

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	54.9%	58.0%	0.95	56.3%	0.98
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	54.7%	57.5%	0.95	55.6%	0.98
<b>Average Census (Patients)</b>					
Psychiatric	13.7	30.4	0.45	14.1	0.98
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	13.7	30.9	0.44	13.9	0.98
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.2	6.1	0.86	5.3	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	5.2	6.0	0.86	5.2	0.99
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	50,704	N/A	0	N/A
Emergency Visits	456	2,164	0.21	353	1.29
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	0.2	4.0	0.05	0.2	1.00
Nurses, Licensed	9.6	39.2	0.25	10.0	0.97
Psychologists	0.1	2.8	0.02	0.1	1.00
Social Workers	2.5	13.2	0.19	2.0	1.25
All Other Personnel	25.9	150.2	0.17	24.6	1.05
Total FTEs	38.3	209.3	0.18	36.8	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	1.5	8.0	0.18	1.4	1.02
Nurses, Licensed	70.4	78.7	0.89	71.6	0.98
Psychologists	0.4	5.5	0.07	0.4	1.02
Social Workers	18.3	26.4	0.69	14.4	1.27
All Other Personnel	189.4	301.6	0.63	177.3	1.07
Total FTEs	279.9	420.3	0.67	265.1	1.06

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 963  
 Inpatient Days 4,991

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	25	963	5,014	54.9%	13.7	5.2
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	2	0.2	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	2.3	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	6	3	7.2	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	2	2.4	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	9	8	13.8	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	1	0.1
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	3	2.5
Medical Records Personnel	0	7	2.5	All Other Health Professionals	0	1	0.5
Pharmacy Personnel	0	0	0.0	All Other Personnel	1	18	4.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>21</b>	<b>47</b>	<b>38.3</b>

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

Fond du Lac, WI 54935

Selected Financial Statistics		All PSYCH Hospitals			FY 2010 vs. 2009	
		FY 2010	Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$584,334	15.0%	13.6%	1.10	18.2%	0.82
Medical Assistance	\$107,072	2.8%	32.6%	0.08	2.9%	0.94
Commercial	\$730,578	18.8%	37.1%	0.51	18.4%	1.02
All Other	\$2,463,866	63.4%	16.6%	3.81	60.5%	1.05
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$0	0.0%	8.5%	N/A	0.0%	N/A
Medical Assistance	\$0	0.0%	15.8%	N/A	0.0%	N/A
Commercial	\$0	0.0%	15.0%	N/A	0.0%	N/A
Charity Care	\$0	0.0%	6.9%	N/A	0.0%	N/A
All Other	\$0	0.0%	2.2%	N/A	0.0%	N/A
Total Deductions	\$0	0.0%	48.5%	N/A	0.0%	N/A
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.0%	45.1%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$2,779,074	71.5%	50.5%	1.42	70.0%	1.02
Supplies & Services	\$812,947	20.9%	44.6%	0.47	23.4%	0.89
Capital Component	\$21,000	0.5%	2.8%	0.19	0.6%	0.98
Bad Debt	\$272,829	7.0%	2.1%	3.37	6.0%	1.17
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	3.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	3.9%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	8.8%	N/A	0.0%	N/A
Current Ratio		0.00	2.9	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	48.2	N/A	0.00	N/A
Average Payment Period		0.00	29.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	41.2%	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	6.7	N/A	0.00	N/A
Total Asset Turnover		0.00	2.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	18.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		2.3%	-7.9%	N/A	-5.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	37.9%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$4,035		\$5,663	0.71	\$3,912	1.03
Inpatient Net Revenue per Day	\$779		\$943	0.83	\$749	1.04
Outpatient Net Revenue per Visit	\$0		\$168	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$3,885,850	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$0	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,885,850	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$3,885,850	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,885,850	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

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

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

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

Selected Utilization Statistics	FY 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	44.9%	58.0%	0.78	47.8%	0.94
Alcoholism/Chemical Dependency	25.7%	40.2%	0.64	30.9%	0.83
Total Hospital	42.8%	57.5%	0.74	45.9%	0.93
<b>Average Census (Patients)</b>					
Psychiatric	21.1	30.4	0.70	22.5	0.94
Alcoholism/Chemical Dependency	1.5	0.8	1.92	1.9	0.83
Total Hospital	22.7	30.9	0.73	24.3	0.93
<b>Average Length of Stay (Days)</b>					
Psychiatric	4.3	6.1	0.70	4.7	1.51
Alcoholism/Chemical Dependency	2.7	4.1	0.67	2.8	0.97
Total Hospital	4.1	6.0	0.68	4.5	0.92
<b>Outpatient Visits</b>					
Non-Emergency Visits	57,938	50,704	1.14	57,084	1.01
Emergency Visits	838	2,164	0.39	797	1.05
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	4.0	4.0	1.00	3.0	1.33
Nurses, Licensed	43.0	39.2	1.10	39.0	1.10
Psychologists	4.0	2.8	1.45	4.0	1.00
Social Workers	34.7	13.2	2.64	33.8	1.03
All Other Personnel	58.2	150.2	0.39	58.3	1.00
Total FTEs	143.9	209.3	0.69	138.1	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	9.9	8.0	1.24	7.2	1.39
Nurses, Licensed	106.6	78.7	1.35	93.0	1.15
Psychologists	9.9	5.5	1.79	9.5	1.04
Social Workers	86.0	26.4	3.26	80.7	1.07
All Other Personnel	144.3	301.6	0.48	139.1	1.04
Total FTEs	356.8	420.3	0.85	329.5	1.08

**Total Hospital:**  
 Beds Set Up & Staffed 53  
 Discharges 2,015  
 Inpatient Days 8,270

**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 09/30/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	47	1,808	7,707	44.9%	21.1	4.3
<b>Alcoholism/chemical dependency</b>	1	6	207	563	25.7%	1.5	2.7
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

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	6	0	6.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	18	21	33.5	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	5	3	6.4	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	1	0.8	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	1	3.1	Dietitians & Nutritionists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	23	18	34.7
Medical Records Personnel	4	2	5.6	All Other Health Professionals	3	0	3.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	31	20	41.8
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>102</b>	<b>66</b>	<b>143.9</b>

