

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	91.2%	77.1%	1.18	80.8%	1.13
Alcoholism/Chemical Dependency	89.1%	68.7%	1.30	86.7%	1.03
Total Hospital	90.8%	75.6%	1.20	82.0%	1.11
Average Census (Patients)					
Psychiatric	41.0	29.4	1.40	36.4	1.13
Alcoholism/Chemical Dependency	9.8	4.5	2.16	9.5	1.03
Total Hospital	50.8	33.8	1.50	45.9	1.11
Average Length of Stay (Days)					
Psychiatric	6.8	6.6	1.03	6.5	1.04
Alcoholism/Chemical Dependency	4.7	3.8	1.23	4.7	1.00
Total Hospital	6.3	6.2	1.01	6.0	1.04
Outpatient Visits					
Non-Emergency Visits	34,635	55,302	0.63	27,450	1.26
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	8.9	8.5	1.05	4.2	2.12
Nurses, Licensed	54.0	47.8	1.13	59.7	0.90
Psychologists	0.0	8.3	N/A	3.1	0.00
Social Workers	60.4	27.2	2.22	48.9	1.24
All Other Personnel	169.0	130.9	1.29	222.1	0.76
Total FTEs	292.2	222.7	1.31	337.9	0.86
FTEs per 100 Patient Census (Adjusted)					
Administrators	11.6	11.8	0.98	6.5	1.78
Nurses, Licensed	70.8	66.9	1.06	93.0	0.76
Psychologists	0.0	11.7	N/A	4.8	0.00
Social Workers	79.2	38.0	2.08	76.2	1.04
All Other Personnel	221.5	183.1	1.21	346.3	0.64
Total FTEs	383.1	311.5	1.23	526.9	0.73

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 2,967
 Inpatient Days 18,558

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 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	45	2,213	14,981	91.2%	41.0	6.8
Alcoholism/chemical dependency	2	11	754	3,577	89.1%	9.8	4.7
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	5	8.9	Surgical Personnel	0	0	0.0
Physicians & Dentists	10	4	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	0	0.0
Registered Nurses	29	30	50.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	52	40.4	Recreational Therapists	5	5	8.4
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	2	2.7
Nurse Practitioners	4	1	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	57	11	60.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	24	87.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	1	11.1
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	220	136	292.2

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,427,259	6.6%	9.3%	0.71	7.8%	0.84
Medical Assistance	\$42,505,298	43.6%	41.4%	1.05	45.2%	0.97
Commercial	\$48,248,777	49.5%	44.3%	1.12	46.4%	1.07
All Other	\$226,889	0.2%	5.0%	0.05	0.6%	0.39
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,646,162	4.8%	5.9%	0.80	5.8%	0.82
Medical Assistance	\$30,227,532	31.0%	19.7%	1.58	30.8%	1.01
Commercial	\$21,261,857	21.8%	17.0%	1.28	21.5%	1.01
Charity Care	\$1,253,285	1.3%	1.7%	0.74	1.5%	0.88
Bad Debt	\$713,962	0.7%	0.8%	0.97	1.1%	0.66
All Other	\$150,301	0.2%	0.9%	0.17	0.3%	0.50
Total Deductions	\$58,253,099	59.8%	46.0%	1.30	61.0%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.01	1.1%	0.10
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$24,999,626	67.8%	48.3%	1.41	68.6%	0.99
Supplies & Services	\$10,752,644	29.2%	48.9%	0.60	24.8%	1.18
Capital Component	\$1,100,097	3.0%	2.9%	1.03	6.6%	0.45
Fiscal Statistics						
Operating Margin (%)		6.0%	6.0%	0.99	-4.0%	N/A
Total Hospital Net Income (%)		6.0%	6.4%	0.94	-1.0%	N/A
Return on Equity (%)		18.5%	7.6%	2.44	-0.5%	N/A
Current Ratio		4.38	2.7	1.62	2.16	2.02
Days in Net Patient Accounts Receivable		42.70	45.3	0.94	56.46	0.76
Average Payment Period		25.78	46.1	0.56	113.75	0.23
Equity Financing (%)		18.4%	56.7%	0.32	54.3%	0.34
Long-Term Debt to Equity Ratio		2.68	0.4	7.01	0.44	6.06
Times Interest Earned		0.00	30.5	N/A	0.27	N/A
Total Asset Turnover		3.08	1.2	2.60	0.48	6.38
Average Age of Plant (Years)		6.63	11.1	0.60	7.37	0.90
Increase (Decrease) Total Net Patient Revenue		21.5%	9.8%	2.20	6.3%	3.39
Outpatient Gross Revenue (% of Total GPR)		33.3%	53.1%	0.63	28.5%	1.17
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$8,376		\$7,565	1.11	\$7,885	1.06
Inpatient Net Revenue per Day	\$1,339		\$1,228	1.09	\$1,311	1.02
Outpatient Net Revenue per Visit	\$434		\$742	0.58	\$406	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,408,222	Cash & Cash Equivalents	\$6,481,100	Current Liabilities	\$2,526,670
Less Deductions	\$58,253,099	Net Patient Receivables	\$4,581,148	Long-Term Debt	\$6,261,403
Net Patient Revenue	\$39,155,123	Other Receivables	\$0	Other Liabilities	\$1,589,483
Plus Other Revenue	\$43,777			Subtotal	\$10,377,556
Total Revenue	\$39,198,900	Land, Buildings & Equipment (Net)	-\$5,138,445	Unrestricted Fund Balance	\$2,334,107
Less Expenses	\$36,852,367	Other Assets	\$6,787,860	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$12,711,663
Net Income	\$2,346,533	Total Assets	\$12,711,663		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	42.9%	77.1%	0.56	42.3%	1.02
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	50.0%	75.6%	0.66	42.3%	1.18
Average Census (Patients)					
Psychiatric	10.7	29.4	0.37	10.6	1.02
Alcoholism/Chemical Dependency	1.8	4.5	0.39	0.0	N/A
Total Hospital	12.5	33.8	0.37	10.6	1.18
Average Length of Stay (Days)					
Psychiatric	6.8	6.6	1.03	5.7	1.19
Alcoholism/Chemical Dependency	3.6	3.8	0.94	0.0	N/A
Total Hospital	6.0	6.2	0.97	5.7	1.06
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	342	0.00
Full-Time Equivalents (FTEs)					
Administrators	1.0	8.5	0.12	0.1	8.20
Nurses, Licensed	11.3	47.8	0.24	10.1	1.12
Psychologists	0.1	8.3	0.01	0.1	1.00
Social Workers	0.9	27.2	0.03	0.1	7.00
All Other Personnel	23.5	130.9	0.18	30.2	0.78
Total FTEs	36.8	222.7	0.17	40.6	0.91
FTEs per 100 Patient Census (Adjusted)					
Administrators	8.2	11.8	0.69	1.2	6.94
Nurses, Licensed	90.5	66.9	1.35	95.4	0.95
Psychologists	0.4	11.7	0.03	0.5	0.85
Social Workers	7.0	38.0	0.18	1.2	5.92
All Other Personnel	188.4	183.1	1.03	285.7	0.66
Total FTEs	294.5	311.5	0.95	383.9	0.77

