

319 Rogers Memorial Hospital - Brown Deer
 4600 West Schroeder Drive
 Brown Deer, WI 53223
 414-865-2500

Fiscal Year: 08/01 to 07/31
 Type: Psychiatric

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

Control: Other Not-For-Profit

Selected Utilization Statistics	FY 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	80.8%	70.4%	1.15	82.8%	0.98
Alcoholism/Chemical Dependency	86.7%	75.1%	1.16	0.0%	N/A
Total Hospital	82.0%	71.2%	1.15	82.8%	0.99
Average Census (Patients)					
Psychiatric	36.4	28.5	1.28	46.4	0.78
Alcoholism/Chemical Dependency	9.5	5.2	1.85	0.0	N/A
Total Hospital	45.9	33.2	1.38	46.4	0.99
Average Length of Stay (Days)					
Psychiatric	6.5	6.7	0.97	6.0	1.09
Alcoholism/Chemical Dependency	4.7	4.0	1.19	0.0	N/A
Total Hospital	6.0	6.4	0.95	6.0	1.01
Outpatient Visits					
Non-Emergency Visits	27,450	47,924	0.57	27,466	1.00
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	4.2	8.2	0.51	8.0	0.52
Nurses, Licensed	59.7	52.1	1.14	47.5	1.26
Psychologists	3.1	11.1	0.28	3.8	0.82
Social Workers	48.9	28.1	1.74	42.4	1.15
All Other Personnel	222.1	190.9	1.16	160.4	1.38
Total FTEs	337.9	290.4	1.16	262.1	1.29
FTEs per 100 Patient Census (Adjusted)					
Administrators	6.5	12.2	0.53	12.4	0.52
Nurses, Licensed	93.0	77.5	1.20	73.8	1.26
Psychologists	4.8	16.5	0.29	5.9	0.82
Social Workers	76.2	41.9	1.82	66.0	1.15
All Other Personnel	346.3	283.9	1.22	249.6	1.39
Total FTEs	526.9	431.9	1.22	407.8	1.29

Total Hospital:

Beds Set Up & Staffed 56
 Discharges 2,790
 Inpatient Days 16,807

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

319 Rogers Memorial Hospital - Brown Deer
Brown Deer, WI 53223

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 07/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	45	2,051	13,315	80.8%	36.4	6.5
Alcoholism/chemical dependency	2	11	739	3,492	86.7%	9.5	4.7
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.2	Surgical Personnel	0	0	0.0
Physicians & Dentists	8	3	8.6	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	36	28	52.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	21	39	39.1	Recreational Therapists	6	7	10.8
Physician Assistants	6	1	6.8	Dietitians & Nutritionists	9	2	10.0
Nurse Practitioners	4	2	4.1	Psychologists	2	2	3.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	43	18	48.9
Clinical Nurse Specialists	1	1	2.0	All Other Health Professionals	46	23	57.9
Health Info Mgmt-Administrators/Technicians	4	1	4.3	All Other Personnel	71	30	82.4
Pharmacy Personnel	2	1	2.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	264	158	337.9

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,478,102	7.8%	10.2%	0.77	8.4%	0.94
Medical Assistance	\$37,340,169	45.2%	41.5%	1.09	46.3%	0.98
Commercial	\$38,373,879	46.4%	42.6%	1.09	45.0%	1.03
All Other	\$497,244	0.6%	5.8%	0.10	0.4%	1.60
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,818,689	5.8%	6.6%	0.88	6.0%	0.97
Medical Assistance	\$25,454,881	30.8%	19.1%	1.61	31.5%	0.98
Commercial	\$17,806,994	21.5%	16.4%	1.31	21.0%	1.03
Charity Care	\$1,208,232	1.5%	2.1%	0.70	1.4%	1.08
Bad Debt	\$920,379	1.1%	0.6%	1.77	1.8%	0.60
All Other	\$256,535	0.3%	2.2%	0.14	0.6%	0.55
Total Deductions	\$50,465,710	61.0%	47.1%	1.30	62.2%	0.98
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.1%	23.0%	0.05	0.2%	5.73
Net Gains/Losses as % of Net Income		N/A	26.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$23,238,953	68.6%	48.7%	1.41	67.6%	1.01
Supplies & Services	\$8,410,294	24.8%	47.1%	0.53	26.2%	0.95
Capital Component	\$2,236,537	6.6%	4.2%	1.58	6.2%	1.07
Fiscal Statistics						
Operating Margin (%)		-4.0%	4.7%	N/A	-4.6%	0.87
Total Hospital Net Income (%)		-1.0%	6.3%	N/A	-2.3%	0.43
Return on Equity (%)		-0.5%	5.7%	N/A	-1.9%	0.26
Current Ratio		2.16	2.3	0.92	2.28	0.95
Days in Net Patient Accounts Receivable		56.46	55.8	1.01	56.07	1.01
Average Payment Period		113.75	69.4	1.64	59.18	1.92
Equity Financing (%)		54.3%	52.8%	1.03	1.6%	33.09
Long-Term Debt to Equity Ratio		0.44	0.4	1.20	14.39	0.03
Times Interest Earned		0.27	10.6	0.03	-1.22	N/A
Total Asset Turnover		0.48	0.9	0.54	0.80	0.61
Average Age of Plant (Years)		7.37	9.5	0.78	3.90	1.89
Increase (Decrease) Total Net Patient Revenue		6.3%	10.3%	0.62	2.9%	2.16
Outpatient Gross Revenue (% of Total GPR)		28.5%	51.6%	0.55	28.2%	1.01
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$7,885	\$7,661	1.03	\$7,495	1.05
Inpatient Net Revenue per Day		\$1,311	\$1,228	1.07	\$1,257	1.04
Outpatient Net Revenue per Visit		\$406	\$746	0.54	\$386	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$82,689,394	Cash & Cash Equivalents	\$16,323,440	Current Liabilities	\$10,036,108
Less Deductions	\$50,465,710	Net Patient Receivables	\$4,971,125	Long-Term Debt	\$16,210,124
Net Patient Revenue	\$32,223,684	Other Receivables	\$17,566	Other Liabilities	\$4,598,507
Plus Other Revenue	\$363,961			Subtotal	\$30,844,739
Total Revenue	\$32,587,645	Land, Buildings & Equipment (Net)	\$22,761,642	Unrestricted Fund Balance	\$36,595,087
Less Expenses	\$33,885,784	Other Assets	\$23,366,053	Restricted Fund Balance	\$5,171,593
Non-Operating Gains/Losses	\$970,589			Total Liabilities & Fund Balance	\$67,439,826
Net Income	-\$327,552	Total Assets	\$67,439,826		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	42.3%	70.4%	0.60	49.2%	0.86
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	42.3%	71.2%	0.59	49.2%	0.86
Average Census (Patients)					
Psychiatric	10.6	28.5	0.37	12.3	0.86
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	10.6	33.2	0.32	12.3	0.86
Average Length of Stay (Days)					
Psychiatric	5.7	6.7	0.85	5.4	1.05
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	5.7	6.4	0.89	5.4	1.05
Outpatient Visits					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	342	1,327	0.26	1,209	0.28
Full-Time Equivalents (FTEs)					
Administrators	0.1	8.2	0.02	0.1	1.25
Nurses, Licensed	10.1	52.1	0.19	11.4	0.89
Psychologists	0.1	11.1	0.00	0.1	0.50
Social Workers	0.1	28.1	0.00	1.5	0.08
All Other Personnel	30.2	190.9	0.16	27.4	1.10
Total FTEs	40.6	290.4	0.14	40.5	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.2	12.2	0.10	0.8	1.46
Nurses, Licensed	95.4	77.5	1.23	92.3	1.03
Psychologists	0.5	16.5	0.03	0.8	0.58
Social Workers	1.2	41.9	0.03	12.2	0.10
All Other Personnel	285.7	283.9	1.01	222.8	1.28
Total FTEs	383.9	431.9	0.89	328.9	1.17