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

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
	Value	Ratio	Value	Ratio	Value	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$5,425,264	17.0%	13.6%	1.24	19.6%	0.87
Medical Assistance	\$7,462,400	23.3%	32.6%	0.72	23.7%	0.98
Commercial	\$17,365,356	54.3%	37.1%	1.46	52.1%	1.04
All Other	\$1,718,318	5.4%	16.6%	0.32	4.6%	1.16
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$3,472,172	10.9%	8.5%	1.27	12.0%	0.91
Medical Assistance	\$4,955,182	15.5%	15.8%	0.98	14.7%	1.05
Commercial	\$4,608,098	14.4%	15.0%	0.96	13.6%	1.06
Charity Care	\$394,309	1.2%	6.9%	0.18	0.8%	1.55
All Other	\$1,066,017	3.3%	2.2%	1.51	3.0%	1.13
Total Deductions	\$14,495,778	45.3%	48.5%	0.94	44.0%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.8%	45.1%	0.02	0.7%	1.11
Net Gains/Losses as % of Net Income		47.2%	4.8%	4.50	10.5%	4.50
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$12,099,700	71.1%	50.5%	1.41	72.1%	0.99
Supplies & Services	\$3,509,099	20.6%	44.6%	0.46	19.7%	1.05
Capital Component	\$694,419	4.1%	2.8%	1.44	4.0%	1.02
Bad Debt	\$720,886	4.2%	2.1%	2.03	4.3%	1.00
<b>Fiscal Statistics</b>						
Operating Margin (%)		3.4%	3.7%	0.90	3.8%	0.89
Total Hospital Net Income (%)		6.2%	3.9%	1.58	4.2%	1.47
Return on Equity (%)		5.3%	8.8%	0.61	3.7%	1.43
Current Ratio		3.99	2.9	1.38	3.78	1.05
Days in Net Patient Accounts Receivable		43.46	48.2	0.90	47.47	0.92
Average Payment Period		39.81	29.7	1.34	39.15	1.02
Equity Financing (%)		71.6%	41.2%	1.74	70.5%	1.02
Long-Term Debt to Equity Ratio		0.26	0.9	0.29	0.29	0.89
Times Interest Earned		4.46	6.7	0.67	3.39	1.32
Total Asset Turnover		0.84	2.2	0.37	0.88	0.95
Average Age of Plant (Years)		8.10	18.1	0.45	7.18	1.13
Increase (Decrease) Total Net Patient Revenue		0.4%	-7.9%	N/A	3.5%	0.11
Outpatient Gross Revenue (% of Total GPR)		43.8%	37.9%	1.16	41.9%	1.04
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge		\$4,816	\$5,663	0.85	\$5,003	0.96
Inpatient Net Revenue per Day		\$1,173	\$943	1.24	\$1,122	1.05
Outpatient Net Revenue per Visit		\$132	\$168	0.79	\$129	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$31,971,338	Cash & Cash Equivalents	\$5,195,822	Current Liabilities	\$1,825,824
Less Deductions	\$14,495,778	Net Patient Receivables	\$2,080,953	Long-Term Debt	\$3,924,656
Net Patient Revenue	\$17,475,560	Other Receivables	\$0	Other Liabilities	\$230,215
Plus Other Revenue	\$139,633			Subtotal	\$5,980,695
Total Revenue	\$17,615,193	Land, Buildings & Equipment (Net)	\$6,128,935	Unrestricted Fund Balance	\$15,105,725
Less Expenses	\$17,024,104	Other Assets	\$7,680,710	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$529,235			Total Liabilities & Fund Balance	\$21,086,420
Net Income	\$1,120,324	Total Assets	\$21,086,420		

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	76.5%	58.0%	1.32	116.4%	0.66
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	74.8%	57.5%	1.30	123.0%	0.61
<b>Average Census (Patients)</b>					
Psychiatric	23.7	30.4	0.78	21.0	1.13
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	23.2	30.9	0.75	22.1	1.05
<b>Average Length of Stay (Days)</b>					
Psychiatric	4.6	6.1	0.76	4.2	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	4.5	6.0	0.75	4.4	1.02
<b>Outpatient Visits</b>					
Non-Emergency Visits	194	50,704	0.00	799	0.24
Emergency Visits	1,106	2,164	0.51	1,013	1.09
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.4	4.0	0.36	2.4	0.59
Nurses, Licensed	15.4	39.2	0.39	24.7	0.62
Psychologists	0.0	2.8	N/A	0.0	N/A
Social Workers	3.2	13.2	0.24	4.4	0.72
All Other Personnel	47.2	150.2	0.31	72.8	0.65
Total FTEs	67.2	209.3	0.32	104.4	0.64
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.9	8.0	0.74	10.5	0.57
Nurses, Licensed	64.2	78.7	0.82	106.6	0.60
Psychologists	0.0	5.5	N/A	0.0	N/A
Social Workers	13.2	26.4	0.50	19.0	0.70
All Other Personnel	196.6	301.6	0.65	314.2	0.63
Total FTEs	280.0	420.3	0.67	450.3	0.62

**Total Hospital:**  
 Beds Set Up & Staffed 31  
 Discharges 1,873  
 Inpatient Days 8,467

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	31	1,873	8,652	76.5%	23.7	4.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	2	1.4	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	2	1.2	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	6	12	11.4	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	0.9
Licensed Practical Nurses	2	4	3.2	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	16	28	26.8	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.3
Nurse Practitioners	0	4	0.9	Dietitians & Nutritionists	0	2	0.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	2	3.2
Medical Records Personnel	0	2	1.5	All Other Health Professionals	1	0	1.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	0	46	13.1
Clinical Laboratory Personnel	1	2	2.1	<b>Total</b>	<b>29</b>	<b>110</b>	<b>67.2</b>

