0.8%	1.23
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,788,704	8.1%	7.0%	1.15	8.3%	0.97
Medical Assistance	\$9,903,970	28.7%	20.8%	1.38	24.9%	1.15
Commercial	\$5,559,858	16.1%	15.8%	1.02	18.2%	0.89
Charity Care	\$0	0.0%	2.6%	N/A	0.0%	N/A
Bad Debt	\$286,862	0.8%	1.4%	0.59	2.6%	0.32
All Other	\$206,934	0.6%	1.7%	0.34	0.0%	N/A
Total Deductions	\$18,746,328	54.4%	49.4%	1.10	54.0%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	22.6%	0.00	0.2%	0.37
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$10,254,012	67.2%	50.9%	1.32	67.9%	0.99
Supplies & Services	\$3,867,782	25.3%	45.5%	0.56	23.7%	1.07
Capital Component	\$1,142,737	7.5%	3.6%	2.05	8.3%	0.90
Fiscal Statistics						
Operating Margin (%)		2.9%	3.5%	0.83	16.6%	0.18
Total Hospital Net Income (%)		2.9%	4.4%	0.68	16.6%	0.18
Return on Equity (%)		3.1%	4.7%	0.66	17.8%	0.18
Current Ratio		1.62	2.3	0.70	2.21	0.73
Days in Net Patient Accounts Receivable		47.96	52.0	0.92	59.86	0.80
Average Payment Period		32.21	46.8	0.69	35.43	0.91
Equity Financing (%)		0.0%	22.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		1.88	8.3	0.23	6.04	0.31
Total Asset Turnover		1.07	1.1	0.99	1.07	1.00
Average Age of Plant (Years)		2.97	10.7	0.28	1.94	1.53
Increase (Decrease) Total Net Patient Revenue		-8.8%	8.6%	N/A	117.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		16.1%	48.3%	0.33	14.1%	1.15
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,427	\$7,547	0.85	\$7,007	0.92
Inpatient Net Revenue per Day		\$940	\$1,179	0.80	\$938	1.00
Outpatient Net Revenue per Visit		\$0	\$624	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$34,463,812	Cash & Cash Equivalents	\$3,755	Current Liabilities	\$1,294,522	
Less Deductions	\$18,746,328	Net Patient Receivables	\$2,065,220	Long-Term Debt	\$13,439,659	
Net Patient Revenue	\$15,717,484	Other Receivables	\$10,299	Other Liabilities	\$0	
Plus Other Revenue	\$9,298			Subtotal	\$14,734,181	
Total Revenue	\$15,726,782	Land, Buildings & Equipment (Net)	\$12,636,630	Unrestricted Fund Balance	\$0	
Less Expenses	\$15,264,531	Other Assets	\$18,277	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$14,734,181	
Net Income	\$462,250	Total Assets	\$14,734,181			

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:

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	56.3%	74.2%	0.76	57.1%	0.99
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	56.3%	73.4%	0.77	57.1%	0.99
Average Census (Patients)					
Psychiatric	9.0	33.7	0.27	9.1	0.99
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	9.0	36.5	0.25	9.1	0.99
Average Length of Stay (Days)					
Psychiatric	8.2	6.6	1.24	7.8	1.05
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	8.2	6.7	1.21	7.8	1.05
Outpatient Visits					
Non-Emergency Visits	0	50,351	N/A	0	N/A
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	4.2	10.4	0.40	1.1	3.88
Nurses, Licensed	7.3	47.8	0.15	6.0	1.23
Psychologists	1.0	12.6	0.08	1.0	1.00
Social Workers	2.0	26.8	0.07	3.0	0.67
All Other Personnel	18.9	167.6	0.11	18.4	1.03
Total FTEs	33.4	265.2	0.13	29.5	1.13
FTEs per 100 Patient Census (Adjusted)					
Administrators	46.4	15.5	3.00	11.8	3.94
Nurses, Licensed	81.1	71.2	1.14	65.1	1.24
Psychologists	11.1	18.7	0.59	10.9	1.01
Social Workers	22.2	39.9	0.56	32.8	0.68
All Other Personnel	210.1	249.6	0.84	201.7	1.04
Total FTEs	370.9	394.8	0.94	322.4	1.15

Total Hospital:

Beds Set Up & Staffed 16
Discharges 402
Inpatient Days 3,287

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 12/31/2019	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	402	3,287	56.3%	9.0	8.2
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	0	9	4.2	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	5	4	7.3	Occupational Therapy Assistants/Aides	0	1	0.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	10	8.2	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	0	19	7.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	16	44	33.4