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 680
 Inpatient Days 3,866

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	25	680	3,866	42.3%	10.6	5.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	3	1.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	6	2	6.1	Occupational Therapy Assistants/Aides	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	3	3.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	14	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	1	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	3	0.8
Health Info Mgmt-Administrators/Technicians	0	10	4.4	All Other Personnel	2	16	8.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	20	57	40.6

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$803,026	15.7%	10.2%	1.55	7.6%	2.08
Medical Assistance	\$951,639	18.6%	41.5%	0.45	13.6%	1.38
Commercial	\$503,937	9.9%	42.6%	0.23	14.9%	0.66
All Other	\$2,845,671	55.8%	5.8%	9.68	64.0%	0.87
Deductions as % of Total Gross Patient Revenue						
Medicare	\$378,226	7.4%	6.6%	1.12	0.0%	N/A
Medical Assistance	\$453,872	8.9%	19.1%	0.46	0.0%	N/A
Commercial	\$248,549	4.9%	16.4%	0.30	0.0%	N/A
Charity Care	\$0	0.0%	2.1%	N/A	0.0%	N/A
Bad Debt	\$490,803	9.6%	0.6%	15.29	17.1%	0.56
All Other	\$778,046	15.2%	2.2%	6.81	0.0%	N/A
Total Deductions	\$2,349,496	46.0%	47.1%	0.98	17.1%	2.69
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	23.0%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		N/A	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,283,335	81.6%	48.7%	1.68	75.4%	1.08
Supplies & Services	\$730,082	18.1%	47.1%	0.38	24.1%	0.75
Capital Component	\$10,436	0.3%	4.2%	0.06	0.5%	0.54
Fiscal Statistics						
Operating Margin (%)		-46.1%	4.7%	N/A	2.8%	N/A
Total Hospital Net Income (%)		-45.3%	6.3%	N/A	2.8%	N/A
Return on Equity (%)		0.0%	5.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	55.8	N/A	0.00	N/A
Average Payment Period		0.00	69.4	N/A	0.00	N/A
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	0.00	N/A
Total Asset Turnover		0.00	0.9	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	9.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-38.3%	10.3%	N/A	2.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	51.6%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,773		\$7,661	0.62	\$6,506	0.73
Inpatient Net Revenue per Day	\$840		\$1,228	0.68	\$1,200	0.70
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,104,273	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,349,496	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,754,777	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$2,754,777	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,023,853	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,667			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,254,409	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: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	56.7%	70.4%	0.81	39.0%	1.45
Alcoholism/Chemical Dependency	66.4%	75.1%	0.88	51.6%	1.29
Total Hospital	58.0%	71.2%	0.81	40.4%	1.43
Average Census (Patients)					
Psychiatric	22.1	28.5	0.78	18.3	1.21
Alcoholism/Chemical Dependency	4.0	5.2	0.77	3.1	1.29
Total Hospital	26.1	33.2	0.79	21.4	1.22
Average Length of Stay (Days)					
Psychiatric	5.4	6.7	0.81	5.2	1.05
Alcoholism/Chemical Dependency	3.4	4.0	0.84	3.1	1.08
Total Hospital	5.0	6.4	0.78	4.7	1.05
Outpatient Visits					
Non-Emergency Visits	80,127	47,924	1.67	78,819	1.02
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	2.5	8.2	0.31	2.0	1.25
Nurses, Licensed	53.5	52.1	1.03	48.6	1.10
Psychologists	8.6	11.1	0.78	8.8	0.97
Social Workers	51.6	28.1	1.83	53.4	0.97
All Other Personnel	83.9	190.9	0.44	70.1	1.20
Total FTEs	200.0	290.4	0.69	182.9	1.09
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.2	12.2	0.35	3.6	1.16
Nurses, Licensed	90.2	77.5	1.16	88.0	1.03
Psychologists	14.5	16.5	0.88	16.0	0.91
Social Workers	86.9	41.9	2.08	96.6	0.90
All Other Personnel	141.4	283.9	0.50	126.9	1.11
Total FTEs	337.2	431.9	0.78	331.1	1.02