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 757
 Inpatient Days 4,558

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	25	579	3,916	42.9%	10.7	6.8
Alcoholism/chemical dependency	2	0	178	642	0.0%	1.8	3.6
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	1.5	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	1	0.8
Registered Nurses	7	1	7.0	Occupational Therapy Assistants/Aides	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	3.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	14	11.8	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	0	2	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	6	0.7
Health Info Mgmt-Administrators/Technicians	0	10	1.3	All Other Personnel	2	13	6.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	24	56	36.8

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,004,405	16.8%	9.3%	1.80	15.7%	1.07
Medical Assistance	\$1,239,125	20.8%	41.4%	0.50	18.6%	1.11
Commercial	\$473,920	7.9%	44.3%	0.18	9.9%	0.80
All Other	\$3,245,631	54.4%	5.0%	10.97	55.8%	0.98
Deductions as % of Total Gross Patient Revenue						
Medicare	\$464,373	7.8%	5.9%	1.31	7.4%	1.05
Medical Assistance	\$577,329	9.7%	19.7%	0.49	8.9%	1.09
Commercial	\$213,360	3.6%	17.0%	0.21	4.9%	0.73
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$355,000	6.0%	0.8%	7.84	9.6%	0.62
All Other	\$839,665	14.1%	0.9%	15.36	15.2%	0.92
Total Deductions	\$2,449,728	41.1%	46.0%	0.89	46.0%	0.89
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	20.3%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		N/A	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,600,097	81.1%	48.3%	1.68	81.6%	0.99
Supplies & Services	\$829,289	18.7%	48.9%	0.38	18.1%	1.03
Capital Component	\$12,016	0.3%	2.9%	0.09	0.3%	1.04
Fiscal Statistics						
Operating Margin (%)		-26.4%	6.0%	N/A	-46.1%	0.57
Total Hospital Net Income (%)		-26.2%	6.4%	N/A	-45.3%	0.58
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		27.5%	9.8%	2.81	-38.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,110		\$7,565	0.68	\$4,773	1.07
Inpatient Net Revenue per Day	\$849		\$1,228	0.69	\$840	1.01
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,963,081	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,449,728	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,513,353	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$3,513,352	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,441,402	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,988			Total Liabilities & Fund Balance	\$0
Net Income	-\$921,062	Total Assets	\$0		

172 Bellin Psychiatric Center
 301 E St Joseph Ave
 Green Bay, WI 54301
 920-433-3630

Fiscal Year: 10/01 to 09/30
 Type: Psychiatric
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	65.4%	77.1%	0.85	56.7%	1.15
Alcoholism/Chemical Dependency	76.5%	68.7%	1.11	66.4%	1.15
Total Hospital	66.8%	75.6%	0.88	58.0%	1.15
Average Census (Patients)					
Psychiatric	25.5	29.4	0.87	22.1	1.15
Alcoholism/Chemical Dependency	4.6	4.5	1.01	4.0	1.15
Total Hospital	30.1	33.8	0.89	26.1	1.15
Average Length of Stay (Days)					
Psychiatric	5.7	6.6	0.87	5.4	1.05
Alcoholism/Chemical Dependency	3.4	3.8	0.88	3.4	1.01
Total Hospital	5.2	6.2	0.83	5.0	1.04
Outpatient Visits					
Non-Emergency Visits	85,729	55,302	1.55	80,127	1.07
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.7	8.5	0.20	2.5	0.68
Nurses, Licensed	51.7	47.8	1.08	53.5	0.97
Psychologists	9.0	8.3	1.08	8.6	1.05
Social Workers	72.5	27.2	2.67	51.6	1.41
All Other Personnel	94.5	130.9	0.72	83.9	1.13
Total FTEs	229.3	222.7	1.03	200.0	1.15
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.6	11.8	0.22	4.2	0.62
Nurses, Licensed	79.0	66.9	1.18	90.2	0.88
Psychologists	13.7	11.7	1.18	14.5	0.95
Social Workers	110.7	38.0	2.91	86.9	1.27
All Other Personnel	144.3	183.1	0.79	141.4	1.02
Total FTEs	350.3	311.5	1.12	337.2	1.04

Total Hospital:
 Beds Set Up & Staffed 45
 Discharges 2,130
 Inpatient Days 10,980

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

172 Bellin Psychiatric Center
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	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	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	39	1,634	9,304	65.4%	25.5	5.7
Alcoholism/chemical dependency	1	6	496	1,676	76.5%	4.6	3.4
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	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.7	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	0	12.0	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	27	29	44.0	Occupational Therapy Assistants/Aides	2	1	2.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	17	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	5	5.2	Psychologists	9	0	9.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	38	24	72.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	10	12.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	36	39	48.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	146	129	229.3