068 Norwood Health Center
Marshfield, WI 54449

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics			Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$2,062,991	35.3%	11.3%	3.11	27.8%	1.27
Medical Assistance	\$2,272,083	38.9%	43.1%	0.90	16.3%	2.39
Commercial	\$1,099,366	18.8%	39.4%	0.48	46.2%	0.41
All Other	\$408,678	7.0%	6.2%	1.13	9.7%	0.72
Deductions as % of Total Gross Patient Revenue						
Medicare	\$837,736	14.3%	7.0%	2.04	12.9%	1.11
Medical Assistance	\$769,678	13.2%	20.8%	0.63	10.5%	1.25
Commercial	\$372,611	6.4%	15.8%	0.40	17.2%	0.37
Charity Care	\$9,951	0.2%	2.6%	0.07	1.6%	0.11
Bad Debt	\$300,352	5.1%	1.4%	3.62	4.4%	1.17
All Other	\$33,120	0.6%	1.7%	0.32	1.3%	0.44
Total Deductions	\$2,323,448	39.8%	49.4%	0.81	47.9%	0.83
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		30.1%	22.6%	1.33	19.9%	1.51
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,433,321	67.1%	50.9%	1.32	70.3%	0.95
Supplies & Services	\$1,676,631	32.8%	45.5%	0.72	29.6%	1.11
Capital Component	\$2,961	0.1%	3.6%	0.02	0.1%	1.00
Fiscal Statistics						
Operating Margin (%)		-1.5%	3.5%	N/A	-18.8%	0.08
Total Hospital Net Income (%)		-1.5%	4.4%	N/A	-18.8%	0.08
Return on Equity (%)		0.0%	4.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	52.0	N/A	0.00	N/A
Average Payment Period		0.00	46.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	22.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		0.00	8.3	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	10.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		22.4%	8.6%	2.59	10.0%	2.24
Outpatient Gross Revenue (% of Total GPR)		N/A	48.3%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$9,503		\$7,547	1.26	\$7,288	1.30
Inpatient Net Revenue per Day	\$1,162		\$1,179	0.99	\$936	1.24
Outpatient Net Revenue per Visit	\$0		\$624	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,843,118		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,323,448		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,519,670		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,516,856				Subtotal	\$0
Total Revenue	\$5,036,526		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$5,112,913		Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$0
Net Income	-\$76,387		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		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	91.3%	74.2%	1.23	112.1%	0.81
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	91.3%	73.4%	1.24	112.1%	0.81
Average Census (Patients)					
Psychiatric	49.3	33.7	1.46	49.3	1.00
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	49.3	36.5	1.35	49.3	1.00
Average Length of Stay (Days)					
Psychiatric	13.4	6.6	2.03	12.6	1.06
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	13.4	6.7	1.98	12.5	1.07
Outpatient Visits					
Non-Emergency Visits	273	50,351	0.01	376	0.73
Emergency Visits	7,491	1,378	5.44	7,375	1.02
Full-Time Equivalents (FTEs)					
Administrators	45.7	10.4	4.40	41.9	1.09
Nurses, Licensed	105.1	47.8	2.20	100.1	1.05
Psychologists	38.8	12.6	3.08	26.7	1.45
Social Workers	57.5	26.8	2.15	57.9	0.99
All Other Personnel	276.2	167.6	1.65	262.0	1.05
Total FTEs	523.3	265.2	1.97	488.5	1.07
FTEs per 100 Patient Census (Adjusted)					
Administrators	28.3	15.5	1.83	20.2	1.40
Nurses, Licensed	65.1	71.2	0.91	48.2	1.35
Psychologists	24.0	18.7	1.28	12.8	1.87
Social Workers	35.6	39.9	0.89	27.9	1.28
All Other Personnel	170.9	249.6	0.68	126.2	1.35
Total FTEs	323.9	394.8	0.82	235.3	1.38

Total Hospital:

Beds Set Up & Staffed 54
 Discharges 1,347
 Inpatient Days 18,000

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 12/31/2019	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	1,347	18,000	91.3%	49.3	13.4
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	44	1	45.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	11	5.8	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	9	2	9.6
Registered Nurses	77	14	91.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	47	18	75.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	12	4	13.3	Psychologists	34	11	38.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	53	5	57.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	3	14.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	167	4	170.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	457	73	523.3