Total Hospital:
 Beds Set Up & Staffed 45
 Discharges 1,927
 Inpatient Days 9,552

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 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	39	1,491	8,094	56.7%	22.1	5.4
Alcoholism/chemical dependency	1	6	434	1,458	66.4%	4.0	3.4
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	1	2.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	10	1	10.5	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.1
Registered Nurses	25	32	42.4	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	4	1	4.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	9	11.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	1	6.7	Psychologists	8	1	8.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	43	11	51.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	11	9.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	34	33	45.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	146	106	200.0

172 Bellin Psychiatric Center
Green Bay, WI 54305

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,655,913	17.1%	10.2%	1.68	17.4%	0.99
Medical Assistance	\$16,463,801	32.6%	41.5%	0.79	31.2%	1.05
Commercial	\$22,987,925	45.5%	42.6%	1.07	47.0%	0.97
All Other	\$2,373,427	4.7%	5.8%	0.82	4.4%	1.07
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,484,015	10.9%	6.6%	1.65	10.6%	1.02
Medical Assistance	\$10,866,977	21.5%	19.1%	1.12	20.1%	1.07
Commercial	\$6,725,231	13.3%	16.4%	0.81	14.2%	0.94
Charity Care	\$816,141	1.6%	2.1%	0.77	1.9%	0.84
Bad Debt	\$867,208	1.7%	0.6%	2.73	1.8%	0.95
All Other	\$767,725	1.5%	2.2%	0.68	1.7%	0.92
Total Deductions	\$25,527,297	50.6%	47.1%	1.07	50.3%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		3.7%	23.0%	0.16	2.3%	1.62
Net Gains/Losses as % of Net Income		N/A	26.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$22,356,161	84.5%	48.7%	1.74	78.9%	1.07
Supplies & Services	\$3,358,991	12.7%	47.1%	0.27	18.3%	0.69
Capital Component	\$731,935	2.8%	4.2%	0.66	2.8%	1.01
Fiscal Statistics						
Operating Margin (%)		-2.1%	4.7%	N/A	-8.2%	0.25
Total Hospital Net Income (%)		-0.4%	6.3%	N/A	-7.2%	0.05
Return on Equity (%)		-0.5%	5.7%	N/A	-8.8%	0.05
Current Ratio		0.58	2.3	0.25	2.97	0.19
Days in Net Patient Accounts Receivable		46.64	55.8	0.84	37.12	1.26
Average Payment Period		190.39	69.4	2.74	31.68	6.01
Equity Financing (%)		28.9%	52.8%	0.55	31.8%	0.91
Long-Term Debt to Equity Ratio		0.27	0.4	0.72	0.31	0.86
Times Interest Earned		0.37	10.6	0.03	-10.52	N/A
Total Asset Turnover		1.22	0.9	1.36	1.21	1.01
Average Age of Plant (Years)		10.08	9.5	1.06	9.38	1.07
Increase (Decrease) Total Net Patient Revenue		7.5%	10.3%	0.73	5.0%	1.50
Outpatient Gross Revenue (% of Total GPR)		56.0%	51.6%	1.08	60.9%	0.92
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,629	\$7,661	0.87	\$6,516	1.02
Inpatient Net Revenue per Day		\$1,337	\$1,228	1.09	\$1,375	0.97
Outpatient Net Revenue per Visit		\$163	\$746	0.22	\$168	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,481,066	Cash & Cash Equivalents	\$4,634,812	Current Liabilities	\$13,505,214
Less Deductions	\$25,527,297	Net Patient Receivables	\$3,180,142	Long-Term Debt	\$1,639,976
Net Patient Revenue	\$24,953,769	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$961,123			Subtotal	\$15,145,190
Total Revenue	\$25,914,892	Land, Buildings & Equipment (Net)	\$7,079,974	Unrestricted Fund Balance	\$6,160,420
Less Expenses	\$26,447,087	Other Assets	\$6,410,682	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$433,421			Total Liabilities & Fund Balance	\$21,305,610
Net Income	-\$98,774	Total Assets	\$21,305,610		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	60.6%	70.4%	0.86	75.5%	0.80
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	60.6%	71.2%	0.85	75.5%	0.80
Average Census (Patients)					
Psychiatric	9.7	28.5	0.34	12.1	0.80
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	9.7	33.2	0.29	12.1	0.80
Average Length of Stay (Days)					
Psychiatric	5.1	6.7	0.76	6.5	0.79
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	5.1	6.4	0.81	6.5	0.80
Outpatient Visits					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.1	8.2	0.01	0.1	1.00
Nurses, Licensed	9.8	52.1	0.19	10.9	0.90
Psychologists	0.0	11.1	N/A	0.0	N/A
Social Workers	1.8	28.1	0.06	2.5	0.73
All Other Personnel	22.5	190.9	0.12	26.8	0.84
Total FTEs	34.1	290.4	0.12	40.2	0.85
FTEs per 100 Patient Census (Adjusted)					
Administrators	0.7	12.2	0.06	0.6	1.21
Nurses, Licensed	91.6	77.5	1.18	84.8	1.08
Psychologists	0.0	16.5	N/A	0.0	N/A
Social Workers	16.9	41.9	0.40	19.1	0.89
All Other Personnel	210.5	283.9	0.74	208.3	1.01
Total FTEs	319.7	431.9	0.74	312.7	1.02

