

**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
<b>Occupancy Rate (%)</b>					
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
<b>Average Census (Patients)</b>					
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
<b>Average Length of Stay (Days)</b>					
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
<b>Outpatient Visits</b>					
Non-Emergency Visits	0	55,302	N/A	0	N/A
Emergency Visits	0	1,331	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
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
<b>FTEs per 100 Patient Census (Adjusted)</b>					
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

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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)
<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	308	2,760	47.3%	7.6	9.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\* 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	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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	5	2	5.8	Occupational Therapists	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	2	0	2.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	4	5	6.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	1	0	1.0	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				
				<b>Total</b>	<b>38</b>	<b>12</b>	<b>42.2</b>

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			All PSYCH Hospitals		FY 2021 vs. 2020	
Selected Financial Statistics			Value	Ratio	FY 2020	Ratio
FY 2021						
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
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
<b>Deductions as % of Total Gross Patient Revenue</b>						
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
<b>Other Revenue &amp; Net Gains or Losses</b>						
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
<b>Expenses as % of Total Expenses</b>						
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
<b>Fiscal Statistics</b>						
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
<b>Net Revenue Statistics</b>						
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		