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

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
			Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$2,939,680	36.3%	13.6%	2.66	31.9%	1.14
Medical Assistance	\$1,564,936	19.3%	32.6%	0.59	15.3%	1.27
Commercial	\$848,294	10.5%	37.1%	0.28	12.1%	0.86
All Other	\$2,737,601	33.8%	16.6%	2.04	40.7%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$1,450,519	17.9%	8.5%	2.10	11.9%	1.51
Medical Assistance	\$702,991	8.7%	15.8%	0.55	5.1%	1.70
Commercial	\$336,784	4.2%	15.0%	0.28	5.6%	0.74
Charity Care	\$0	0.0%	6.9%	N/A	0.0%	N/A
All Other	-\$1,784,025	-22.1%	2.2%	N/A	-15.5%	1.42
Total Deductions	\$706,269	8.7%	48.5%	0.18	7.1%	1.23
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.5%	45.1%	0.01	0.9%	0.56
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$4,808,200	75.8%	50.5%	1.50	74.4%	1.02
Supplies & Services	\$1,411,986	22.3%	44.6%	0.50	24.8%	0.90
Capital Component	\$123,481	1.9%	2.8%	0.69	0.8%	2.32
Bad Debt	\$0	0.0%	2.1%	N/A	0.0%	N/A
<b>Fiscal Statistics</b>						
Operating Margin (%)		14.5%	3.7%	3.90	1.4%	10.39
Total Hospital Net Income (%)		14.5%	3.9%	3.72	1.4%	10.39
Return on Equity (%)		0.0%	8.8%	N/A	0.0%	N/A
Current Ratio		0.00	2.9	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	48.2	N/A	0.00	N/A
Average Payment Period		0.00	29.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	41.2%	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		20,719.48	6.7	3,106.55	0.00	N/A
Total Asset Turnover		0.00	2.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	18.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		11.6%	-7.9%	N/A	-6.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		3.4%	37.9%	0.09	4.5%	0.76
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$3,903		\$5,663	0.69	\$3,500	1.12
Inpatient Net Revenue per Day	\$863		\$943	0.92	\$793	1.09
Outpatient Net Revenue per Visit	\$58		\$168	0.34	\$116	0.49

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$8,090,511	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$706,269	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$7,384,242	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$36,786			Subtotal	\$0
Total Revenue	\$7,421,028	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$6,343,667	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$1,077,361	Total Assets	\$0		

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	46.4%	58.0%	0.80	55.3%	0.84
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	46.4%	57.5%	0.81	55.3%	0.84
<b>Average Census (Patients)</b>					
Psychiatric	7.4	30.4	0.24	8.9	0.84
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	7.4	30.9	0.24	8.9	0.84
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.3	6.1	0.88	4.4	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	5.3	6.0	0.89	4.4	1.21
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	50,704	N/A	0	N/A
Emergency Visits	0	2,164	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	0.4	4.0	0.09	0.2	2.14
Nurses, Licensed	6.2	39.2	0.16	5.4	1.15
Psychologists	0.0	2.8	N/A	0.0	N/A
Social Workers	1.9	13.2	0.15	3.0	0.64
All Other Personnel	25.9	150.2	0.17	21.6	1.20
Total FTEs	34.4	209.3	0.16	30.2	1.14
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.0	8.0	0.63	2.0	2.55
Nurses, Licensed	83.5	78.7	1.06	61.0	1.37
Psychologists	0.0	5.5	N/A	0.0	N/A
Social Workers	25.9	26.4	0.98	33.9	0.76
All Other Personnel	348.4	301.6	1.16	244.2	1.43
Total FTEs	462.8	420.3	1.10	341.1	1.36

**Total Hospital:**

Beds Set Up & Staffed 16  
 Discharges 510  
 Inpatient Days 2,711

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	16	510	2,711	46.4%	7.4	5.3
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.4	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
Registered Nurses	4	4	6.2	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	7	21	18.1	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	11	1.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.9
Medical Records Personnel	0	3	2.0	All Other Health Professionals	0	1	0.3
Pharmacy Personnel	0	0	0.0	All Other Personnel	0	13	4.4
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>12</b>	<b>55</b>	<b>34.4</b>

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

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
	Value	Ratio	Value	Ratio	Value	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$687,925	27.5%	13.6%	2.02	22.0%	1.25
Medical Assistance	\$239,705	9.6%	32.6%	0.29	13.2%	0.72
Commercial	\$853,255	34.1%	37.1%	0.92	30.1%	1.13
All Other	\$720,142	28.8%	16.6%	1.73	34.6%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$18,177	0.7%	8.5%	0.09	2.0%	0.36
Medical Assistance	\$44,427	1.8%	15.8%	0.11	1.6%	1.12
Commercial	\$91,194	3.6%	15.0%	0.24	2.9%	1.24
Charity Care	\$0	0.0%	6.9%	N/A	0.0%	N/A
All Other	\$402,452	16.1%	2.2%	7.28	19.9%	0.81
Total Deductions	\$556,250	22.2%	48.5%	0.46	26.5%	0.84
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		12.3%	45.1%	0.27	10.1%	1.22
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$2,205,629	65.5%	50.5%	1.30	59.8%	1.09
Supplies & Services	\$738,133	21.9%	44.6%	0.49	25.4%	0.86
Capital Component	\$81,698	2.4%	2.8%	0.86	2.7%	0.90
Bad Debt	\$344,302	10.2%	2.1%	4.90	12.1%	0.84
<b>Fiscal Statistics</b>						
Operating Margin (%)		-51.9%	3.7%	N/A	-51.6%	1.01
Total Hospital Net Income (%)		-51.9%	3.9%	N/A	-51.6%	1.01
Return on Equity (%)		0.0%	8.8%	N/A	0.0%	N/A
Current Ratio		0.00	2.9	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	48.2	N/A	0.00	N/A
Average Payment Period		0.00	29.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	41.2%	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		-387.11	6.7	N/A	-136.80	2.83
Total Asset Turnover		0.00	2.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	18.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-11.7%	-7.9%	1.49	101.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	37.9%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$3,813		\$5,663	0.67	\$3,005	1.27
Inpatient Net Revenue per Day	\$717		\$943	0.76	\$682	1.05
Outpatient Net Revenue per Visit	\$0		\$168	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,501,027	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$556,250	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$1,944,777	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$273,467			Subtotal	\$0
Total Revenue	\$2,218,244	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,369,762	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,151,518	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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	65.8%	58.0%	1.14	68.5%	0.96
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	65.8%	57.5%	1.14	68.5%	0.96
<b>Average Census (Patients)</b>					
Psychiatric	94.8	30.4	3.12	98.7	0.96
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	94.8	30.9	3.06	98.7	0.96
<b>Average Length of Stay (Days)</b>					
Psychiatric	8.9	6.1	1.48	9.2	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	8.9	6.0	1.49	9.2	0.97
<b>Outpatient Visits</b>					
Non-Emergency Visits	2,143	50,704	0.04	2,177	0.98
Emergency Visits	13,438	2,164	6.21	12,895	1.04
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	19.6	4.0	4.91	24.0	0.82
Nurses, Licensed	152.0	39.2	3.88	242.0	0.63
Psychologists	5.0	2.8	1.81	18.0	0.28
Social Workers	27.1	13.2	2.06	37.0	0.73
All Other Personnel	380.7	150.2	2.53	563.0	0.68
Total FTEs	584.4	209.3	2.79	884.0	0.66
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	9.5	8.0	1.18	9.1	1.04
Nurses, Licensed	73.5	78.7	0.93	92.1	0.80
Psychologists	2.4	5.5	0.44	6.9	0.35
Social Workers	13.1	26.4	0.50	14.1	0.93
All Other Personnel	184.1	301.6	0.61	214.3	0.86
Total FTEs	282.6	420.3	0.67	336.6	0.84