172 Bellin Psychiatric Center
Green Bay, WI 54301

Selected Financial Statistics			All PSYCH Hospitals		FY 2021 vs. 2020	
	FY 2021		Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,720,729	15.6%	9.3%	1.67	17.1%	0.91
Medical Assistance	\$19,702,939	35.3%	41.4%	0.85	32.6%	1.08
Commercial	\$24,605,258	44.1%	44.3%	1.00	45.5%	0.97
All Other	\$2,736,601	4.9%	5.0%	0.99	4.7%	1.04
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,923,087	8.8%	5.9%	1.49	10.9%	0.81
Medical Assistance	\$12,091,677	21.7%	19.7%	1.10	21.5%	1.01
Commercial	\$7,132,227	12.8%	17.0%	0.75	13.3%	0.96
Charity Care	\$944,218	1.7%	1.7%	0.98	1.6%	1.05
Bad Debt	\$669,839	1.2%	0.8%	1.58	1.7%	0.70
All Other	\$1,371,428	2.5%	0.9%	2.68	1.5%	1.62
Total Deductions	\$27,132,476	48.7%	46.0%	1.06	50.6%	0.96
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		2.6%	20.3%	0.13	3.7%	0.69
Net Gains/Losses as % of Net Income		70.4%	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$23,849,724	82.3%	48.3%	1.70	84.5%	0.97
Supplies & Services	\$4,392,332	15.1%	48.9%	0.31	12.7%	1.19
Capital Component	\$750,679	2.6%	2.9%	0.89	2.8%	0.94
Fiscal Statistics						
Operating Margin (%)		1.3%	6.0%	0.22	-2.1%	N/A
Total Hospital Net Income (%)		4.4%	6.4%	0.69	-0.4%	N/A
Return on Equity (%)		6.6%	7.6%	0.88	-0.5%	N/A
Current Ratio		0.55	2.7	0.20	0.58	0.94
Days in Net Patient Accounts Receivable		37.40	45.3	0.83	46.64	0.80
Average Payment Period		142.50	46.1	3.09	190.39	0.75
Equity Financing (%)		37.2%	56.7%	0.66	28.9%	1.29
Long-Term Debt to Equity Ratio		0.21	0.4	0.54	0.27	0.77
Times Interest Earned		9.35	30.5	0.31	0.37	25.36
Total Asset Turnover		1.46	1.2	1.23	1.22	1.20
Average Age of Plant (Years)		10.81	11.1	0.97	10.08	1.07
Increase (Decrease) Total Net Patient Revenue		14.7%	9.8%	1.51	7.5%	1.98
Outpatient Gross Revenue (% of Total GPR)		53.8%	53.1%	1.01	56.0%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$7,169	\$7,565	0.95	\$6,629	1.08
Inpatient Net Revenue per Day		\$1,382	\$1,228	1.13	\$1,337	1.03
Outpatient Net Revenue per Visit		\$164	\$742	0.22	\$163	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,765,527	Cash & Cash Equivalents	\$3,134,714	Current Liabilities	\$11,124,662
Less Deductions	\$27,132,476	Net Patient Receivables	\$2,934,006	Long-Term Debt	\$1,547,350
Net Patient Revenue	\$28,633,051	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$756,345			Subtotal	\$12,672,012
Total Revenue	\$29,389,396	Land, Buildings & Equipment (Net)	\$6,754,244	Unrestricted Fund Balance	\$7,500,268
Less Expenses	\$28,992,735	Other Assets	\$7,349,316	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$943,187			Total Liabilities & Fund Balance	\$20,172,280
Net Income	\$1,339,848	Total Assets	\$20,172,280		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	62.5%	77.1%	0.81	60.6%	1.03
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	62.5%	75.6%	0.83	60.6%	1.03
Average Census (Patients)					
Psychiatric	10.0	29.4	0.34	9.7	1.03
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	10.0	33.8	0.30	9.7	1.03
Average Length of Stay (Days)					
Psychiatric	5.7	6.6	0.87	5.1	1.11
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	5.7	6.2	0.92	5.1	1.11
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.1	8.5	0.01	0.1	1.67
Nurses, Licensed	12.2	47.8	0.26	9.8	1.25
Psychologists	0.0	8.3	N/A	0.0	N/A
Social Workers	3.7	27.2	0.13	1.8	2.03
All Other Personnel	28.5	130.9	0.22	22.5	1.27
Total FTEs	44.5	222.7	0.20	34.1	1.31
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.2	11.8	0.10	0.7	1.65
Nurses, Licensed	113.6	66.9	1.70	91.6	1.24
Psychologists	0.0	11.7	N/A	0.0	N/A
Social Workers	33.9	38.0	0.89	16.9	2.01
All Other Personnel	265.1	183.1	1.45	210.5	1.26
Total FTEs	413.7	311.5	1.33	319.7	1.29

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 638
 Inpatient Days 3,649

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	16	641	3,649	62.5%	10.0	5.7
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	0	1	0.3	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	0	1	0.2
Registered Nurses	8	8	12.1	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	1	0.1	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	11	18.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	2	0.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	0	4	0.5	All Other Personnel	3	40	6.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	1	0.1				
				Total	24	78	44.5

040 Brown County Community Treatment Center
Green Bay, WI 54311

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,229,795	28.1%	9.3%	3.01	24.7%	1.14
Medical Assistance	\$2,231,837	51.1%	41.4%	1.23	54.0%	0.95
Commercial	\$420,458	9.6%	44.3%	0.22	9.3%	1.04
All Other	\$487,643	11.2%	5.0%	2.25	12.1%	0.92
Deductions as % of Total Gross Patient Revenue						
Medicare	\$345,274	7.9%	5.9%	1.33	8.4%	0.94
Medical Assistance	\$470,206	10.8%	19.7%	0.55	11.2%	0.96
Commercial	\$99,203	2.3%	17.0%	0.13	4.4%	0.52
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$191,563	4.4%	0.8%	5.78	2.6%	1.71
All Other	-\$679,196	-15.5%	0.9%	N/A	-16.8%	0.93
Total Deductions	\$427,050	9.8%	46.0%	0.21	9.8%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		-2.4%	20.3%	N/A	-0.8%	3.07
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,263,758	84.8%	48.3%	1.76	86.8%	0.98
Supplies & Services	\$517,565	13.4%	48.9%	0.28	11.6%	1.16
Capital Component	\$68,360	1.8%	2.9%	0.61	1.6%	1.11
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		4.4%	9.8%	0.45	-1.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		7.1%	53.1%	0.13	7.4%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,011		\$7,565	0.79	\$5,222	1.15
Inpatient Net Revenue per Day	\$1,051		\$1,228	0.86	\$995	1.06
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,369,733	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$427,050	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,942,683	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	-\$93,001			Subtotal	\$0
Total Revenue	\$3,849,683	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,849,683	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

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

Total Hospital:

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

Contract with:

Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) Yes

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	30	2,206	16,816	153.6%	46.1	7.6
Alcoholism/chemical dependency	2	6	4	20	0.9%	0.1	5.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

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

321 Willow Creek Behavioral Health
Green Bay, WI 54311

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

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

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	47.3%	77.1%	0.61	58.7%	0.81
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	47.3%	75.6%	0.63	58.7%	0.81
Average Census (Patients)					
Psychiatric	7.6	29.4	0.26	7.0	1.07
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	7.6	33.8	0.22	7.0	1.07
Average Length of Stay (Days)					
Psychiatric	9.0	6.6	1.36	8.6	1.04
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	9.0	6.2	1.44	8.6	1.04
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	5.0	8.5	0.59	3.3	1.50
Nurses, Licensed	7.8	47.8	0.16	6.7	1.15
Psychologists	1.0	8.3	0.12	1.0	1.00
Social Workers	3.0	27.2	0.11	2.1	1.46
All Other Personnel	25.4	130.9	0.19	19.8	1.28
Total FTEs	42.2	222.7	0.19	32.9	1.28
FTEs per 100 Patient Census (Adjusted)					
Administrators	66.1	11.8	5.58	47.2	1.40
Nurses, Licensed	102.5	66.9	1.53	95.5	1.07
Psychologists	13.2	11.7	1.13	14.2	0.93
Social Workers	39.7	38.0	1.04	29.1	1.36
All Other Personnel	335.9	183.1	1.83	280.9	1.20
Total FTEs	557.4	311.5	1.79	466.9	1.19

