

**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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>					
Psychiatric	85.3%	74.7%	1.14	84.5%	1.01
Alcoholism/Chemical Dependency	68.8%	71.4%	0.96	64.9%	1.06
Total Hospital	81.0%	71.7%	1.13	79.4%	1.02
<b>Average Census (Patients)</b>					
Psychiatric	46.1	27.8	1.66	45.6	1.01
Alcoholism/Chemical Dependency	13.1	4.4	2.98	12.3	1.06
Total Hospital	59.1	31.5	1.88	57.9	1.02
<b>Average Length of Stay (Days)</b>					
Psychiatric	5.9	6.7	0.88	6.1	0.95
Alcoholism/Chemical Dependency	4.1	4.0	1.01	4.0	1.02
Total Hospital	5.4	6.4	0.83	5.5	0.97
<b>Outpatient Visits</b>					
Non-Emergency Visits	35,253	48,880	0.72	38,006	0.93
Emergency Visits	0	500	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	11.8	5.4	2.20	9.7	1.23
Nurses, Licensed	82.8	37.5	2.21	56.1	1.48
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	74.6	31.3	2.38	69.3	1.08
All Other Personnel	234.2	125.5	1.87	168.7	1.39
Total FTEs	403.5	200.8	2.01	303.7	1.33
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	12.0	9.3	1.29	9.8	1.21
Nurses, Licensed	83.8	65.1	1.29	57.2	1.46
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	75.5	54.2	1.39	70.6	1.07
All Other Personnel	236.9	217.6	1.09	172.1	1.38
Total FTEs	408.1	348.0	1.17	309.9	1.32

**Total Hospital:**  
 Beds Set Up & Staffed 73  
 Discharges 4,031  
 Inpatient Days 21,583

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2023	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	54	2,869	16,813	85.3%	46.1	5.9
<b>Alcoholism/chemical dependency</b>	2	19	1,162	4,770	68.8%	13.1	4.1
<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	8	7	11.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	13	5	14.6	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	46	45	71.7	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	3	0.6	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	21	79	69.4	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	7	3	8.6
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	1	3.1
Nurse Practitioners	9	2	10.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	71	11	74.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	87	44	115.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	5	18.4
Pharmacy Personnel	4	2	4.3				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>285</b>	<b>207</b>	<b>403.5</b>

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Selected Financial Statistics			All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$11,466,859	8.4%	10.2%	0.82	8.0%	1.05
Medical Assistance	\$55,244,109	40.4%	37.5%	1.08	37.6%	1.07
Commercial	\$68,307,049	49.9%	49.5%	1.01	53.5%	0.93
All Other	\$1,816,591	1.3%	2.8%	0.48	0.9%	1.42
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$7,225,313	5.3%	6.5%	0.81	5.8%	0.91
Medical Assistance	\$33,230,249	24.3%	22.3%	1.09	25.9%	0.94
Commercial	\$23,584,807	17.2%	17.7%	0.98	22.2%	0.77
Charity Care	\$2,064,951	1.5%	1.0%	1.50	1.9%	0.80
Bad Debt	\$1,639,406	1.2%	1.2%	0.96	0.6%	1.90
All Other	\$13,136,045	9.6%	6.7%	1.43	0.4%	22.38
Total Deductions	\$80,880,771	59.1%	55.5%	1.07	56.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	7.1%	0.01	0.0%	9.51
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$38,222,310	62.8%	58.8%	1.07	62.4%	1.01
Supplies & Services	\$19,857,783	32.6%	36.4%	0.90	33.3%	0.98
Capital Component	\$2,788,834	4.6%	4.8%	0.95	4.3%	1.07
<b>Fiscal Statistics</b>						
Operating Margin (%)		-8.7%	-1.5%	5.97	-0.2%	40.73
Total Hospital Net Income (%)		-8.7%	-1.3%	6.50	-0.2%	40.73
Return on Equity (%)		-8.5%	-1.0%	8.65	-0.2%	49.76
Current Ratio		3.43	2.1	1.67	3.20	1.07
Days in Net Patient Accounts Receivable		42.10	43.4	0.97	36.50	1.15
Average Payment Period		32.54	55.1	0.59	38.96	0.84
Equity Financing (%)		63.1%	44.4%	1.42	61.9%	1.02
Long-Term Debt to Equity Ratio		0.35	0.5	0.72	0.39	0.91
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.98	0.7	1.33	0.80	1.22
Average Age of Plant (Years)		10.26	7.8	1.31	10.09	1.02
Increase (Decrease) Total Net Patient Revenue		7.3%	6.7%	1.09	6.8%	1.06
Outpatient Gross Revenue (% of Total GPR)		40.2%	47.0%	0.85	40.9%	0.98
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$7,668		\$8,745	0.88	\$7,367	1.04
Inpatient Net Revenue per Day	\$1,432		\$1,401	1.02	\$1,332	1.07
Outpatient Net Revenue per Visit	\$757		\$629	1.20	\$746	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,834,609	Cash & Cash Equivalents	\$11,544,381	Current Liabilities	\$5,245,549
Less Deductions	\$80,880,771	Net Patient Receivables	\$6,453,464	Long-Term Debt	\$12,767,640
Net Patient Revenue	\$55,953,838	Other Receivables	\$0	Other Liabilities	\$3,072,757
Plus Other Revenue	\$47,702			Subtotal	\$21,085,946
Total Revenue	\$56,001,541	Land, Buildings & Equipment (Net)	\$16,387,401	Unrestricted Fund Balance	\$36,082,412
Less Expenses	\$60,868,927	Other Assets	\$22,783,112	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$395			Total Liabilities & Fund Balance	\$57,168,358
Net Income	-\$4,866,990	Total Assets	\$57,168,358		