**Total Hospital:**  
 Beds Set Up & Staffed 144  
 Discharges 3,866  
 Inpatient Days 34,586

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	144	3,866	34,586	65.8%	94.8	8.9
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	19	1	19.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	18	17	24.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	122	49	148.7	Occupational Therapists	27	1	27.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	8	1	8.1
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	72	20	81.7	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	3	2	3.4	Dietitians & Nutritionists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	24	8	27.1
Medical Records Personnel	6	0	6.0	All Other Health Professionals	63	26	69.8
Pharmacy Personnel	1	0	1.0	All Other Personnel	151	14	159.1
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>522</b>	<b>139</b>	<b>584.4</b>

**147 Milwaukee County Behavioral Health Complex**

Milwaukee, WI 53226

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
			Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$14,134,526	15.3%	13.6%	1.12	11.6%	1.32
Medical Assistance	\$37,158,878	40.2%	32.6%	1.23	11.8%	3.40
Commercial	\$18,273,417	19.7%	37.1%	0.53	20.9%	0.94
All Other	\$22,976,663	24.8%	16.6%	1.49	55.7%	0.45
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$9,315,105	10.1%	8.5%	1.18	7.8%	1.29
Medical Assistance	\$7,159,475	7.7%	15.8%	0.49	6.6%	1.17
Commercial	\$10,120,099	10.9%	15.0%	0.73	3.0%	3.63
Charity Care	\$18,131,574	19.6%	6.9%	2.83	18.5%	1.06
All Other	\$226,234	0.2%	2.2%	0.11	4.7%	0.05
Total Deductions	\$44,952,487	48.6%	48.5%	1.00	40.6%	1.20
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		71.3%	45.1%	1.58	54.0%	1.32
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$59,547,536	35.9%	50.5%	0.71	38.5%	0.93
Supplies & Services	\$104,456,149	63.0%	44.6%	1.41	60.4%	1.04
Capital Component	\$1,478,284	0.9%	2.8%	0.32	0.8%	1.12
Bad Debt	\$397,062	0.2%	2.1%	0.11	0.3%	0.87
<b>Fiscal Statistics</b>						
Operating Margin (%)		0.0%	3.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	3.9%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	8.8%	N/A	0.0%	N/A
Current Ratio		2.04	2.9	0.71	0.00	N/A
Days in Net Patient Accounts Receivable		37.91	48.2	0.79	0.00	N/A
Average Payment Period		15.61	29.7	0.53	0.00	N/A
Equity Financing (%)		0.0%	41.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		-1.89	0.9	N/A	0.00	N/A
Times Interest Earned		1.00	6.7	0.15	1.00	1.00
Total Asset Turnover		7.65	2.2	3.42	0.00	N/A
Average Age of Plant (Years)		60.39	18.1	3.34	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-31.5%	-7.9%	4.00	-0.8%	41.68
Outpatient Gross Revenue (% of Total GPR)		54.2%	37.9%	1.43	62.4%	0.87
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$4,819		\$5,663	0.85	\$5,193	0.93
Inpatient Net Revenue per Day	\$539		\$943	0.57	\$561	0.96
Outpatient Net Revenue per Visit	\$1,859		\$168	11.06	\$3,269	0.57

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$92,543,484	Cash & Cash Equivalents	\$7,514,732	Current Liabilities	\$7,065,969
Less Deductions	\$44,952,487	Net Patient Receivables	\$4,942,308	Long-Term Debt	\$19,344,378
Net Patient Revenue	\$47,590,997	Other Receivables	\$0	Other Liabilities	\$5,512,513
Plus Other Revenue	\$118,288,034			Subtotal	\$31,922,860
Total Revenue	\$165,879,031	Land, Buildings & Equipment (Net)	\$7,285,818	Unrestricted Fund Balance	-\$10,241,139
Less Expenses	\$165,879,031	Other Assets	\$1,938,863	Restricted Fund Balance	\$527,036
Non-Operating Gains/Losses	\$0	Total Assets	\$21,681,721	Total Liabilities & Fund Balance	\$21,681,721
Net Income	\$0				

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	30.2%	58.0%	0.52	31.9%	0.95
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	30.2%	57.5%	0.52	32.1%	0.94
<b>Average Census (Patients)</b>					
Psychiatric	27.2	30.4	0.89	28.7	0.95
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	27.2	30.9	0.88	28.8	0.94
<b>Average Length of Stay (Days)</b>					
Psychiatric	6.3	6.1	1.05	7.2	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	6.3	6.0	1.06	7.2	0.88
<b>Outpatient Visits</b>					
Non-Emergency Visits	36,932	50,704	0.73	34,612	1.07
Emergency Visits	0	2,164	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	5.0	4.0	1.25	5.0	1.00
Nurses, Licensed	34.0	39.2	0.87	31.9	1.07
Psychologists	0.0	2.8	N/A	0.0	N/A
Social Workers	15.0	13.2	1.14	12.8	1.17
All Other Personnel	353.5	150.2	2.35	297.4	1.19
Total FTEs	407.5	209.3	1.95	347.1	1.17
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	17.5	8.0	2.18	16.7	1.05
Nurses, Licensed	119.2	78.7	1.51	106.5	1.12
Psychologists	0.0	5.5	N/A	0.0	N/A
Social Workers	52.6	26.4	1.99	42.7	1.23
All Other Personnel	1,239.8	301.6	4.11	992.9	1.25
Total FTEs	1,429.1	420.3	3.40	1,158.8	1.23

**Total Hospital:**

Beds Set Up & Staffed 90  
 Discharges 1,563  
 Inpatient Days 9,911

**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 07/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	90	1,563	9,911	30.2%	27.2	6.3
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

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	6	11	11.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	10	40	30.0	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	4	4.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	5	1	5.5
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	10	10	15.0
Medical Records Personnel	8	5	10.5	All Other Health Professionals	120	186	213.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	93	40	113.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>259</b>	<b>297</b>	<b>407.5</b>