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 308
 Inpatient Days 2,760

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	16	308	2,760	47.3%	7.6	9.0
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	5	0	5.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.6
Registered Nurses	5	2	5.8	Occupational Therapy Assistants/Aides	0	1	0.6
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	4	5	6.2	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	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	3	2.0	All Other Personnel	14	0	14.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	38	12	42.2

068 Norwood Health Center
Marshfield, WI 54449

			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
FY 2021						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,748,141	32.6%	9.3%	3.49	43.2%	0.75
Medical Assistance	\$2,674,542	49.9%	41.4%	1.20	34.7%	1.44
Commercial	\$744,441	13.9%	44.3%	0.31	18.7%	0.74
All Other	\$193,370	3.6%	5.0%	0.73	3.5%	1.04
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,437,699	26.8%	5.9%	4.51	15.8%	1.69
Medical Assistance	\$637,543	11.9%	19.7%	0.60	11.3%	1.05
Commercial	\$144,659	2.7%	17.0%	0.16	6.0%	0.45
Charity Care	\$12,237	0.2%	1.7%	0.13	0.4%	0.57
Bad Debt	\$357,715	6.7%	0.8%	8.79	1.2%	5.36
All Other	\$7,896	0.1%	0.9%	0.16	0.1%	1.18
Total Deductions	\$2,597,749	48.5%	46.0%	1.05	34.9%	1.39
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		50.0%	20.3%	2.47	44.8%	1.12
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$2,621,940	50.8%	48.3%	1.05	63.7%	0.80
Supplies & Services	\$2,543,112	49.2%	48.9%	1.01	36.3%	1.36
Capital Component	\$0	0.0%	2.9%	N/A	0.1%	N/A
Fiscal Statistics						
Operating Margin (%)		6.6%	6.0%	1.09	12.6%	0.52
Total Hospital Net Income (%)		6.6%	6.4%	1.04	12.6%	0.52
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-11.5%	9.8%	N/A	-11.3%	1.02
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$10,131		\$7,565	1.34	\$10,605	0.96
Inpatient Net Revenue per Day	\$1,131		\$1,228	0.92	\$1,235	0.92
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,360,495	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,597,749	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,762,746	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,766,814			Subtotal	\$0
Total Revenue	\$5,529,557	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$5,165,052	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$364,505	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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	68.2%	77.1%	0.88	102.1%	0.67
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	68.2%	75.6%	0.90	102.1%	0.67
Average Census (Patients)					
Psychiatric	23.9	29.4	0.81	35.7	0.67
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	23.9	33.8	0.71	35.7	0.67
Average Length of Stay (Days)					
Psychiatric	10.1	6.6	1.54	13.1	0.77
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	10.1	6.2	1.63	12.5	0.81
Outpatient Visits					
Non-Emergency Visits	19	55,302	0.00	136	0.14
Emergency Visits	6,289	1,331	4.72	6,471	0.97
Full-Time Equivalents (FTEs)					
Administrators	41.0	8.5	4.84	40.0	1.03
Nurses, Licensed	99.3	47.8	2.08	105.9	0.94
Psychologists	10.0	8.3	1.20	29.4	0.34
Social Workers	5.0	27.2	0.18	56.1	0.09
All Other Personnel	62.7	130.9	0.48	220.8	0.28
Total FTEs	218.0	222.7	0.98	452.1	0.48
FTEs per 100 Patient Census (Adjusted)					
Administrators	21.3	11.8	1.80	20.7	1.03
Nurses, Licensed	51.7	66.9	0.77	54.9	0.94
Psychologists	5.2	11.7	0.45	15.2	0.34
Social Workers	2.6	38.0	0.07	29.1	0.09
All Other Personnel	32.7	183.1	0.18	114.4	0.29
Total FTEs	113.5	311.5	0.36	234.2	0.48

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 862
 Inpatient Days 8,718

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	35	862	8,718	68.2%	23.9	10.1
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	41	0	41.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	6	4.2	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	5	1	5.4
Registered Nurses	86	6	91.1	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	7	2	8.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	4	8.2	Psychologists	10	0	10.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	44	0	44.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	206	19	218.0

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,277,421	5.6%	9.3%	0.60	5.5%	1.01
Medical Assistance	\$128,504,788	77.0%	41.4%	1.86	74.6%	1.03
Commercial	\$1,189,232	0.7%	44.3%	0.02	1.0%	0.69
All Other	\$27,913,372	16.7%	5.0%	3.37	18.8%	0.89
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,868,802	2.3%	5.9%	0.39	2.5%	0.93
Medical Assistance	\$17,549,585	10.5%	19.7%	0.53	9.0%	1.17
Commercial	\$412,871	0.2%	17.0%	0.01	0.3%	0.72
Charity Care	\$6,476,040	3.9%	1.7%	2.24	4.7%	0.82
Bad Debt	\$258,486	0.2%	0.8%	0.20	-1.4%	N/A
All Other	\$3,034,568	1.8%	0.9%	1.98	8.3%	0.22
Total Deductions	\$31,600,352	18.9%	46.0%	0.41	23.5%	0.81
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		42.7%	20.3%	2.11	46.7%	0.91
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$63,888,676	27.1%	48.3%	0.56	28.1%	0.96
Supplies & Services	\$171,153,782	72.5%	48.9%	1.48	71.2%	1.02
Capital Component	\$988,137	0.4%	2.9%	0.14	0.7%	0.62
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	-1.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		3.37	2.7	1.25	5.02	0.67
Days in Net Patient Accounts Receivable		50.26	45.3	1.11	76.10	0.66
Average Payment Period		23.11	46.1	0.50	25.49	0.91
Equity Financing (%)		73.1%	56.7%	1.29	40.5%	1.80
Long-Term Debt to Equity Ratio		0.01	0.4	0.02	0.04	0.18
Times Interest Earned		1.00	30.5	0.03	1.00	1.00
Total Asset Turnover		3.95	1.2	3.33	2.68	1.48
Average Age of Plant (Years)		56.04	11.1	5.04	26.66	2.10
Increase (Decrease) Total Net Patient Revenue		11.5%	9.8%	1.18	11.4%	1.02
Outpatient Gross Revenue (% of Total GPR)		86.2%	53.1%	1.62	80.7%	1.07
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$13,693	\$7,565	1.81	\$19,393	0.71
Inpatient Net Revenue per Day		\$1,220	\$1,228	0.99	\$1,481	0.82
Outpatient Net Revenue per Visit		\$19,616	\$742	26.44	\$14,962	1.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,884,813	Cash & Cash Equivalents	-\$1,677,233	Current Liabilities	\$14,906,206
Less Deductions	\$31,600,352	Net Patient Receivables	\$18,629,429	Long-Term Debt	\$343,728
Net Patient Revenue	\$135,284,461	Other Receivables	\$0	Other Liabilities	\$841,730
Plus Other Revenue	\$100,746,134			Subtotal	\$16,091,664
Total Revenue	\$236,030,595	Land, Buildings & Equipment (Net)	\$5,995,508	Unrestricted Fund Balance	\$43,625,767
Less Expenses	\$236,030,595	Other Assets	\$36,769,727	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$59,717,431
Net Income	\$0	Total Assets	\$59,717,431		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	92.6%	77.1%	1.20	86.8%	1.07
Alcoholism/Chemical Dependency	96.5%	68.7%	1.41	87.5%	1.10
Total Hospital	93.1%	75.6%	1.23	86.8%	1.07
Average Census (Patients)					
Psychiatric	60.2	29.4	2.05	55.5	1.08
Alcoholism/Chemical Dependency	7.7	4.5	1.70	7.0	1.10
Total Hospital	67.9	33.8	2.01	62.5	1.09
Average Length of Stay (Days)					
Psychiatric	9.8	6.6	1.48	9.1	1.07
Alcoholism/Chemical Dependency	4.7	3.8	1.21	4.5	1.04
Total Hospital	8.7	6.2	1.39	8.2	1.06
Outpatient Visits					
Non-Emergency Visits	32,896	55,302	0.59	29,765	1.11
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	14.5	8.5	1.71	12.5	1.16
Nurses, Licensed	92.5	47.8	1.93	102.6	0.90
Psychologists	0.0	8.3	N/A	2.8	0.00
Social Workers	102.5	27.2	3.78	102.7	1.00
All Other Personnel	539.3	130.9	4.12	700.4	0.77
Total FTEs	748.8	222.7	3.36	920.9	0.81
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.8	11.8	0.66	7.3	1.07
Nurses, Licensed	49.8	66.9	0.74	59.8	0.83
Psychologists	0.0	11.7	N/A	1.6	0.00
Social Workers	55.2	38.0	1.45	59.9	0.92
All Other Personnel	290.4	183.1	1.59	408.3	0.71
Total FTEs	403.2	311.5	1.29	536.8	0.75