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 689
 Inpatient Days 3,547

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	2	16	694	3,547	60.6%	9.7	5.1
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	1	2.1	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.1
Registered Nurses	8	8	9.7	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	11	14.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	2	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	4	0.3	All Other Personnel	3	40	4.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	1	0	1.0				
				Total	25	77	34.1

040 Brown County Community Treatment Center
Green Bay, WI 54311

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,031,727	24.7%	10.2%	2.42	27.5%	0.90
Medical Assistance	\$2,259,164	54.0%	41.5%	1.30	48.0%	1.12
Commercial	\$388,489	9.3%	42.6%	0.22	8.4%	1.11
All Other	\$504,846	12.1%	5.8%	2.09	16.0%	0.75
Deductions as % of Total Gross Patient Revenue						
Medicare	\$350,835	8.4%	6.6%	1.27	9.9%	0.85
Medical Assistance	\$468,553	11.2%	19.1%	0.59	8.9%	1.25
Commercial	\$184,353	4.4%	16.4%	0.27	3.0%	1.49
Charity Care	\$0	0.0%	2.1%	N/A	0.0%	N/A
Bad Debt	\$107,495	2.6%	0.6%	4.09	11.7%	0.22
All Other	-\$702,559	-16.8%	2.2%	N/A	-14.8%	1.13
Total Deductions	\$408,677	9.8%	47.1%	0.21	18.7%	0.52
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		-0.8%	23.0%	N/A	-5.6%	0.14
Net Gains/Losses as % of Net Income		0.0%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,251,379	86.8%	48.7%	1.78	84.7%	1.02
Supplies & Services	\$434,737	11.6%	47.1%	0.25	13.7%	0.85
Capital Component	\$59,929	1.6%	4.2%	0.38	1.6%	1.01
Fiscal Statistics						
Operating Margin (%)		0.0%	4.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	5.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	55.8	N/A	0.00	N/A
Average Payment Period		0.00	69.4	N/A	0.00	N/A
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	0.00	N/A
Total Asset Turnover		0.00	0.9	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	9.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-1.5%	10.3%	N/A	13.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		7.4%	51.6%	0.14	6.9%	1.07
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,222		\$7,661	0.68	\$6,753	0.77
Inpatient Net Revenue per Day	\$995		\$1,228	0.81	\$1,056	0.94
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,184,226	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$408,677	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,775,549	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	-\$29,504			Subtotal	\$0
Total Revenue	\$3,746,045	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$3,746,045	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

321 Willow Creek Behavioral Health
 1351 Ontario Road
 Green Bay, WI 54311

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

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

Control: Corporation

Selected Utilization Statistics	FY 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	59.9%	70.4%	0.85	57.9%	1.03
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	59.9%	71.2%	0.84	57.9%	1.03
Average Census (Patients)					
Psychiatric	43.1	28.5	1.51	41.7	1.03
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	43.1	33.2	1.30	41.7	1.03
Average Length of Stay (Days)					
Psychiatric	7.2	6.7	1.07	6.8	1.05
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	7.2	6.4	1.13	6.8	1.05
Outpatient Visits					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	11.0	8.2	1.34	15.0	0.73
Nurses, Licensed	35.9	52.1	0.69	53.0	0.68
Psychologists	0.0	11.1	N/A	0.0	N/A
Social Workers	8.3	28.1	0.29	6.5	1.27
All Other Personnel	81.0	190.9	0.42	71.3	1.14
Total FTEs	136.2	290.4	0.47	145.8	0.93
FTEs per 100 Patient Census (Adjusted)					
Administrators	21.8	12.2	1.79	30.2	0.72
Nurses, Licensed	71.1	77.5	0.92	106.6	0.67
Psychologists	0.0	16.5	N/A	0.0	N/A
Social Workers	16.3	41.9	0.39	13.1	1.25
All Other Personnel	160.3	283.9	0.56	143.4	1.12
Total FTEs	269.6	431.9	0.62	293.3	0.92

Total Hospital:

Beds Set Up & Staffed 72
 Discharges 2,192
 Inpatient Days 15,772

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 12/31/2020	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	2,192	15,772	59.9%	43.1	7.2
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	11	0	11.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	31	7	33.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.8	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	26	19	35.8	Recreational Therapists	2	2	3.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.3
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	2	8.3
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	29	11	33.8
Pharmacy Personnel	1	3	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	115	47	136.2