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

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
			Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$3,589,109	7.5%	13.6%	0.55	8.5%	0.88
Medical Assistance	\$4,203,856	8.7%	32.6%	0.27	6.2%	1.42
Commercial	\$34,399,534	71.6%	37.1%	1.93	74.1%	0.97
All Other	\$5,861,904	12.2%	16.6%	0.73	11.2%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$2,292,871	4.8%	8.5%	0.56	5.7%	0.84
Medical Assistance	\$2,815,670	5.9%	15.8%	0.37	3.4%	1.74
Commercial	\$8,487,284	17.7%	15.0%	1.18	18.9%	0.94
Charity Care	\$625,898	1.3%	6.9%	0.19	1.3%	1.03
All Other	\$27,194	0.1%	2.2%	0.03	0.1%	0.64
Total Deductions	\$14,248,917	29.7%	48.5%	0.61	29.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		7.7%	45.1%	0.17	7.1%	1.08
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$21,266,638	63.5%	50.5%	1.26	65.4%	0.97
Supplies & Services	\$8,168,822	24.4%	44.6%	0.55	24.9%	0.98
Capital Component	\$2,765,376	8.3%	2.8%	2.92	7.6%	1.08
Bad Debt	\$1,267,406	3.8%	2.1%	1.82	2.1%	1.78
<b>Fiscal Statistics</b>						
Operating Margin (%)		8.6%	3.7%	2.32	10.2%	0.84
Total Hospital Net Income (%)		8.6%	3.9%	2.21	10.2%	0.84
Return on Equity (%)		5.3%	8.8%	0.60	6.2%	0.85
Current Ratio		4.34	2.9	1.50	4.34	1.00
Days in Net Patient Accounts Receivable		60.07	48.2	1.25	68.56	0.88
Average Payment Period		87.07	29.7	2.93	84.34	1.03
Equity Financing (%)		53.9%	41.2%	1.31	50.7%	1.06
Long-Term Debt to Equity Ratio		0.62	0.9	0.68	0.73	0.85
Times Interest Earned		4.39	6.7	0.66	5.19	0.85
Total Asset Turnover		0.61	2.2	0.27	0.61	1.00
Average Age of Plant (Years)		8.60	18.1	0.48	9.47	0.91
Increase (Decrease) Total Net Patient Revenue		5.8%	-7.9%	N/A	4.8%	1.21
Outpatient Gross Revenue (% of Total GPR)		4.8%	37.9%	0.13	3.7%	1.29
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$20,261		\$5,663	3.58	\$20,804	0.97
Inpatient Net Revenue per Day	\$3,195		\$943	3.39	\$2,887	1.11
Outpatient Net Revenue per Visit	\$58		\$168	0.34	\$45	1.28

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,054,403	Cash & Cash Equivalents	\$24,404,569	Current Liabilities	\$7,619,120
Less Deductions	\$14,248,917	Net Patient Receivables	\$5,563,181	Long-Term Debt	\$20,092,595
Net Patient Revenue	\$33,805,486	Other Receivables	\$2,686,770	Other Liabilities	\$0
Plus Other Revenue	\$2,820,471			Subtotal	\$27,711,715
Total Revenue	\$36,625,957	Land, Buildings & Equipment (Net)	\$26,296,627	Unrestricted Fund Balance	\$32,408,275
Less Expenses	\$33,468,242	Other Assets	\$1,168,843	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$60,119,990	Total Liabilities & Fund Balance	\$60,119,990
Net Income	\$3,157,715				

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	61.8%	58.0%	1.07	72.0%	0.86
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	64.5%	57.5%	1.12	72.3%	0.89
<b>Average Census (Patients)</b>					
Psychiatric	17.3	30.4	0.57	20.2	0.86
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	18.1	30.9	0.58	20.2	0.89
<b>Average Length of Stay (Days)</b>					
Psychiatric	6.5	6.1	1.07	6.7	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	6.7	6.0	1.12	6.7	1.01
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	50,704	N/A	0	N/A
Emergency Visits	0	2,164	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.9	4.0	0.71	2.9	1.00
Nurses, Licensed	13.8	39.2	0.35	13.6	1.01
Psychologists	0.5	2.8	0.18	0.5	1.00
Social Workers	2.8	13.2	0.21	2.9	0.99
All Other Personnel	27.7	150.2	0.18	30.1	0.92
Total FTEs	47.7	209.3	0.23	49.9	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	15.8	8.0	1.97	14.1	1.12
Nurses, Licensed	76.4	78.7	0.97	67.2	1.14
Psychologists	2.8	5.5	0.50	2.5	1.12
Social Workers	15.6	26.4	0.59	14.1	1.11
All Other Personnel	153.4	301.6	0.51	148.7	1.03
Total FTEs	263.9	420.3	0.63	246.5	1.07

**Total Hospital:**  
 Beds Set Up & Staffed 28  
 Discharges 978  
 Inpatient Days 6,593

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

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

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	28	978	6,321	61.8%	17.3	6.5
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	3	2.9	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	2	2.3	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	6	16	12.2	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	2.2
Licensed Practical Nurses	1	3	1.6	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	14	9	17.2	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	1	0.5
Clinical Nurse Specialists	0	0	0.0	Social Workers	2	3	2.8
Medical Records Personnel	0	0	0.0	All Other Health Professionals	2	5	3.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	1	0	1.0
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>33</b>	<b>43</b>	<b>47.7</b>