147 Milwaukee County Behavioral Health Complex

Milwaukee, WI 53226

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics			Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$12,930,331	8.3%	11.3%	0.73	5.8%	1.42
Medical Assistance	\$110,629,777	70.9%	43.1%	1.65	65.2%	1.09
Commercial	\$2,182,944	1.4%	39.4%	0.04	8.9%	0.16
All Other	\$30,284,045	19.4%	6.2%	3.13	20.1%	0.97
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,947,461	2.5%	7.0%	0.36	2.9%	0.88
Medical Assistance	\$22,486,529	14.4%	20.8%	0.69	18.7%	0.77
Commercial	\$693,882	0.4%	15.8%	0.03	4.3%	0.10
Charity Care	\$10,142,176	6.5%	2.6%	2.54	7.8%	0.83
Bad Debt	\$44,873	0.0%	1.4%	0.02	0.2%	0.13
All Other	\$9,784,260	6.3%	1.7%	3.58	2.8%	2.23
Total Deductions	\$47,099,181	30.2%	49.4%	0.61	36.7%	0.82
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		48.2%	22.6%	2.13	51.2%	0.94
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$67,124,224	31.9%	50.9%	0.63	30.6%	1.04
Supplies & Services	\$141,577,994	67.4%	45.5%	1.48	68.6%	0.98
Capital Component	\$1,403,253	0.7%	3.6%	0.18	0.8%	0.85
Fiscal Statistics						
Operating Margin (%)		0.0%	3.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.7%	N/A	0.0%	N/A
Current Ratio		4.59	2.3	1.99	4.61	0.99
Days in Net Patient Accounts Receivable		89.41	52.0	1.72	86.00	1.04
Average Payment Period		28.22	46.8	0.60	28.75	0.98
Equity Financing (%)		36.3%	22.0%	1.65	39.6%	0.92
Long-Term Debt to Equity Ratio		0.06	0.9	0.07	0.06	0.95
Times Interest Earned		1.00	8.3	0.12	1.00	1.00
Total Asset Turnover		2.55	1.1	2.36	2.46	1.04
Average Age of Plant (Years)		32.22	10.7	3.01	26.57	1.21
Increase (Decrease) Total Net Patient Revenue		8.7%	8.6%	1.00	4.7%	1.86
Outpatient Gross Revenue (% of Total GPR)		69.8%	48.3%	1.44	72.9%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$19,203		\$7,547	2.54	\$16,408	1.17
Inpatient Net Revenue per Day	\$1,452		\$1,179	1.23	\$1,145	1.27
Outpatient Net Revenue per Visit	\$10,704		\$624	17.15	\$9,940	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$156,027,096	Cash & Cash Equivalents	-\$1,358,986	Current Liabilities	\$16,159,977
Less Deductions	\$47,099,181	Net Patient Receivables	\$26,681,978	Long-Term Debt	\$1,755,650
Net Patient Revenue	\$108,927,915	Other Receivables	-\$16,460,712	Other Liabilities	\$34,524,221
Plus Other Revenue	\$101,177,556			Subtotal	\$52,439,848
Total Revenue	\$210,105,471	Land, Buildings & Equipment (Net)	\$4,200,342	Unrestricted Fund Balance	\$29,932,874
Less Expenses	\$210,105,471	Other Assets	\$69,310,100	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$82,372,722
Net Income	\$0	Total Assets	\$82,372,722		

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

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

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

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	88.7%	74.2%	1.19	83.0%	1.07
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	88.7%	73.4%	1.21	83.0%	1.07
Average Census (Patients)					
Psychiatric	62.9	33.7	1.87	59.0	1.07
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	62.9	36.5	1.72	59.0	1.07
Average Length of Stay (Days)					
Psychiatric	8.1	6.6	1.23	7.7	1.06
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	8.2	6.7	1.21	7.7	1.06
Outpatient Visits					
Non-Emergency Visits	24,159	50,351	0.48	20,125	1.20
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	25.1	10.4	2.41	30.6	0.82
Nurses, Licensed	82.0	47.8	1.71	35.0	2.34
Psychologists	0.8	12.6	0.06	2.8	0.28
Social Workers	93.0	26.8	3.47	70.4	1.32
All Other Personnel	521.3	167.6	3.11	346.9	1.50
Total FTEs	722.1	265.2	2.72	485.7	1.49
FTEs per 100 Patient Census (Adjusted)					
Administrators	16.9	15.5	1.10	22.3	0.76
Nurses, Licensed	55.4	71.2	0.78	25.5	2.17
Psychologists	0.5	18.7	0.03	2.1	0.26
Social Workers	62.8	39.9	1.58	51.3	1.23
All Other Personnel	352.4	249.6	1.41	252.7	1.39
Total FTEs	488.1	394.8	1.24	353.9	1.38

Total Hospital:

Beds Set Up & Staffed 71
 Discharges 2,816
 Inpatient Days 22,975

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 07/31/2019	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	2,825	22,975	88.7%	62.9	8.1
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	24	1	25.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	26	2	27.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	3	0	3.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	33	38	70.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	2	3.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	8	9	17.2
Nurse Practitioners	7	1	7.5	Psychologists	0	1	0.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	74	19	93.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	189	157	345.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	104	19	123.2
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	474	250	722.1