Total Hospital:

Beds Set Up & Staffed 73
 Discharges 2,858
 Inpatient Days 24,794

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 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	65	2,252	21,975	92.6%	60.2	9.8
Alcoholism/chemical dependency	2	8	606	2,819	96.5%	7.7	4.7
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	12	6	14.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	24	7	26.4	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	38	62	79.8	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	2	2.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	15	51	43.1	Recreational Therapists	22	11	29.3
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	12	14	20.6
Nurse Practitioners	9	2	10.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	87	31	102.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	243	204	380.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	2	35.4
Pharmacy Personnel	1	1	1.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	502	393	748.8

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,708,614	3.6%	9.3%	0.39	4.2%	0.85
Medical Assistance	\$28,476,764	11.8%	41.4%	0.28	11.9%	0.99
Commercial	\$201,694,843	83.6%	44.3%	1.89	82.8%	1.01
All Other	\$2,455,553	1.0%	5.0%	0.21	1.0%	1.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,749,453	2.4%	5.9%	0.40	3.0%	0.80
Medical Assistance	\$19,596,372	8.1%	19.7%	0.41	7.9%	1.03
Commercial	\$65,645,915	27.2%	17.0%	1.60	27.2%	1.00
Charity Care	\$2,066,969	0.9%	1.7%	0.50	0.9%	0.92
Bad Debt	\$890,350	0.4%	0.8%	0.49	0.7%	0.49
All Other	\$975,522	0.4%	0.9%	0.44	0.4%	1.02
Total Deductions	\$94,924,581	39.3%	46.0%	0.85	40.2%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	20.3%	0.00	1.2%	0.08
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	11.3%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$62,328,693	56.2%	48.3%	1.16	55.9%	1.01
Supplies & Services	\$42,435,033	38.3%	48.9%	0.78	34.4%	1.11
Capital Component	\$6,139,128	5.5%	2.9%	1.91	9.8%	0.57
Fiscal Statistics						
Operating Margin (%)		24.3%	6.0%	4.03	23.4%	1.04
Total Hospital Net Income (%)		24.3%	6.4%	3.82	25.6%	0.95
Return on Equity (%)		13.2%	7.6%	1.74	12.7%	1.04
Current Ratio		3.16	2.7	1.17	2.16	1.46
Days in Net Patient Accounts Receivable		46.07	45.3	1.02	56.51	0.82
Average Payment Period		107.53	46.1	2.33	158.57	0.68
Equity Financing (%)		53.0%	56.7%	0.93	54.3%	0.98
Long-Term Debt to Equity Ratio		0.53	0.4	1.40	0.44	1.21
Times Interest Earned		0.00	30.5	N/A	20.26	N/A
Total Asset Turnover		0.54	1.2	0.46	0.48	1.12
Average Age of Plant (Years)		7.37	11.1	0.66	6.51	1.13
Increase (Decrease) Total Net Patient Revenue		9.2%	9.8%	0.94	23.6%	0.39
Outpatient Gross Revenue (% of Total GPR)		63.4%	53.1%	1.19	63.5%	1.00
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$13,598		\$7,565	1.80	\$12,377	1.10
Inpatient Net Revenue per Day	\$1,567		\$1,228	1.28	\$1,509	1.04
Outpatient Net Revenue per Visit	\$3,296		\$742	4.44	\$3,397	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$241,335,773	Cash & Cash Equivalents	\$79,184,940	Current Liabilities	\$30,870,411
Less Deductions	\$94,924,581	Net Patient Receivables	\$18,480,332	Long-Term Debt	\$76,500,713
Net Patient Revenue	\$146,411,192	Other Receivables	\$0	Other Liabilities	\$19,420,018
Plus Other Revenue	\$133,582			Subtotal	\$126,791,142
Total Revenue	\$146,544,774	Land, Buildings & Equipment (Net)	\$89,446,689	Unrestricted Fund Balance	\$143,253,700
Less Expenses	\$110,902,854	Other Assets	\$82,932,881	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$270,044,842
Net Income	\$35,641,920	Total Assets	\$270,044,842		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	69.3%	77.1%	0.90	56.5%	1.23
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	69.3%	75.6%	0.92	56.5%	1.23
Average Census (Patients)					
Psychiatric	13.9	29.4	0.47	15.8	0.88
Alcoholism/Chemical Dependency	0.0	4.5	N/A	0.0	N/A
Total Hospital	13.9	33.8	0.41	15.8	0.88
Average Length of Stay (Days)					
Psychiatric	9.1	6.6	1.39	11.8	0.78
Alcoholism/Chemical Dependency	0.0	3.8	N/A	0.0	N/A
Total Hospital	9.1	6.2	1.47	11.8	0.78
Outpatient Visits					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.2	8.5	0.38	3.4	0.94
Nurses, Licensed	12.0	47.8	0.25	13.8	0.87
Psychologists	0.5	8.3	0.06	0.6	0.83
Social Workers	3.2	27.2	0.12	3.2	1.00
All Other Personnel	23.1	130.9	0.18	28.3	0.82
Total FTEs	42.0	222.7	0.19	49.3	0.85
FTEs per 100 Patient Census (Adjusted)					
Administrators	22.4	11.8	1.89	20.3	1.10
Nurses, Licensed	83.9	66.9	1.26	82.6	1.02
Psychologists	3.5	11.7	0.30	3.6	0.97
Social Workers	22.4	38.0	0.59	19.2	1.17
All Other Personnel	161.6	183.1	0.88	169.5	0.95
Total FTEs	293.7	311.5	0.94	295.2	0.99