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

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
	Value	Ratio	Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$2,171,641	38.2%	13.6%	2.80	35.8%	1.07
Medical Assistance	\$454,677	8.0%	32.6%	0.25	10.3%	0.78
Commercial	\$1,013,054	17.8%	37.1%	0.48	15.1%	1.18
All Other	\$2,042,170	35.9%	16.6%	2.16	38.8%	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$823,835	14.5%	8.5%	1.70	18.3%	0.79
Medical Assistance	\$194,017	3.4%	15.8%	0.22	3.7%	0.92
Commercial	\$458,112	8.1%	15.0%	0.54	7.2%	1.12
Charity Care	\$0	0.0%	6.9%	N/A	0.0%	N/A
All Other	\$1,567,177	27.6%	2.2%	12.49	33.0%	0.84
Total Deductions	\$3,043,141	53.6%	48.5%	1.10	62.2%	0.86
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		55.0%	45.1%	1.22	58.3%	0.94
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$3,996,665	69.4%	50.5%	1.38	67.2%	1.03
Supplies & Services	\$1,574,719	27.4%	44.6%	0.61	29.6%	0.93
Capital Component	\$183,355	3.2%	2.8%	1.13	3.2%	1.00
Bad Debt	\$0	0.0%	2.1%	N/A	0.0%	N/A
<b>Fiscal Statistics</b>						
Operating Margin (%)		1.9%	3.7%	0.51	1.1%	1.64
Total Hospital Net Income (%)		1.9%	3.9%	0.48	1.1%	1.64
Return on Equity (%)		0.0%	8.8%	N/A	0.0%	N/A
Current Ratio		0.00	2.9	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	48.2	N/A	0.00	N/A
Average Payment Period		0.00	29.7	N/A	0.00	N/A
Equity Financing (%)		0.0%	41.2%	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	6.7	N/A	0.00	N/A
Total Asset Turnover		0.00	2.2	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	18.1	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		9.0%	-7.9%	N/A	8.3%	1.09
Outpatient Gross Revenue (% of Total GPR)		N/A	37.9%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$2,698		\$5,663	0.48	\$2,196	1.23
Inpatient Net Revenue per Day	\$400		\$943	0.42	\$328	1.22
Outpatient Net Revenue per Visit	\$0		\$168	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,681,542	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,043,141	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,638,401	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,226,702			Subtotal	\$0
Total Revenue	\$5,865,103	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$5,754,739	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$110,364	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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	127.1%	58.0%	2.19	71.2%	1.78
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	127.1%	57.5%	2.21	71.2%	1.78
<b>Average Census (Patients)</b>					
Psychiatric	10.2	30.4	0.33	11.4	0.89
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	10.2	30.9	0.33	11.4	0.89
<b>Average Length of Stay (Days)</b>					
Psychiatric	3.2	6.1	0.52	3.5	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	3.2	6.0	0.53	3.5	0.91
<b>Outpatient Visits</b>					
Non-Emergency Visits	252,287	50,704	4.98	251,151	1.00
Emergency Visits	1,475	2,164	0.68	1,262	1.17
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.5	4.0	0.38	0.5	3.00
Nurses, Licensed	19.5	39.2	0.50	23.7	0.82
Psychologists	16.0	2.8	5.81	12.0	1.33
Social Workers	18.4	13.2	1.40	18.0	1.02
All Other Personnel	179.9	150.2	1.20	196.8	0.91
Total FTEs	235.3	209.3	1.12	251.0	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	2.0	8.0	0.25	0.7	2.90
Nurses, Licensed	25.6	78.7	0.33	32.2	0.80
Psychologists	21.0	5.5	3.80	16.3	1.29
Social Workers	24.1	26.4	0.91	24.5	0.98
All Other Personnel	236.3	301.6	0.78	267.5	0.88
Total FTEs	309.0	420.3	0.74	341.2	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 8  
 Discharges 1,170  
 Inpatient Days 3,710

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	8	1,170	3,710	127.1%	10.2	3.2
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	5	1.5	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
Registered Nurses	10	9	13.9	Occupational Therapists	0	2	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	4	2	5.6
Licensed Practical Nurses	2	3	4.2	Physical Therapists	1	1	1.8
Ancillary Nursing Personnel	27	8	30.6	Physical Therapy Assistants/Aides	0	2	1.4
Physician Assistants	0	1	0.5	Recreational Therapists	0	1	0.5
Nurse Practitioners	1	2	1.4	Dietitians & Nutritionists	0	3	1.1
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	13	4	16.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	17	2	18.4
Medical Records Personnel	1	1	1.6	All Other Health Professionals	55	12	59.7
Pharmacy Personnel	2	4	3.6	All Other Personnel	9	121	69.5
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>146</b>	<b>183</b>	<b>235.3</b>

**144 North Central Health Care**

Wausau, WI 54403

			All PSYCH Hospitals		FY 2010 vs. 2009		
Selected Financial Statistics			FY 2010	Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$1,516,686	5.9%	13.6%	0.43		5.7%	1.04
Medical Assistance	\$10,383,301	40.2%	32.6%	1.23		38.3%	1.05
Commercial	\$1,595,873	6.2%	37.1%	0.17		5.6%	1.10
All Other	\$12,324,117	47.7%	16.6%	2.87		50.5%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$468,116	1.8%	8.5%	0.21		1.7%	1.09
Medical Assistance	\$5,689,213	22.0%	15.8%	1.39		16.7%	1.32
Commercial	\$376,261	1.5%	15.0%	0.10		1.3%	1.16
Charity Care	\$3,867,295	15.0%	6.9%	2.17		14.1%	1.07
All Other	\$4,054,414	15.7%	2.2%	7.11		18.2%	0.86
Total Deductions	\$14,455,299	56.0%	48.5%	1.15		51.9%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		62.5%	45.1%	1.39		62.4%	1.00
Net Gains/Losses as % of Net Income		7.1%	4.8%	0.17		41.4%	0.17
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$20,567,691	70.2%	50.5%	1.39		77.5%	0.91
Supplies & Services	\$7,288,708	24.9%	44.6%	0.56		18.7%	1.33
Capital Component	\$1,374,670	4.7%	2.8%	1.66		4.1%	1.14
Bad Debt	\$52,829	0.2%	2.1%	0.09		-0.3%	N/A
<b>Fiscal Statistics</b>							
Operating Margin (%)		3.5%	3.7%	0.94		0.9%	3.93
Total Hospital Net Income (%)		3.7%	3.9%	0.96		1.5%	2.49
Return on Equity (%)		4.3%	8.8%	0.49		1.7%	2.50
Current Ratio		4.07	2.9	1.41		3.18	1.28
Days in Net Patient Accounts Receivable		68.99	48.2	1.43		105.12	0.66
Average Payment Period		68.23	29.7	2.30		82.56	0.83
Equity Financing (%)		79.2%	41.2%	1.92		74.1%	1.07
Long-Term Debt to Equity Ratio		0.00	0.9	N/A		0.00	N/A
Times Interest Earned		0.00	6.7	N/A		0.00	N/A
Total Asset Turnover		1.15	2.2	0.51		1.14	1.01
Average Age of Plant (Years)		17.92	18.1	0.99		19.53	0.92
Increase (Decrease) Total Net Patient Revenue		-0.3%	-7.9%	0.03		9.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.6%	37.9%	2.29		84.5%	1.03
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge		\$1,708	\$5,663	0.30		\$2,272	0.75
Inpatient Net Revenue per Day		\$539	\$943	0.57		\$650	0.83
Outpatient Net Revenue per Visit		\$37	\$168	0.22		\$34	1.07
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$25,819,977		Cash & Cash Equivalents	\$2,995,172	Current Liabilities	\$5,284,433	
Less Deductions	\$14,455,299		Net Patient Receivables	\$2,148,038	Long-Term Debt	\$0	
Net Patient Revenue	\$11,364,678		Other Receivables	\$10,120,650	Other Liabilities	\$214,385	
Plus Other Revenue	\$18,976,962				Subtotal	\$5,498,818	
Total Revenue	\$30,341,640		Land, Buildings & Equipment (Net)	\$4,748,260	Unrestricted Fund Balance	\$20,971,267	
Less Expenses	\$29,283,898		Other Assets	\$6,457,965	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$80,650		Total Assets	\$26,470,085	Total Liabilities & Fund Balance	\$26,470,085	
Net Income	\$1,138,392						