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$3,830,085	10.5%	10.2%	1.03	13.0%	0.81
Medical Assistance	\$18,252,110	50.0%	41.5%	1.20	52.3%	0.96
Commercial	\$11,397,165	31.2%	42.6%	0.73	33.7%	0.93
All Other	\$3,054,710	8.4%	5.8%	1.45	1.0%	8.05
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,276,641	6.2%	6.6%	0.94	8.1%	0.77
Medical Assistance	\$11,029,244	30.2%	19.1%	1.58	28.7%	1.05
Commercial	\$5,191,922	14.2%	16.4%	0.87	16.1%	0.88
Charity Care	\$3,704	0.0%	2.1%	0.00	0.0%	N/A
Bad Debt	-\$19,695	-0.1%	0.6%	N/A	0.8%	N/A
All Other	\$1,789,104	4.9%	2.2%	2.19	0.6%	8.16
Total Deductions	\$20,270,920	55.5%	47.1%	1.18	54.4%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	23.0%	0.01	0.1%	2.06
Net Gains/Losses as % of Net Income		33.8%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$11,322,491	75.2%	48.7%	1.54	67.2%	1.12
Supplies & Services	\$3,035,442	20.2%	47.1%	0.43	25.3%	0.80
Capital Component	\$701,528	4.7%	4.2%	1.12	7.5%	0.62
Fiscal Statistics						
Operating Margin (%)		7.5%	4.7%	1.61	2.9%	2.56
Total Hospital Net Income (%)		10.9%	6.3%	1.75	2.9%	3.72
Return on Equity (%)		14.7%	5.7%	2.59	3.1%	4.69
Current Ratio		0.35	2.3	0.15	1.62	0.21
Days in Net Patient Accounts Receivable		6.19	55.8	0.11	47.96	0.13
Average Payment Period		35.45	69.4	0.51	32.21	1.10
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	1.88	N/A
Total Asset Turnover		1.30	0.9	1.45	1.07	1.21
Average Age of Plant (Years)		3.97	9.5	0.42	2.97	1.33
Increase (Decrease) Total Net Patient Revenue		3.5%	10.3%	0.34	-8.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		15.4%	51.6%	0.30	16.1%	0.95
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,673		\$7,661	0.87	\$6,427	1.04
Inpatient Net Revenue per Day	\$935		\$1,228	0.76	\$940	1.00
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,534,070	Cash & Cash Equivalents	\$4,000	Current Liabilities	\$1,399,507
Less Deductions	\$20,270,920	Net Patient Receivables	\$274,984	Long-Term Debt	\$11,161,399
Net Patient Revenue	\$16,263,150	Other Receivables	\$81,615	Other Liabilities	\$0
Plus Other Revenue	\$19,848			Subtotal	\$12,560,906
Total Revenue	\$16,282,998	Land, Buildings & Equipment (Net)	\$12,073,574	Unrestricted Fund Balance	\$0
Less Expenses	\$15,059,461	Other Assets	\$126,732	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$626,046			Total Liabilities & Fund Balance	\$12,560,906
Net Income	\$1,849,583	Total Assets	\$12,560,905		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	58.7%	70.4%	0.83	56.3%	1.04
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	58.7%	71.2%	0.82	56.3%	1.04
Average Census (Patients)					
Psychiatric	7.0	28.5	0.25	9.0	0.78
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	7.0	33.2	0.21	9.0	0.78
Average Length of Stay (Days)					
Psychiatric	8.6	6.7	1.28	8.2	1.05
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	8.6	6.4	1.35	8.2	1.05
Outpatient Visits					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.3	8.2	0.41	4.2	0.80
Nurses, Licensed	6.7	52.1	0.13	7.3	0.92
Psychologists	1.0	11.1	0.09	1.0	1.00
Social Workers	2.1	28.1	0.07	2.0	1.03
All Other Personnel	19.8	190.9	0.10	18.9	1.04
Total FTEs	32.9	290.4	0.11	33.4	0.98
FTEs per 100 Patient Census (Adjusted)					
Administrators	47.2	12.2	3.88	46.4	1.02
Nurses, Licensed	95.5	77.5	1.23	81.1	1.18
Psychologists	14.2	16.5	0.86	11.1	1.28
Social Workers	29.1	41.9	0.70	22.2	1.31
All Other Personnel	280.9	283.9	0.99	210.1	1.34
Total FTEs	466.9	431.9	1.08	370.9	1.26

Total Hospital:

Beds Set Up & Staffed 12
 Discharges 300
 Inpatient Days 2,577

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	12	300	2,577	58.7%	7.0	8.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	9	3.3	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	5	5	6.7	Occupational Therapy Assistants/Aides	0	1	0.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	5	8.6	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	2	1	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	19	7.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	17	41	32.9

068 Norwood Health Center
Marshfield, WI 54449

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$2,072,771	43.2%	10.2%	4.25	35.3%	1.22
Medical Assistance	\$1,661,835	34.7%	41.5%	0.84	38.9%	0.89
Commercial	\$894,792	18.7%	42.6%	0.44	18.8%	0.99
All Other	\$165,550	3.5%	5.8%	0.60	7.0%	0.49
Deductions as % of Total Gross Patient Revenue						
Medicare	\$759,024	15.8%	6.6%	2.40	14.3%	1.10
Medical Assistance	\$541,633	11.3%	19.1%	0.59	13.2%	0.86
Commercial	\$287,771	6.0%	16.4%	0.37	6.4%	0.94
Charity Care	\$19,122	0.4%	2.1%	0.19	0.2%	2.34
Bad Debt	\$59,711	1.2%	0.6%	1.98	5.1%	0.24
All Other	\$5,963	0.1%	2.2%	0.06	0.6%	0.22
Total Deductions	\$1,673,224	34.9%	47.1%	0.74	39.8%	0.88
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		44.8%	23.0%	1.95	30.1%	1.49
Net Gains/Losses as % of Net Income		0.0%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,147,004	63.7%	48.7%	1.31	67.1%	0.95
Supplies & Services	\$1,791,578	36.3%	47.1%	0.77	32.8%	1.11
Capital Component	\$2,947	0.1%	4.2%	0.01	0.1%	1.03
Fiscal Statistics						
Operating Margin (%)		12.6%	4.7%	2.70	-1.5%	N/A
Total Hospital Net Income (%)		12.6%	6.3%	2.02	-1.5%	N/A
Return on Equity (%)		0.0%	5.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	55.8	N/A	0.00	N/A
Average Payment Period		0.00	69.4	N/A	0.00	N/A
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	0.00	N/A
Total Asset Turnover		0.00	0.9	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	9.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-11.3%	10.3%	N/A	22.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	51.6%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$10,605		\$7,661	1.38	\$9,503	1.12
Inpatient Net Revenue per Day	\$1,235		\$1,228	1.01	\$1,162	1.06
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,794,948	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$1,673,224	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,121,724	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,534,550			Subtotal	\$0
Total Revenue	\$5,656,275	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,941,529	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$714,746	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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	102.1%	70.4%	1.45	91.3%	1.12
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	102.1%	71.2%	1.43	91.3%	1.12
Average Census (Patients)					
Psychiatric	35.7	28.5	1.26	49.3	0.72
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	35.7	33.2	1.08	49.3	0.72
Average Length of Stay (Days)					
Psychiatric	13.1	6.7	1.96	13.4	0.98
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	12.5	6.4	1.97	13.4	0.94
Outpatient Visits					
Non-Emergency Visits	136	47,924	0.00	273	0.50
Emergency Visits	6,471	1,327	4.88	7,491	0.86
Full-Time Equivalents (FTEs)					
Administrators	40.0	8.2	4.88	45.7	0.88
Nurses, Licensed	105.9	52.1	2.03	105.1	1.01
Psychologists	29.4	11.1	2.65	38.8	0.76
Social Workers	56.1	28.1	1.99	57.5	0.98
All Other Personnel	220.8	190.9	1.16	276.2	0.80
Total FTEs	452.1	290.4	1.56	523.3	0.86
FTEs per 100 Patient Census (Adjusted)					
Administrators	20.7	12.2	1.70	28.3	0.73
Nurses, Licensed	54.9	77.5	0.71	65.1	0.84
Psychologists	15.2	16.5	0.92	24.0	0.63
Social Workers	29.1	41.9	0.69	35.6	0.82
All Other Personnel	114.4	283.9	0.40	170.9	0.67
Total FTEs	234.2	431.9	0.54	323.9	0.72