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics			Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$10,219,408	5.5%	11.3%	0.48	5.2%	1.06
Medical Assistance	\$22,599,647	12.1%	43.1%	0.28	11.8%	1.02
Commercial	\$150,393,922	80.8%	39.4%	2.05	82.0%	0.99
All Other	\$2,957,821	1.6%	6.2%	0.26	1.0%	1.59
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,429,347	4.0%	7.0%	0.57	3.5%	1.15
Medical Assistance	\$14,534,663	7.8%	20.8%	0.37	8.2%	0.95
Commercial	\$50,336,694	27.0%	15.8%	1.71	26.9%	1.00
Charity Care	\$1,369,833	0.7%	2.6%	0.29	0.9%	0.84
Bad Debt	\$2,629,379	1.4%	1.4%	0.99	1.1%	1.26
All Other	\$1,450,055	0.8%	1.7%	0.45	1.6%	0.48
Total Deductions	\$77,749,971	41.8%	49.4%	0.85	42.2%	0.99
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	22.6%	0.00	0.2%	0.58
Net Gains/Losses as % of Net Income		9.8%	19.6%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$50,357,980	58.5%	50.9%	1.15	72.2%	0.81
Supplies & Services	\$28,663,477	33.3%	45.5%	0.73	17.4%	1.91
Capital Component	\$7,028,820	8.2%	3.6%	2.24	10.4%	0.78
Fiscal Statistics						
Operating Margin (%)		20.7%	3.5%	5.86	23.0%	0.90
Total Hospital Net Income (%)		22.5%	4.4%	5.16	22.8%	0.99
Return on Equity (%)		12.0%	4.7%	2.53	14.3%	0.84
Current Ratio		1.22	2.3	0.53	2.73	0.45
Days in Net Patient Accounts Receivable		27.36	52.0	0.53	42.53	0.64
Average Payment Period		121.11	46.8	2.59	77.43	1.56
Equity Financing (%)		1.6%	22.0%	0.07	61.1%	0.03
Long-Term Debt to Equity Ratio		14.39	0.9	16.50	0.45	31.77
Times Interest Earned		22.60	8.3	2.74	19.27	1.17
Total Asset Turnover		0.52	1.1	0.48	0.63	0.83
Average Age of Plant (Years)		10.88	10.7	1.02	5.30	2.05
Increase (Decrease) Total Net Patient Revenue		10.7%	8.6%	1.24	12.2%	0.88
Outpatient Gross Revenue (% of Total GPR)		57.5%	48.3%	1.19	56.7%	1.01
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$12,033		\$7,547	1.59	\$11,725	1.03
Inpatient Net Revenue per Day	\$1,475		\$1,179	1.25	\$1,508	0.98
Outpatient Net Revenue per Visit	\$3,194		\$624	5.12	\$3,333	0.96
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$186,170,797		Cash & Cash Equivalents	\$22,992,930	Current Liabilities	\$26,692,530
Less Deductions	\$77,749,971		Net Patient Receivables	\$8,126,772	Long-Term Debt	\$48,978,055
Net Patient Revenue	\$108,420,826		Other Receivables	\$197,341	Other Liabilities	\$128,450,146
Plus Other Revenue	\$97,215				Subtotal	\$204,120,731
Total Revenue	\$108,518,041		Land, Buildings & Equipment (Net)	\$119,869,451	Unrestricted Fund Balance	\$3,402,960
Less Expenses	\$86,050,277		Other Assets	\$56,337,198	Restricted Fund Balance	\$6,113,958
Non-Operating Gains/Losses	\$2,445,854				Total Liabilities & Fund Balance	\$207,523,692
Net Income	\$24,913,618		Total Assets	\$207,523,692		

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		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	66.7%	74.2%	0.90	75.3%	0.89
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	66.7%	73.4%	0.91	75.3%	0.89
Average Census (Patients)					
Psychiatric	18.7	33.7	0.55	21.1	0.89
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	18.7	36.5	0.51	21.1	0.89
Average Length of Stay (Days)					
Psychiatric	14.1	6.6	2.14	12.0	1.18
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	14.1	6.7	2.09	12.0	1.17
Outpatient Visits					
Non-Emergency Visits	0	50,351	N/A	0	N/A
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.0	10.4	0.29	2.0	1.50
Nurses, Licensed	10.4	47.8	0.22	10.3	1.01
Psychologists	1.0	12.6	0.08	0.6	1.67
Social Workers	3.2	26.8	0.12	4.2	0.76
All Other Personnel	27.0	167.6	0.16	29.1	0.93
Total FTEs	44.6	265.2	0.17	46.2	0.97
FTEs per 100 Patient Census (Adjusted)					
Administrators	16.2	15.5	1.05	9.7	1.67
Nurses, Licensed	56.3	71.2	0.79	49.8	1.13
Psychologists	5.4	18.7	0.29	2.9	1.86
Social Workers	17.3	39.9	0.43	20.4	0.85
All Other Personnel	146.4	249.6	0.59	141.2	1.04
Total FTEs	241.7	394.8	0.61	224.0	1.08

Total Hospital:

Beds Set Up & Staffed 28
Discharges 485
Inpatient Days 6,821

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 12/31/2019	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	483	6,821	66.7%	18.7	14.1
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	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	2	3.2	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.2
Registered Nurses	8	22	10.4	Occupational Therapy Assistants/Aides	2	2	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	17	13.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	2	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	4	3.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	1	1.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	3	1	3.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	36	54	44.6