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

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

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

Control: Other Not-For-Profit

Selected Utilization Statistics	FY 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	64.5%	58.0%	1.11	61.2%	1.06
Alcoholism/Chemical Dependency	51.1%	40.2%	1.27	57.9%	0.88
Total Hospital	62.9%	57.5%	1.09	60.8%	1.03
<b>Average Census (Patients)</b>					
Psychiatric	36.8	30.4	1.21	37.3	0.99
Alcoholism/Chemical Dependency	4.1	0.8	5.08	4.1	1.01
Total Hospital	40.9	30.9	1.32	41.4	0.99
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.0	6.1	0.83	5.2	1.64
Alcoholism/Chemical Dependency	5.0	4.1	1.23	3.1	1.64
Total Hospital	5.0	6.0	0.84	4.9	1.03
<b>Outpatient Visits</b>					
Non-Emergency Visits	14,725	50,704	0.29	15,061	0.98
Emergency Visits	0	2,164	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	0.0	4.0	N/A	0.0	N/A
Nurses, Licensed	32.6	39.2	0.83	28.0	1.16
Psychologists	2.0	2.8	0.73	2.0	1.00
Social Workers	0.0	13.2	N/A	0.0	N/A
All Other Personnel	179.9	150.2	1.20	165.5	1.09
Total FTEs	214.4	209.3	1.02	195.4	1.10
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	0.0	8.0	N/A	0.0	N/A
Nurses, Licensed	49.1	78.7	0.62	43.2	1.14
Psychologists	3.0	5.5	0.55	3.1	0.98
Social Workers	0.0	26.4	N/A	0.0	N/A
All Other Personnel	271.2	301.6	0.90	255.3	1.06
Total FTEs	323.3	420.3	0.77	301.5	1.07

**Total Hospital:**

Beds Set Up & Staffed 65  
 Discharges 2,955  
 Inpatient Days 14,919

**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 12/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	57	2,659	13,427	64.5%	36.8	5.0
<b>Alcoholism/chemical dependency</b>	1	8	296	1,492	51.1%	4.1	5.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

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	10	0	10.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	19	22	32.6	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	1	5	4.5
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	0	2	0.4
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	2	5	4.6	All Other Health Professionals	78	78	109.5
Pharmacy Personnel	0	0	0.0	All Other Personnel	42	19	49.9
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>155</b>	<b>131</b>	<b>214.4</b>

**149 Aurora Psychiatric Hospital**

Wauwatosa, WI 53213

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
	Value	Ratio	Value	Ratio	Value	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$7,620,206	11.6%	13.6%	0.85	11.0%	1.05
Medical Assistance	\$22,032,924	33.6%	32.6%	1.03	32.6%	1.03
Commercial	\$30,373,636	46.3%	37.1%	1.25	47.5%	0.97
All Other	\$5,580,425	8.5%	16.6%	0.51	8.8%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$5,573,951	8.5%	8.5%	1.00	6.6%	1.28
Medical Assistance	\$16,919,735	25.8%	15.8%	1.63	26.5%	0.97
Commercial	\$15,042,147	22.9%	15.0%	1.53	23.1%	0.99
Charity Care	\$621,439	0.9%	6.9%	0.14	0.7%	1.36
All Other	\$2,037,939	3.1%	2.2%	1.41	4.8%	0.65
Total Deductions	\$40,195,211	61.3%	48.5%	1.26	61.8%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		1.1%	45.1%	0.02	2.3%	0.48
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$12,929,061	57.0%	50.5%	1.13	59.8%	0.95
Supplies & Services	\$7,145,972	31.5%	44.6%	0.71	31.8%	0.99
Capital Component	\$891,940	3.9%	2.8%	1.39	3.7%	1.07
Bad Debt	\$1,720,411	7.6%	2.1%	3.64	4.7%	1.61
<b>Fiscal Statistics</b>						
Operating Margin (%)		11.7%	3.7%	3.14	1.2%	10.09
Total Hospital Net Income (%)		11.7%	3.9%	2.99	1.2%	10.09
Return on Equity (%)		-52.9%	8.8%	N/A	-3.8%	13.89
Current Ratio		-3.65	2.9	N/A	-2.69	1.36
Days in Net Patient Accounts Receivable		41.47	48.2	0.86	44.85	0.92
Average Payment Period		51.54	29.7	1.74	76.74	0.67
Equity Financing (%)		257.9%	41.2%	6.27	247.8%	1.04
Long-Term Debt to Equity Ratio		-0.40	0.9	N/A	-0.33	1.22
Times Interest Earned		11.27	6.7	1.69	1.91	5.91
Total Asset Turnover		-4.52	2.2	N/A	-3.29	1.38
Average Age of Plant (Years)		31.58	18.1	1.75	30.83	1.02
Increase (Decrease) Total Net Patient Revenue		9.2%	-7.9%	N/A	-3.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		38.4%	37.9%	1.01	36.2%	1.06
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge		\$5,326	\$5,663	0.94	\$4,935	1.08
Inpatient Net Revenue per Day		\$1,055	\$943	1.12	\$1,005	1.05
Outpatient Net Revenue per Visit		\$657	\$168	3.91	\$537	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,607,191	Cash & Cash Equivalents	-\$14,398,319	Current Liabilities	\$3,135,945
Less Deductions	\$40,195,211	Net Patient Receivables	\$2,887,558	Long-Term Debt	\$5,832,000
Net Patient Revenue	\$25,411,980	Other Receivables	\$13,074	Other Liabilities	\$0
Plus Other Revenue	\$278,621			Subtotal	\$8,967,945
Total Revenue	\$25,690,601	Land, Buildings & Equipment (Net)	\$4,671,162	Unrestricted Fund Balance	-\$14,646,913
Less Expenses	\$22,687,384	Other Assets	\$1,147,557	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	-\$5,678,968	Total Liabilities & Fund Balance	-\$5,678,968
Net Income	\$3,003,217				