Total Hospital:

Beds Set Up & Staffed 35
 Discharges 1,043
 Inpatient Days 13,077

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	35	995	13,077	102.1%	35.7	13.1
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	40	0	40.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	8	4.7	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	0	6.0
Registered Nurses	83	16	95.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	14	12	28.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	10	4	10.9	Psychologists	24	13	29.4
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	55	3	56.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	0	13.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	168	0	168.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	415	56	452.1

147 Milwaukee County Behavioral Health Complex
Milwaukee, WI 53226

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$8,700,120	5.5%	10.2%	0.54	8.3%	0.66
Medical Assistance	\$118,325,183	74.6%	41.5%	1.80	70.9%	1.05
Commercial	\$1,639,958	1.0%	42.6%	0.02	1.4%	0.74
All Other	\$29,868,183	18.8%	5.8%	3.27	19.4%	0.97
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,953,846	2.5%	6.6%	0.38	2.5%	0.99
Medical Assistance	\$14,232,490	9.0%	19.1%	0.47	14.4%	0.62
Commercial	\$541,565	0.3%	16.4%	0.02	0.4%	0.77
Charity Care	\$7,525,529	4.7%	2.1%	2.26	6.5%	0.73
Bad Debt	-\$2,211,163	-1.4%	0.6%	N/A	0.0%	N/A
All Other	\$13,196,727	8.3%	2.2%	3.72	6.3%	1.33
Total Deductions	\$37,238,997	23.5%	47.1%	0.50	30.2%	0.78
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		46.7%	23.0%	2.03	48.2%	0.97
Net Gains/Losses as % of Net Income		0.0%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$64,673,567	28.1%	48.7%	0.58	31.9%	0.88
Supplies & Services	\$163,610,679	71.2%	47.1%	1.51	67.4%	1.06
Capital Component	\$1,540,354	0.7%	4.2%	0.16	0.7%	1.00
Fiscal Statistics						
Operating Margin (%)		-1.0%	4.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	5.7%	N/A	0.0%	N/A
Current Ratio		5.02	2.3	2.14	4.59	1.09
Days in Net Patient Accounts Receivable		76.10	55.8	1.37	89.41	0.85
Average Payment Period		25.49	69.4	0.37	28.22	0.90
Equity Financing (%)		40.5%	52.8%	0.77	36.3%	1.11
Long-Term Debt to Equity Ratio		0.04	0.4	0.12	0.06	0.73
Times Interest Earned		1.00	10.6	0.09	1.00	1.00
Total Asset Turnover		2.68	0.9	3.00	2.55	1.05
Average Age of Plant (Years)		26.66	9.5	2.81	32.22	0.83
Increase (Decrease) Total Net Patient Revenue		11.4%	10.3%	1.10	8.7%	1.31
Outpatient Gross Revenue (% of Total GPR)		80.7%	51.6%	1.56	69.8%	1.16
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$19,393	\$7,661	2.53	\$19,203	1.01
Inpatient Net Revenue per Day		\$1,481	\$1,228	1.21	\$1,452	1.02
Outpatient Net Revenue per Visit		\$14,962	\$746	20.06	\$10,704	1.40