140 Waukesha County Mental Health Center
Waukesha, WI 53188

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$3,537,252	44.7%	11.3%	3.94	43.2%	1.04
Medical Assistance	\$1,748,643	22.1%	43.1%	0.51	18.8%	1.18
Commercial	\$1,238,456	15.7%	39.4%	0.40	16.6%	0.94
All Other	\$1,381,675	17.5%	6.2%	2.82	21.4%	0.82
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,398,964	30.3%	7.0%	4.31	26.5%	1.15
Medical Assistance	\$1,045,086	13.2%	20.8%	0.63	6.7%	1.98
Commercial	\$810,721	10.3%	15.8%	0.65	9.7%	1.06
Charity Care	\$0	0.0%	2.6%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	1.4%	N/A	0.0%	N/A
All Other	\$739,451	9.4%	1.7%	5.35	14.6%	0.64
Total Deductions	\$4,994,223	63.2%	49.4%	1.28	57.5%	1.10
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		63.7%	22.6%	2.82	53.2%	1.20
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$5,536,084	69.1%	50.9%	1.36	70.7%	0.98
Supplies & Services	\$2,264,971	28.3%	45.5%	0.62	26.8%	1.06
Capital Component	\$214,377	2.7%	3.6%	0.73	2.5%	1.06
Fiscal Statistics						
Operating Margin (%)		0.0%	3.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	4.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	4.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	52.0	N/A	0.00	N/A
Average Payment Period		0.00	46.8	N/A	0.00	N/A
Equity Financing (%)		0.0%	22.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		0.00	8.3	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	10.7	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-18.1%	8.6%	N/A	11.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	48.3%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,004		\$7,547	0.80	\$5,548	1.08
Inpatient Net Revenue per Day	\$432		\$1,179	0.37	\$473	0.91
Outpatient Net Revenue per Visit	\$0		\$624	N/A	\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$7,906,026		Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$4,994,223		Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,911,803		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,103,628				Subtotal	\$0
Total Revenue	\$8,015,432		Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$8,015,432		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		All PSYCH Hospitals		FY 2019 vs. 2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	80.7%	74.2%	1.09	82.0%	0.98
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	82.0%	73.4%	1.12	69.2%	1.18
Average Census (Patients)					
Psychiatric	12.9	33.7	0.38	13.1	0.98
Alcoholism/Chemical Dependency	0.6	1.4	0.40	0.6	0.95
Total Hospital	34.4	36.5	0.94	29.1	1.18
Average Length of Stay (Days)					
Psychiatric	6.5	6.6	0.98	6.0	1.07
Alcoholism/Chemical Dependency	2.5	3.1	0.79	2.9	0.85
Total Hospital	15.4	6.7	2.29	12.2	1.27
Outpatient Visits					
Non-Emergency Visits	170,824	50,351	3.39	182,562	0.94
Emergency Visits	2,326	1,378	1.69	3,647	0.64
Full-Time Equivalents (FTEs)					
Administrators	0.0	10.4	N/A	2.0	0.00
Nurses, Licensed	26.6	47.8	0.56	17.1	1.56
Psychologists	2.0	12.6	0.16	3.0	0.67
Social Workers	7.0	26.8	0.26	47.7	0.15
All Other Personnel	342.9	167.6	2.05	308.6	1.11
Total FTEs	378.6	265.2	1.43	378.3	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	0.0	15.5	N/A	2.3	0.00
Nurses, Licensed	26.4	71.2	0.37	19.8	1.33
Psychologists	2.0	18.7	0.11	3.5	0.57
Social Workers	6.9	39.9	0.17	55.5	0.12
All Other Personnel	339.2	249.6	1.36	359.0	0.94
Total FTEs	374.5	394.8	0.95	440.2	0.85

Total Hospital:

Beds Set Up & Staffed 42
Discharges 814
Inpatient Days 12,570

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 12/31/2019	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	730	4,712	80.7%	12.9	6.5
Alcoholism/chemical dependency	1	0	84	208	0.0%	0.6	2.5
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	1	26	415	7,650	80.6%	21.0	18.4

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	0	0	0.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	1	3.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	7	4.7
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	19	47	19.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.2
Licensed Practical Nurses	4	10	4.8	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	31	87	31.6	Recreational Therapists	3	0	3.0
Physician Assistants	1	1	1.2	Dietitians & Nutritionists	0	4	0.6
Nurse Practitioners	2	1	2.2	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	0	7.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	120	68	120.7
Health Info Mgmt-Administrators/Technicians	5	1	5.7	All Other Personnel	155	53	155.6
Pharmacy Personnel	8	0	8.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	371	282	378.6