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 554
 Inpatient Days 5,062

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	20	554	5,062	69.3%	13.9	9.1
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	1	3.2	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	1	2.4	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	9	10	11.0	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	13	4	13.8	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	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	4	3.2
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	1	1	1.2	All Other Personnel	1	3	1.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	37	31	42.0

140 Waukesha County Mental Health Center

Waukesha, WI 53188

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$2,863,475	41.9%	9.3%	4.49	40.0%	1.05
Medical Assistance	\$1,940,816	28.4%	41.4%	0.69	25.0%	1.13
Commercial	\$1,139,305	16.7%	44.3%	0.38	18.2%	0.92
All Other	\$883,097	12.9%	5.0%	2.61	16.7%	0.77
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,979,042	29.0%	5.9%	4.88	31.3%	0.93
Medical Assistance	\$1,485,191	21.8%	19.7%	1.11	15.6%	1.40
Commercial	\$789,295	11.6%	17.0%	0.68	13.7%	0.84
Charity Care	\$0	0.0%	1.7%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	0.8%	N/A	0.0%	N/A
All Other	\$246,142	3.6%	0.9%	3.93	10.1%	0.36
Total Deductions	\$4,499,670	65.9%	46.0%	1.43	70.7%	0.93
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		66.4%	20.3%	3.28	70.8%	0.94
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$4,655,392	67.2%	48.3%	1.39	70.0%	0.96
Supplies & Services	\$2,077,760	30.0%	48.9%	0.61	27.3%	1.10
Capital Component	\$195,324	2.8%	2.9%	0.97	2.7%	1.04
Fiscal Statistics						
Operating Margin (%)		0.0%	6.0%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.4%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	7.6%	N/A	0.0%	N/A
Current Ratio		0.00	2.7	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	45.3	N/A	0.00	N/A
Average Payment Period		0.00	46.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	56.7%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.00	30.5	N/A	0.00	N/A
Total Asset Turnover		0.00	1.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	11.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		11.3%	9.8%	1.16	-28.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	53.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,200		\$7,565	0.56	\$4,249	0.99
Inpatient Net Revenue per Day	\$446		\$1,228	0.36	\$342	1.30
Outpatient Net Revenue per Visit	\$0		\$742	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,826,693	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$4,499,670	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,327,023	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,601,452			Subtotal	\$0
Total Revenue	\$6,928,476	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$6,928,476	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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	54.1%	77.1%	0.70	67.6%	0.80
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	0.0%	N/A
Total Hospital	39.8%	75.6%	0.53	73.9%	0.54
Average Census (Patients)					
Psychiatric	13.0	29.4	0.44	10.8	1.20
Alcoholism/Chemical Dependency	0.6	4.5	0.13	0.7	0.87
Total Hospital	21.5	33.8	0.64	21.4	1.00
Average Length of Stay (Days)					
Psychiatric	4.8	6.6	0.73	5.9	0.81
Alcoholism/Chemical Dependency	2.8	3.8	0.72	2.7	1.01
Total Hospital	7.3	6.2	1.18	10.2	0.72
Outpatient Visits					
Non-Emergency Visits	197,221	55,302	3.57	164,642	1.20
Emergency Visits	4,361	1,331	3.28	3,799	1.15
Full-Time Equivalents (FTEs)					
Administrators	4.0	8.5	0.47	2.0	2.00
Nurses, Licensed	14.9	47.8	0.31	27.6	0.54
Psychologists	0.0	8.3	N/A	4.0	0.00
Social Workers	5.0	27.2	0.18	8.4	0.59
All Other Personnel	35.9	130.9	0.27	321.5	0.11
Total FTEs	59.9	222.7	0.27	363.6	0.16
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.5	11.8	0.64	4.7	1.62
Nurses, Licensed	28.2	66.9	0.42	64.4	0.44
Psychologists	0.0	11.7	N/A	9.3	0.00
Social Workers	9.4	38.0	0.25	19.7	0.48
All Other Personnel	67.8	183.1	0.37	750.5	0.09
Total FTEs	113.0	311.5	0.36	848.7	0.13

Total Hospital:
 Beds Set Up & Staffed 54
 Discharges 1,068
 Inpatient Days 7,839

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 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	24	992	4,742	54.1%	13.0	4.8
Alcoholism/chemical dependency	1	0	76	210	0.0%	0.6	2.8
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	30	391	2,887	26.4%	7.9	7.4

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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	9	9	13.8	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	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	10	12.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	0	4.0
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	2	0	2.0
Pharmacy Personnel	7	3	9.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	46	23	59.9