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$158,533,444	Cash & Cash Equivalents	-\$1,914,371	Current Liabilities	\$15,912,192
Less Deductions	\$37,238,997	Net Patient Receivables	\$25,221,216	Long-Term Debt	\$1,467,975
Net Patient Revenue	\$121,294,447	Other Receivables	-\$17,950,842	Other Liabilities	\$33,161,885
Plus Other Revenue	\$106,158,764			Subtotal	\$50,542,052
Total Revenue	\$227,453,212	Land, Buildings & Equipment (Net)	\$3,518,358	Unrestricted Fund Balance	\$34,424,035
Less Expenses	\$229,824,600	Other Assets	\$76,091,726	Restricted Fund Balance	\$5,553
Non-Operating Gains/Losses	\$2,371,388			Total Liabilities & Fund Balance	\$84,966,087
Net Income	\$0	Total Assets	\$84,966,087		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	86.8%	70.4%	1.23	88.7%	0.98
Alcoholism/Chemical Dependency	87.5%	75.1%	1.17	0.0%	N/A
Total Hospital	86.8%	71.2%	1.22	88.7%	0.98
Average Census (Patients)					
Psychiatric	55.5	28.5	1.95	62.9	0.88
Alcoholism/Chemical Dependency	7.0	5.2	1.36	0.0	N/A
Total Hospital	62.5	33.2	1.89	62.9	0.99
Average Length of Stay (Days)					
Psychiatric	9.1	6.7	1.36	8.1	1.12
Alcoholism/Chemical Dependency	4.5	4.0	1.13	0.0	N/A
Total Hospital	8.2	6.4	1.29	8.2	1.00
Outpatient Visits					
Non-Emergency Visits	29,765	47,924	0.62	24,159	1.23
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	12.5	8.2	1.52	25.1	0.50
Nurses, Licensed	102.6	52.1	1.97	82.0	1.25
Psychologists	2.8	11.1	0.25	0.8	3.47
Social Workers	102.7	28.1	3.65	93.0	1.10
All Other Personnel	700.4	190.9	3.67	521.3	1.34
Total FTEs	920.9	290.4	3.17	722.1	1.28
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.3	12.2	0.60	16.9	0.43
Nurses, Licensed	59.8	77.5	0.77	55.4	1.08
Psychologists	1.6	16.5	0.10	0.5	2.99
Social Workers	59.9	41.9	1.43	62.8	0.95
All Other Personnel	408.3	283.9	1.44	352.4	1.16
Total FTEs	536.8	431.9	1.24	488.1	1.10

Total Hospital:

Beds Set Up & Staffed 72
 Discharges 2,795
 Inpatient Days 22,885

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 07/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	64	2,224	20,324	86.8%	55.5	9.1
Alcoholism/chemical dependency	2	8	571	2,561	87.5%	7.0	4.5
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	1	12.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	30	5	31.8	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	3	1	3.4	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	57	52	88.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	3	2.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	31	29	45.6	Recreational Therapists	20	13	25.3
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	21	17	32.6
Nurse Practitioners	9	2	9.7	Psychologists	1	3	2.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	92	32	102.7
Clinical Nurse Specialists	1	1	1.4	All Other Health Professionals	244	165	338.8
Health Info Mgmt-Administrators/Technicians	12	3	12.7	All Other Personnel	182	47	205.3
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	721	374	920.9

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,506,973	4.2%	10.2%	0.42	5.5%	0.77
Medical Assistance	\$26,746,150	11.9%	41.5%	0.29	12.1%	0.98
Commercial	\$185,568,166	82.8%	42.6%	1.95	80.8%	1.03
All Other	\$2,215,912	1.0%	5.8%	0.17	1.6%	0.62
Deductions as % of Total Gross Patient Revenue						
Medicare	\$6,653,223	3.0%	6.6%	0.45	4.0%	0.74
Medical Assistance	\$17,646,567	7.9%	19.1%	0.41	7.8%	1.01
Commercial	\$61,043,228	27.2%	16.4%	1.66	27.0%	1.01
Charity Care	\$2,087,624	0.9%	2.1%	0.44	0.7%	1.27
Bad Debt	\$1,677,653	0.7%	0.6%	1.19	1.4%	0.53
All Other	\$890,486	0.4%	2.2%	0.18	0.8%	0.51
Total Deductions	\$89,998,781	40.2%	47.1%	0.85	41.8%	0.96
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.2%	23.0%	0.05	0.1%	13.32
Net Gains/Losses as % of Net Income		11.3%	26.5%	1.15	9.8%	1.15
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$58,078,000	55.9%	48.7%	1.15	58.5%	0.95
Supplies & Services	\$35,724,326	34.4%	47.1%	0.73	33.3%	1.03
Capital Component	\$10,139,201	9.8%	4.2%	2.34	8.2%	1.19
Fiscal Statistics						
Operating Margin (%)		23.4%	4.7%	5.00	20.7%	1.13
Total Hospital Net Income (%)		25.6%	6.3%	4.09	22.5%	1.14
Return on Equity (%)		12.7%	5.7%	2.24	12.0%	1.06
Current Ratio		2.16	2.3	0.92	1.22	1.77
Days in Net Patient Accounts Receivable		56.51	55.8	1.01	27.36	2.07
Average Payment Period		158.57	69.4	2.29	121.11	1.31
Equity Financing (%)		54.3%	52.8%	1.03	1.6%	33.09
Long-Term Debt to Equity Ratio		0.44	0.4	1.20	14.39	0.03
Times Interest Earned		20.26	10.6	1.91	22.60	0.90
Total Asset Turnover		0.48	0.9	0.54	0.52	0.92
Average Age of Plant (Years)		6.51	9.5	0.69	10.88	0.60
Increase (Decrease) Total Net Patient Revenue		23.6%	10.3%	2.30	10.7%	2.21
Outpatient Gross Revenue (% of Total GPR)		63.5%	51.6%	1.23	57.5%	1.10
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$12,377		\$7,661	1.62	\$12,033	1.03
Inpatient Net Revenue per Day	\$1,509		\$1,228	1.23	\$1,475	1.02
Outpatient Net Revenue per Visit	\$3,397		\$746	4.55	\$3,194	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$224,037,200	Cash & Cash Equivalents	\$67,951,614	Current Liabilities	\$41,778,554
Less Deductions	\$89,998,781	Net Patient Receivables	\$20,693,938	Long-Term Debt	\$67,479,902
Net Patient Revenue	\$134,038,419	Other Receivables	\$73,125	Other Liabilities	\$19,142,781
Plus Other Revenue	\$1,618,223			Subtotal	\$128,401,237
Total Revenue	\$135,656,643	Land, Buildings & Equipment (Net)	\$94,752,710	Unrestricted Fund Balance	\$152,338,925
Less Expenses	\$103,941,527	Other Assets	\$97,268,775	Restricted Fund Balance	\$22,433,589
Non-Operating Gains/Losses	\$4,040,389			Total Liabilities & Fund Balance	\$280,740,162
Net Income	\$35,755,506	Total Assets	\$280,740,162		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	56.5%	70.4%	0.80	66.7%	0.85
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	56.5%	71.2%	0.79	66.7%	0.85
Average Census (Patients)					
Psychiatric	15.8	28.5	0.56	18.7	0.85
Alcoholism/Chemical Dependency	0.0	5.2	N/A	0.0	N/A
Total Hospital	15.8	33.2	0.48	18.7	0.85
Average Length of Stay (Days)					
Psychiatric	11.8	6.7	1.75	14.1	0.83
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	11.8	6.4	1.85	14.1	0.84
Outpatient Visits					
Non-Emergency Visits	0	47,924	N/A	0	N/A
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	3.4	8.2	0.42	3.0	1.13
Nurses, Licensed	13.8	52.1	0.26	10.4	1.33
Psychologists	0.6	11.1	0.05	1.0	0.60
Social Workers	3.2	28.1	0.11	3.2	1.00
All Other Personnel	28.3	190.9	0.15	27.0	1.05
Total FTEs	49.3	290.4	0.17	44.6	1.11
FTEs per 100 Patient Census (Adjusted)					
Administrators	20.3	12.2	1.67	16.2	1.25
Nurses, Licensed	82.6	77.5	1.07	56.3	1.47
Psychologists	3.6	16.5	0.22	5.4	0.66
Social Workers	19.2	41.9	0.46	17.3	1.11
All Other Personnel	169.5	283.9	0.60	146.4	1.16
Total FTEs	295.2	431.9	0.68	241.7	1.22