**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 2010	All PSYCH Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	66.1%	58.0%	1.14	64.2%	1.03
Alcoholism/Chemical Dependency	0.0%	40.2%	N/A	0.0%	N/A
Total Hospital	66.0%	57.5%	1.15	64.1%	1.03
<b>Average Census (Patients)</b>					
Psychiatric	51.5	30.4	1.70	50.1	1.03
Alcoholism/Chemical Dependency	0.0	0.8	N/A	0.0	N/A
Total Hospital	51.5	30.9	1.66	50.0	1.03
<b>Average Length of Stay (Days)</b>					
Psychiatric	6.4	6.1	1.06	1.0	N/A
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	6.4	6.0	1.07	6.4	1.00
<b>Outpatient Visits</b>					
Non-Emergency Visits	41,411	50,704	0.82	39,517	1.05
Emergency Visits	0	2,164	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	5.0	4.0	1.25	0.0	N/A
Nurses, Licensed	66.0	39.2	1.68	54.1	1.22
Psychologists	0.0	2.8	N/A	0.0	N/A
Social Workers	26.0	13.2	1.98	24.7	1.05
All Other Personnel	223.0	150.2	1.48	188.8	1.18
Total FTEs	320.0	209.3	1.53	267.6	1.20
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	7.1	8.0	0.88	0.0	N/A
Nurses, Licensed	93.8	78.7	1.19	79.5	1.18
Psychologists	0.0	5.5	N/A	0.0	N/A
Social Workers	36.9	26.4	1.40	36.3	1.02
All Other Personnel	316.8	301.6	1.05	277.2	1.14
Total FTEs	454.7	420.3	1.08	393.0	1.16

**Total Hospital:**  
 Beds Set Up & Staffed 78  
 Discharges 2,926  
 Inpatient Days 18,800

**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 07/31/2010	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	78	2,926	18,808	66.1%	51.5	6.4
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network  
4 = Contracted, 5 = Service Not Provided

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

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	7	24	19.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	34	50	59.0	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	8	7.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	3	2	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	17	18	26.0
Medical Records Personnel	2	2	3.0	All Other Health Professionals	96	111	151.5
Pharmacy Personnel	0	0	0.0	All Other Personnel	35	21	45.5
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>202</b>	<b>236</b>	<b>320.0</b>

**192 Rogers Memorial Hospital - Milwaukee**

West Allis, WI 53227

Selected Financial Statistics	FY 2010		All PSYCH Hospitals		FY 2010 vs. 2009	
			Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$8,378,601	13.8%	13.6%	1.01	15.8%	0.87
Medical Assistance	\$28,917,963	47.7%	32.6%	1.46	45.0%	1.06
Commercial	\$22,433,793	37.0%	37.1%	1.00	36.7%	1.01
All Other	\$897,945	1.5%	16.6%	0.09	2.4%	0.62
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$6,012,992	9.9%	8.5%	1.16	10.9%	0.91
Medical Assistance	\$16,118,559	26.6%	15.8%	1.68	30.3%	0.88
Commercial	\$12,153,514	20.0%	15.0%	1.34	14.5%	1.39
Charity Care	\$188,589	0.3%	6.9%	0.05	0.5%	0.64
All Other	\$19,670	0.0%	2.2%	0.01	0.1%	0.30
Total Deductions	\$34,493,324	56.9%	48.5%	1.17	56.2%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		6.3%	45.1%	0.14	6.4%	0.98
Net Gains/Losses as % of Net Income		0.0%	4.8%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$16,917,011	71.4%	50.5%	1.41	69.7%	1.02
Supplies & Services	\$3,880,523	16.4%	44.6%	0.37	16.5%	0.99
Capital Component	\$1,182,715	5.0%	2.8%	1.77	5.2%	0.96
Bad Debt	\$1,718,488	7.3%	2.1%	3.48	8.7%	0.84
<b>Fiscal Statistics</b>						
Operating Margin (%)		15.0%	3.7%	4.04	14.4%	1.04
Total Hospital Net Income (%)		15.0%	3.9%	3.85	14.4%	1.04
Return on Equity (%)		20.2%	8.8%	2.30	20.0%	1.01
Current Ratio		0.00	2.9	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		81.80	48.2	1.70	66.07	1.24
Average Payment Period		0.00	29.7	N/A	0.00	N/A
Equity Financing (%)		76.3%	41.2%	1.85	73.6%	1.04
Long-Term Debt to Equity Ratio		0.31	0.9	0.34	0.36	0.87
Times Interest Earned		35.94	6.7	5.39	32.13	1.12
Total Asset Turnover		1.34	2.2	0.60	1.39	0.96
Average Age of Plant (Years)		7.01	18.1	0.39	6.25	1.12
Increase (Decrease) Total Net Patient Revenue		7.7%	-7.9%	N/A	18.3%	0.42
Outpatient Gross Revenue (% of Total GPR)		26.8%	37.9%	0.71	26.5%	1.01
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$6,113		\$5,663	1.08	\$7,108	0.86
Inpatient Net Revenue per Day	\$951		\$943	1.01	\$1,111	0.86
Outpatient Net Revenue per Visit	\$199		\$168	1.19	\$101	1.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$60,628,302	Cash & Cash Equivalents	\$46,339	Current Liabilities	\$0
Less Deductions	\$34,493,324	Net Patient Receivables	\$5,857,064	Long-Term Debt	\$4,920,356
Net Patient Revenue	\$26,134,978	Other Receivables	\$1,276,668	Other Liabilities	\$0
Plus Other Revenue	\$1,756,486			Subtotal	\$4,920,356
Total Revenue	\$27,891,464	Land, Buildings & Equipment (Net)	\$13,582,771	Unrestricted Fund Balance	\$15,872,635
Less Expenses	\$23,698,737	Other Assets	\$30,149	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$20,792,991	Total Liabilities & Fund Balance	\$20,792,991
Net Income	\$4,192,727				