144 North Central Health Care
Wausau, WI 54403

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$13,989,786	26.7%	9.3%	2.86	26.7%	1.00
Medical Assistance	\$31,908,618	60.9%	41.4%	1.47	60.6%	1.00
Commercial	\$3,523,615	6.7%	44.3%	0.15	4.6%	1.46
All Other	\$3,010,799	5.7%	5.0%	1.16	8.1%	0.71
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,837,683	14.9%	5.9%	2.52	15.2%	0.98
Medical Assistance	\$7,087,321	13.5%	19.7%	0.69	12.7%	1.07
Commercial	\$1,335,024	2.5%	17.0%	0.15	1.7%	1.50
Charity Care	\$2,506,932	4.8%	1.7%	2.76	6.7%	0.71
Bad Debt	\$373,831	0.7%	0.8%	0.94	0.8%	0.89
All Other	-\$21,727	0.0%	0.9%	N/A	-0.1%	0.33
Total Deductions	\$19,119,064	36.5%	46.0%	0.79	37.0%	0.99
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		34.2%	20.3%	1.69	32.6%	1.05
Net Gains/Losses as % of Net Income		N/A	5.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,432,645	55.0%	48.3%	1.14	53.4%	1.03
Supplies & Services	\$22,050,588	41.2%	48.9%	0.84	43.6%	0.94
Capital Component	\$2,064,012	3.9%	2.9%	1.33	3.0%	1.28
Fiscal Statistics						
Operating Margin (%)		-5.8%	6.0%	N/A	-6.9%	0.84
Total Hospital Net Income (%)		-5.6%	6.4%	N/A	-6.4%	0.88
Return on Equity (%)		-4.4%	7.6%	N/A	-5.2%	0.85
Current Ratio		1.62	2.7	0.60	1.76	0.92
Days in Net Patient Accounts Receivable		48.65	45.3	1.07	26.71	1.82
Average Payment Period		40.59	46.1	0.88	28.08	1.45
Equity Financing (%)		39.9%	56.7%	0.70	47.8%	0.83
Long-Term Debt to Equity Ratio		0.57	0.4	1.49	0.34	1.66
Times Interest Earned		-10.98	30.5	N/A	-1,703.23	0.01
Total Asset Turnover		0.79	1.2	0.67	0.81	0.97
Average Age of Plant (Years)		22.20	11.1	1.99	24.00	0.93
Increase (Decrease) Total Net Patient Revenue		2.3%	9.8%	0.23	10.2%	0.22
Outpatient Gross Revenue (% of Total GPR)		74.0%	53.1%	1.39	73.3%	1.01
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$9,103	\$7,565	1.20	\$12,180	0.75
Inpatient Net Revenue per Day		\$1,931	\$1,228	1.57	\$2,226	0.87
Outpatient Net Revenue per Visit		\$119	\$742	0.16	\$140	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$52,432,819	Cash & Cash Equivalents	\$193,367	Current Liabilities	\$5,793,813
Less Deductions	\$19,119,064	Net Patient Receivables	\$4,440,542	Long-Term Debt	\$14,587,688
Net Patient Revenue	\$33,313,755	Other Receivables	\$3,898,305	Other Liabilities	\$18,061,935
Plus Other Revenue	\$17,304,822			Subtotal	\$38,443,436
Total Revenue	\$50,618,578	Land, Buildings & Equipment (Net)	\$24,460,379	Unrestricted Fund Balance	\$25,520,127
Less Expenses	\$53,547,245	Other Assets	\$30,970,970	Restricted Fund Balance	\$12,779,166
Non-Operating Gains/Losses	\$83,168			Total Liabilities & Fund Balance	\$63,963,563
Net Income	-\$2,845,499	Total Assets	\$63,963,563		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	62.6%	77.1%	0.81	68.6%	0.91
Alcoholism/Chemical Dependency	0.0%	68.7%	N/A	47.5%	0.00
Total Hospital	72.5%	75.6%	0.96	64.2%	1.13
Average Census (Patients)					
Psychiatric	55.1	29.4	1.88	52.1	1.06
Alcoholism/Chemical Dependency	8.7	4.5	1.91	9.5	0.91
Total Hospital	63.8	33.8	1.89	61.6	1.03
Average Length of Stay (Days)					
Psychiatric	4.3	6.6	0.65	4.3	0.99
Alcoholism/Chemical Dependency	3.1	3.8	0.80	3.3	0.94
Total Hospital	4.1	6.2	0.66	4.2	0.99
Outpatient Visits					
Non-Emergency Visits	55,398	55,302	1.00	53,769	1.03
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	14.0	8.5	1.65	14.0	1.00
Nurses, Licensed	126.0	47.8	2.64	123.5	1.02
Psychologists	78.5	8.3	9.41	80.5	0.97
Social Workers	4.0	27.2	0.15	2.0	2.00
All Other Personnel	251.0	130.9	1.92	257.0	0.98
Total FTEs	473.5	222.7	2.13	477.0	0.99
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.1	11.8	1.19	14.7	0.96
Nurses, Licensed	127.3	66.9	1.90	130.0	0.98
Psychologists	79.3	11.7	6.80	84.8	0.94
Social Workers	4.0	38.0	0.11	2.1	1.92
All Other Personnel	253.6	183.1	1.38	270.4	0.94
Total FTEs	478.3	311.5	1.54	502.0	0.95

Total Hospital:
 Beds Set Up & Staffed 88
 Discharges 5,676
 Inpatient Days 23,275

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 12/31/2021	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	3	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	88	4,700	20,108	62.6%	55.1	4.3
Alcoholism/chemical dependency	1	0	1,035	3,167	0.0%	8.7	3.1
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	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	14	0	14.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	21	3	21.9	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	81	53	114.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	7	4.0	Recreational Therapists	1	4	3.2
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	2	3.1
Nurse Practitioners	7	1	7.0	Psychologists	66	25	78.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	1	1	1.5	All Other Health Professionals	65	31	81.0
Health Info Mgmt-Administrators/Technicians	3	2	4.2	All Other Personnel	97	36	116.5
Pharmacy Personnel	7	3	9.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	382	168	473.5

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$19,794,750	13.4%	9.3%	1.43	14.7%	0.91
Medical Assistance	\$65,694,839	44.4%	41.4%	1.07	46.4%	0.96
Commercial	\$59,091,431	39.9%	44.3%	0.90	36.9%	1.08
All Other	\$3,395,341	2.3%	5.0%	0.46	2.0%	1.12
Deductions as % of Total Gross Patient Revenue						
Medicare	\$14,893,742	10.1%	5.9%	1.69	11.0%	0.92
Medical Assistance	\$51,537,014	34.8%	19.7%	1.77	35.6%	0.98
Commercial	\$31,272,929	21.1%	17.0%	1.24	19.1%	1.10
Charity Care	\$917,675	0.6%	1.7%	0.36	0.5%	1.25
Bad Debt	\$2,134,025	1.4%	0.8%	1.90	1.2%	1.19
All Other	\$1,626,173	1.1%	0.9%	1.20	1.2%	0.94
Total Deductions	\$102,381,558	69.2%	46.0%	1.50	68.5%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		6.5%	20.3%	0.32	11.5%	0.57
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$28,100,418	57.3%	48.3%	1.19	60.1%	0.95
Supplies & Services	\$17,851,798	36.4%	48.9%	0.75	33.4%	1.09
Capital Component	\$3,066,106	6.3%	2.9%	2.16	6.4%	0.97
Fiscal Statistics						
Operating Margin (%)		-0.5%	6.0%	N/A	5.1%	N/A
Total Hospital Net Income (%)		-0.5%	6.4%	N/A	5.1%	N/A
Return on Equity (%)		-0.5%	7.6%	N/A	5.1%	N/A
Current Ratio		2.34	2.7	0.87	1.98	1.18
Days in Net Patient Accounts Receivable		55.86	45.3	1.23	55.96	1.00
Average Payment Period		28.34	46.1	0.61	34.95	0.81
Equity Financing (%)		92.1%	56.7%	1.62	90.7%	1.02
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		0.75	30.5	0.02	3.87	0.19
Total Asset Turnover		1.06	1.2	0.89	1.00	1.06
Average Age of Plant (Years)		8.29	11.1	0.74	7.28	1.14
Increase (Decrease) Total Net Patient Revenue		5.5%	9.8%	0.56	-18.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		35.0%	53.1%	0.66	34.9%	1.00
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,665		\$7,565	0.62	\$4,633	1.01
Inpatient Net Revenue per Day	\$1,127		\$1,228	0.92	\$1,111	1.01
Outpatient Net Revenue per Visit	\$384		\$742	0.52	\$366	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$147,976,359	Cash & Cash Equivalents	\$1,418,530	Current Liabilities	\$3,648,333
Less Deductions	\$102,381,558	Net Patient Receivables	\$6,978,079	Long-Term Debt	\$0
Net Patient Revenue	\$45,594,801	Other Receivables	\$78,442	Other Liabilities	\$0
Plus Other Revenue	\$3,178,895			Subtotal	\$3,648,333
Total Revenue	\$48,773,693	Land, Buildings & Equipment (Net)	\$37,666,777	Unrestricted Fund Balance	\$42,555,116
Less Expenses	\$49,018,322	Other Assets	\$61,621	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$46,203,449
Net Income	-\$244,629	Total Assets	\$46,203,449		