144 North Central Health Care
Wausau, WI 54403

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics			Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$12,472,516	23.2%	11.3%	2.05	24.8%	0.93
Medical Assistance	\$32,671,174	60.8%	43.1%	1.41	58.2%	1.04
Commercial	\$2,774,255	5.2%	39.4%	0.13	6.6%	0.78
All Other	\$5,800,150	10.8%	6.2%	1.74	10.3%	1.05
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,078,409	13.2%	7.0%	1.87	14.2%	0.92
Medical Assistance	\$6,443,857	12.0%	20.8%	0.58	13.3%	0.90
Commercial	\$1,095,159	2.0%	15.8%	0.13	2.4%	0.83
Charity Care	\$4,873,761	9.1%	2.6%	3.55	8.6%	1.05
Bad Debt	\$307,838	0.6%	1.4%	0.40	0.7%	0.78
All Other	-\$77,433	-0.1%	1.7%	N/A	-0.1%	1.23
Total Deductions	\$19,721,591	36.7%	49.4%	0.74	39.3%	0.94
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		31.0%	22.6%	1.37	35.4%	0.88
Net Gains/Losses as % of Net Income		N/A	19.6%	N/A	159.2%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,635,712	54.0%	50.9%	1.06	57.4%	0.94
Supplies & Services	\$23,515,347	42.9%	45.5%	0.94	38.6%	1.11
Capital Component	\$1,710,521	3.1%	3.6%	0.86	4.0%	0.77
Fiscal Statistics						
Operating Margin (%)		-11.4%	3.5%	N/A	-0.2%	52.28
Total Hospital Net Income (%)		-10.2%	4.4%	N/A	0.4%	N/A
Return on Equity (%)		-10.2%	4.7%	N/A	0.4%	N/A
Current Ratio		1.65	2.3	0.71	2.54	0.65
Days in Net Patient Accounts Receivable		28.44	52.0	0.55	34.76	0.82
Average Payment Period		31.61	46.8	0.68	35.29	0.90
Equity Financing (%)		58.0%	22.0%	2.63	74.2%	0.78
Long-Term Debt to Equity Ratio		0.37	0.9	0.42	0.03	12.59
Times Interest Earned		-2,827.27	8.3	N/A	0.00	N/A
Total Asset Turnover		0.98	1.1	0.91	0.99	0.99
Average Age of Plant (Years)		20.31	10.7	1.90	17.74	1.14
Increase (Decrease) Total Net Patient Revenue		15.0%	8.6%	1.74	22.8%	0.66
Outpatient Gross Revenue (% of Total GPR)		86.5%	48.3%	1.79	83.8%	1.03
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,303		\$7,547	0.70	\$5,070	1.05
Inpatient Net Revenue per Day	\$870		\$1,179	0.74	\$869	1.00
Outpatient Net Revenue per Visit	\$173		\$624	0.28	\$137	1.26
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,718,095		Cash & Cash Equivalents	-\$95,148	Current Liabilities	\$4,631,501
Less Deductions	\$19,721,591		Net Patient Receivables	\$2,649,163	Long-Term Debt	\$10,710,906
Net Patient Revenue	\$33,996,504		Other Receivables	\$4,323,794	Other Liabilities	\$5,738,404
Plus Other Revenue	\$15,265,199				Subtotal	\$21,080,811
Total Revenue	\$49,261,703		Land, Buildings & Equipment (Net)	\$13,285,194	Unrestricted Fund Balance	\$29,114,215
Less Expenses	\$54,861,580		Other Assets	\$30,032,023	Restricted Fund Balance	\$9,274,487
Non-Operating Gains/Losses	\$503,339				Total Liabilities & Fund Balance	\$50,195,026
Net Income	-\$5,096,538		Total Assets	\$50,195,026		

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

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	87.0%	74.2%	1.17	77.4%	1.12
Alcoholism/Chemical Dependency	45.5%	46.9%	0.97	44.9%	1.01
Total Hospital	77.9%	73.4%	1.06	70.3%	1.11
Average Census (Patients)					
Psychiatric	61.7	33.7	1.83	54.9	1.12
Alcoholism/Chemical Dependency	9.1	1.4	6.41	9.0	1.01
Total Hospital	70.8	36.5	1.94	63.9	1.11
Average Length of Stay (Days)					
Psychiatric	4.6	6.6	0.70	4.5	1.03
Alcoholism/Chemical Dependency	3.2	3.1	1.02	3.1	1.03
Total Hospital	4.4	6.7	0.66	4.2	1.04
Outpatient Visits					
Non-Emergency Visits	75,617	50,351	1.50	78,918	0.96
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	11.0	10.4	1.06	11.0	1.00
Nurses, Licensed	117.6	47.8	2.46	105.3	1.12
Psychologists	92.5	12.6	7.36	36.7	2.52
Social Workers	4.0	26.8	0.15	66.8	0.06
All Other Personnel	252.2	167.6	1.50	257.8	0.98
Total FTEs	477.4	265.2	1.80	477.6	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.4	15.5	0.61	10.3	0.92
Nurses, Licensed	100.8	71.2	1.42	98.6	1.02
Psychologists	79.3	18.7	4.24	34.4	2.31
Social Workers	3.4	39.9	0.09	62.6	0.05
All Other Personnel	216.1	249.6	0.87	241.4	0.90
Total FTEs	409.1	394.8	1.04	447.2	0.91

Total Hospital:

