

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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	49	0	49.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	50	0	50.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	0.8
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			