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 2021	All PSYCH Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Psychiatric	84.4%	77.1%	1.09	74.7%	1.13
Alcoholism/Chemical Dependency	64.1%	68.7%	0.93	98.6%	0.65
Total Hospital	79.2%	75.6%	1.05	80.0%	0.99
Average Census (Patients)					
Psychiatric	45.6	29.4	1.55	42.6	1.07
Alcoholism/Chemical Dependency	12.2	4.5	2.69	15.8	0.77
Total Hospital	57.8	33.8	1.71	58.4	0.99
Average Length of Stay (Days)					
Psychiatric	6.3	6.6	0.96	6.5	0.98
Alcoholism/Chemical Dependency	3.8	3.8	1.00	4.2	0.91
Total Hospital	5.6	6.2	0.90	5.6	0.99
Outpatient Visits					
Non-Emergency Visits	32,552	55,302	0.59	27,501	1.18
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	7.3	8.5	0.86	5.2	1.39
Nurses, Licensed	70.5	47.8	1.47	76.5	0.92
Psychologists	0.0	8.3	N/A	2.8	0.00
Social Workers	59.8	27.2	2.20	52.6	1.14
All Other Personnel	245.4	130.9	1.87	303.1	0.81
Total FTEs	382.8	222.7	1.72	440.2	0.87
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.7	11.8	0.65	5.9	1.30
Nurses, Licensed	75.1	66.9	1.12	86.7	0.87
Psychologists	0.0	11.7	N/A	3.2	0.00
Social Workers	63.7	38.0	1.68	59.6	1.07
All Other Personnel	261.4	183.1	1.43	343.5	0.76
Total FTEs	407.8	311.5	1.31	498.9	0.82

Total Hospital:
 Beds Set Up & Staffed 73
 Discharges 3,789
 Inpatient Days 21,093

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 07/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	54	2,633	16,645	84.4%	45.6	6.3
Alcoholism/chemical dependency	2	19	1,156	4,448	64.1%	12.2	3.8
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	4	6	7.3	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	3	12.8	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	0	0	0.0
Registered Nurses	25	51	59.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	2	2.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	16	60	52.5	Recreational Therapists	7	8	10.7
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	6	4	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	52	18	59.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	97	66	140.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	1	21.3
Pharmacy Personnel	2	2	2.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	248	221	382.8

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

Selected Financial Statistics	FY 2021		All PSYCH Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$10,895,411	9.1%	9.3%	0.97	10.0%	0.91
Medical Assistance	\$46,516,008	38.8%	41.4%	0.94	39.4%	0.98
Commercial	\$61,432,676	51.2%	44.3%	1.16	49.9%	1.03
All Other	\$1,084,478	0.9%	5.0%	0.18	0.7%	1.30
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,756,235	6.5%	5.9%	1.09	7.0%	0.92
Medical Assistance	\$32,367,949	27.0%	19.7%	1.37	26.8%	1.01
Commercial	\$23,848,632	19.9%	17.0%	1.17	20.5%	0.97
Charity Care	\$2,134,194	1.8%	1.7%	1.03	2.3%	0.77
Bad Debt	\$1,092,596	0.9%	0.8%	1.20	1.3%	0.68
All Other	\$564,647	0.5%	0.9%	0.51	0.3%	1.45
Total Deductions	\$67,764,253	56.5%	46.0%	1.23	58.4%	0.97
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	20.3%	0.00	1.1%	0.01
Net Gains/Losses as % of Net Income		0.0%	5.5%	N/A	62.8%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$31,660,143	64.3%	48.3%	1.33	63.3%	1.02
Supplies & Services	\$15,251,062	31.0%	48.9%	0.63	28.7%	1.08
Capital Component	\$2,291,001	4.7%	2.9%	1.61	8.0%	0.58
Fiscal Statistics						
Operating Margin (%)		5.7%	6.0%	0.94	1.8%	3.23
Total Hospital Net Income (%)		5.7%	6.4%	0.89	4.6%	1.24
Return on Equity (%)		5.6%	7.6%	0.74	2.3%	2.44
Current Ratio		4.36	2.7	1.62	2.16	2.02
Days in Net Patient Accounts Receivable		44.54	45.3	0.98	56.45	0.79
Average Payment Period		27.25	46.1	0.59	120.84	0.23
Equity Financing (%)		72.6%	56.7%	1.28	54.3%	1.34
Long-Term Debt to Equity Ratio		0.23	0.4	0.59	0.44	0.51
Times Interest Earned		0.00	30.5	N/A	4.47	N/A
Total Asset Turnover		0.98	1.2	0.83	0.48	2.03
Average Age of Plant (Years)		9.35	11.1	0.84	7.27	1.29
Increase (Decrease) Total Net Patient Revenue		9.8%	9.8%	1.00	29.1%	0.34
Outpatient Gross Revenue (% of Total GPR)		38.4%	53.1%	0.72	34.1%	1.13
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,182		\$7,565	0.95	\$7,141	1.01
Inpatient Net Revenue per Day	\$1,290		\$1,228	1.05	\$1,271	1.02
Outpatient Net Revenue per Visit	\$800		\$742	1.08	\$801	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,928,572	Cash & Cash Equivalents	\$9,077,630	Current Liabilities	\$3,538,933
Less Deductions	\$67,764,253	Net Patient Receivables	\$6,365,218	Long-Term Debt	\$8,769,914
Net Patient Revenue	\$52,164,319	Other Receivables	\$0	Other Liabilities	\$2,226,279
Plus Other Revenue	\$5,309			Subtotal	\$14,535,126
Total Revenue	\$52,169,629	Land, Buildings & Equipment (Net)	\$16,700,854	Unrestricted Fund Balance	\$38,546,969
Less Expenses	\$49,202,206	Other Assets	\$20,938,393	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$53,082,095
Net Income	\$2,967,423	Total Assets	\$53,082,095		