Beds Set Up & Staffed 91
 Discharges 5,858
 Inpatient Days 25,859

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 12/31/2019	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	3	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	4,893	22,537	87.0%	61.7	4.6
Alcoholism/chemical dependency	1	20	1,036	3,322	45.5%	9.1	3.2
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	3	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	22	6	23.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	71	57	109.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	1	3	3.3
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	1	2.1
Nurse Practitioners	6	1	6.7	Psychologists	74	41	92.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	1	1	1.2	All Other Health Professionals	67	43	86.5
Health Info Mgmt-Administrators/Technicians	2	2	3.3	All Other Personnel	102	34	119.3
Pharmacy Personnel	7	2	8.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	376	191	477.4

149 Aurora Psychiatric Hospital

Wauwatosa, WI 53213

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$23,174,629	14.4%	11.3%	1.27	13.7%	1.05
Medical Assistance	\$73,111,114	45.5%	43.1%	1.06	45.8%	0.99
Commercial	\$60,833,209	37.9%	39.4%	0.96	38.7%	0.98
All Other	\$3,556,925	2.2%	6.2%	0.36	1.8%	1.21
Deductions as % of Total Gross Patient Revenue						
Medicare	\$17,586,837	10.9%	7.0%	1.55	10.4%	1.05
Medical Assistance	\$53,777,281	33.5%	20.8%	1.61	34.1%	0.98
Commercial	\$31,010,462	19.3%	15.8%	1.22	21.1%	0.92
Charity Care	\$1,319,171	0.8%	2.6%	0.32	0.7%	1.10
Bad Debt	\$2,508,703	1.6%	1.4%	1.10	1.5%	1.07
All Other	\$1,547,148	1.0%	1.7%	0.55	0.7%	1.33
Total Deductions	\$107,749,602	67.1%	49.4%	1.36	68.5%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.2%	22.6%	0.05	3.2%	0.37
Net Gains/Losses as % of Net Income		0.0%	19.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$28,108,886	63.6%	50.9%	1.25	62.6%	1.02
Supplies & Services	\$13,431,333	30.4%	45.5%	0.67	33.6%	0.90
Capital Component	\$2,686,660	6.1%	3.6%	1.67	3.7%	1.62
Fiscal Statistics						
Operating Margin (%)		17.4%	3.5%	4.93	8.8%	1.98
Total Hospital Net Income (%)		17.4%	4.4%	4.00	8.8%	1.98
Return on Equity (%)		20.4%	4.7%	4.31	11.0%	1.86
Current Ratio		1.16	2.3	0.50	-0.63	N/A
Days in Net Patient Accounts Receivable		55.85	52.0	1.07	62.77	0.89
Average Payment Period		32.00	46.8	0.68	39.77	0.80
Equity Financing (%)		91.9%	22.0%	4.17	88.0%	1.04
Long-Term Debt to Equity Ratio		0.00	0.9	N/A	0.00	N/A
Times Interest Earned		15.15	8.3	1.83	0.00	N/A
Total Asset Turnover		1.17	1.1	1.09	1.25	0.94
Average Age of Plant (Years)		6.60	10.7	0.62	7.35	0.90
Increase (Decrease) Total Net Patient Revenue		18.9%	8.6%	2.19	-0.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		39.0%	48.3%	0.81	39.8%	0.98
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$5,027	\$7,547	0.67	\$4,621	1.09
Inpatient Net Revenue per Day		\$1,133	\$1,179	0.96	\$1,083	1.05
Outpatient Net Revenue per Visit		\$344	\$624	0.55	\$268	1.28
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$160,675,877	Cash & Cash Equivalents		-\$3,914,140	Current Liabilities	\$3,706,584
Less Deductions	\$107,749,602	Net Patient Receivables		\$8,098,632	Long-Term Debt	\$0
Net Patient Revenue	\$52,926,275	Other Receivables		\$10,671	Other Liabilities	\$0
Plus Other Revenue	\$622,751				Subtotal	\$3,706,584
Total Revenue	\$53,549,027	Land, Buildings & Equipment (Net)		\$39,544,236	Unrestricted Fund Balance	\$41,895,947
Less Expenses	\$44,226,879	Other Assets		\$1,863,133	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$45,602,531
Net Income	\$9,322,148	Total Assets		\$45,602,532		

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

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

Control: Other Not-For-Profit

		All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Utilization Statistics	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Psychiatric	80.8%	74.2%	1.09	77.1%	1.05
Alcoholism/Chemical Dependency	0.0%	46.9%	N/A	0.0%	N/A
Total Hospital	80.8%	73.4%	1.10	77.1%	1.05
Average Census (Patients)					
Psychiatric	59.0	33.7	1.75	56.3	1.05
Alcoholism/Chemical Dependency	0.0	1.4	N/A	0.0	N/A
Total Hospital	59.0	36.5	1.62	56.3	1.05
Average Length of Stay (Days)					
Psychiatric	5.6	6.6	0.85	5.4	1.03
Alcoholism/Chemical Dependency	0.0	3.1	N/A	0.0	N/A
Total Hospital	5.7	6.7	0.84	5.4	1.04
Outpatient Visits					
Non-Emergency Visits	25,652	50,351	0.51	30,830	0.83
Emergency Visits	0	1,378	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	10.5	10.4	1.01	6.5	1.63
Nurses, Licensed	53.5	47.8	1.12	46.4	1.15
Psychologists	2.0	12.6	0.16	3.0	0.67
Social Workers	48.5	26.8	1.81	51.7	0.94
All Other Personnel	217.2	167.6	1.30	150.8	1.44
Total FTEs	331.6	265.2	1.25	258.4	1.28
FTEs per 100 Patient Census (Adjusted)					
Administrators	13.5	15.5	0.87	8.3	1.61
Nurses, Licensed	68.5	71.2	0.96	60.0	1.14
Psychologists	2.6	18.7	0.14	3.9	0.66
Social Workers	62.1	39.9	1.56	66.9	0.93
All Other Personnel	278.2	249.6	1.11	195.2	1.43
Total FTEs	424.9	394.8	1.08	334.3	1.27

Total Hospital:

Beds Set Up & Staffed 73
Discharges 3,808
Inpatient Days 21,524

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 07/31/2019	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	73	3,830	21,524	80.8%	59.0	5.6
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	10	1	10.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	13	0	13.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	3	0	3.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	21	23	44.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	5.2	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	2	3.6
Nurse Practitioners	1	3	4.1	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	37	11	48.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	66	53	118.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	58	17	75.0
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	219	113	331.6

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

			All PSYCH Hospitals		FY 2019 vs. 2018	
Selected Financial Statistics		FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,769,046	10.0%	11.3%	0.88	7.6%	1.31
Medical Assistance	\$45,836,030	46.8%	43.1%	1.09	51.6%	0.91
Commercial	\$41,666,935	42.5%	39.4%	1.08	40.4%	1.05
All Other	\$706,970	0.7%	6.2%	0.12	0.4%	1.86
Deductions as % of Total Gross Patient Revenue						
Medicare	\$6,791,745	6.9%	7.0%	0.98	5.1%	1.37
Medical Assistance	\$30,933,675	31.6%	20.8%	1.52	34.8%	0.91
Commercial	\$19,092,428	19.5%	15.8%	1.24	14.9%	1.31
Charity Care	\$1,801,726	1.8%	2.6%	0.72	1.8%	1.03
Bad Debt	\$2,000,401	2.0%	1.4%	1.44	1.2%	1.65
All Other	\$581,142	0.6%	1.7%	0.34	4.7%	0.13
Total Deductions	\$61,201,116	62.5%	49.4%	1.27	62.5%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	22.6%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		N/A	19.6%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$26,841,916	65.9%	50.9%	1.30	74.5%	0.89
Supplies & Services	\$11,492,416	28.2%	45.5%	0.62	17.4%	1.63
Capital Component	\$2,378,981	5.8%	3.6%	1.60	8.1%	0.72
Fiscal Statistics						
Operating Margin (%)		-10.7%	3.5%	N/A	-7.0%	1.54
Total Hospital Net Income (%)		-8.1%	4.4%	N/A	-5.7%	1.43
Return on Equity (%)		-6.1%	4.7%	N/A	-3.6%	1.66
Current Ratio		2.17	2.3	0.94	2.68	0.81
Days in Net Patient Accounts Receivable		59.78	52.0	1.15	39.46	1.51
Average Payment Period		61.12	46.8	1.31	54.05	1.13
Equity Financing (%)		1.6%	22.0%	0.07	60.9%	0.03
Long-Term Debt to Equity Ratio		14.39	0.9	16.50	0.46	31.50
Times Interest Earned		-6.85	8.3	N/A	-2.01	3.41
Total Asset Turnover		0.73	1.1	0.67	0.63	1.15
Average Age of Plant (Years)		4.82	10.7	0.45	6.09	0.79
Increase (Decrease) Total Net Patient Revenue		2.1%	8.6%	0.24	0.9%	2.24
Outpatient Gross Revenue (% of Total GPR)		24.8%	48.3%	0.51	26.6%	0.93
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,880	\$7,547	0.91	\$6,271	1.10
Inpatient Net Revenue per Day		\$1,223	\$1,179	1.04	\$1,145	1.07
Outpatient Net Revenue per Visit		\$490	\$624	0.79	\$439	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,978,982	Cash & Cash Equivalents	\$7,794,275	Current Liabilities	\$6,499,684
Less Deductions	\$61,201,116	Net Patient Receivables	\$6,023,672	Long-Term Debt	\$11,926,254
Net Patient Revenue	\$36,777,866	Other Receivables	\$41,331	Other Liabilities	\$31,277,867
Plus Other Revenue	\$0			Subtotal	\$49,703,805
Total Revenue	\$36,777,866	Land, Buildings & Equipment (Net)	\$17,980,418	Unrestricted Fund Balance	\$828,628
Less Expenses	\$40,713,313	Other Assets	\$18,692,737	Restricted Fund Balance	\$2,072,545
Non-Operating Gains/Losses	\$870,264			Total Liabilities & Fund Balance	\$50,532,433
Net Income	-\$3,065,183	Total Assets	\$50,532,433		