Total Hospital:
 Beds Set Up & Staffed 28
 Discharges 492
 Inpatient Days 5,790

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

140 Waukesha County Mental Health Center
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	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	28	492	5,790	56.5%	15.8	11.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.4	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	1	2.2	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.2
Registered Nurses	7	12	13.8	Occupational Therapy Assistants/Aides	2	2	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	12	11	17.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	2	0.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	4	3.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	1	1	1.2	All Other Personnel	1	3	1.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	35	40	49.3

140 Waukesha County Mental Health Center

Waukesha, WI 53188

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$2,857,590	40.0%	10.2%	3.93	44.7%	0.89
Medical Assistance	\$1,788,367	25.0%	41.5%	0.60	22.1%	1.13
Commercial	\$1,300,223	18.2%	42.6%	0.43	15.7%	1.16
All Other	\$1,193,039	16.7%	5.8%	2.90	17.5%	0.96
Deductions as % of Total Gross Patient Revenue						
Medicare	\$2,235,359	31.3%	6.6%	4.75	30.3%	1.03
Medical Assistance	\$1,110,662	15.6%	19.1%	0.81	13.2%	1.18
Commercial	\$978,183	13.7%	16.4%	0.84	10.3%	1.34
Charity Care	\$0	0.0%	2.1%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	0.6%	N/A	0.0%	N/A
All Other	\$724,615	10.1%	2.2%	4.53	9.4%	1.09
Total Deductions	\$5,048,819	70.7%	47.1%	1.50	63.2%	1.12
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		70.8%	23.0%	3.08	63.7%	1.11
Net Gains/Losses as % of Net Income		0.0%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$5,003,603	70.0%	48.7%	1.44	69.1%	1.01
Supplies & Services	\$1,954,529	27.3%	47.1%	0.58	28.3%	0.97
Capital Component	\$194,546	2.7%	4.2%	0.65	2.7%	1.02
Fiscal Statistics						
Operating Margin (%)		0.0%	4.7%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	6.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	5.7%	N/A	0.0%	N/A
Current Ratio		0.00	2.3	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	55.8	N/A	0.00	N/A
Average Payment Period		0.00	69.4	N/A	0.00	N/A
Equity Financing (%)		0.0%	52.8%	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	10.6	N/A	0.00	N/A
Total Asset Turnover		0.00	0.9	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	9.5	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-28.2%	10.3%	N/A	-18.1%	1.56
Outpatient Gross Revenue (% of Total GPR)		N/A	51.6%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,249		\$7,661	0.55	\$6,004	0.71
Inpatient Net Revenue per Day	\$342		\$1,228	0.28	\$432	0.79
Outpatient Net Revenue per Visit	\$0		\$746	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$7,139,219	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$5,048,819	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,090,400	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,062,277			Subtotal	\$0
Total Revenue	\$7,152,678	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$7,152,678	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	\$0	Total Assets	\$0		

144 North Central Health Care
 1100 Lakeview Dr
 Wausau, WI 54403
 715-848-4600

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

County: Marathon
 Analysis Area: North Central (6)
 Volume Group:

Selected Utilization Statistics	FY 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	67.6%	70.4%	0.96	80.7%	0.84
Alcoholism/Chemical Dependency	0.0%	75.1%	N/A	0.0%	N/A
Total Hospital	73.9%	71.2%	1.04	82.0%	0.90
Average Census (Patients)					
Psychiatric	10.8	28.5	0.38	12.9	0.84
Alcoholism/Chemical Dependency	0.7	5.2	0.13	0.6	1.17
Total Hospital	21.4	33.2	0.65	34.4	0.62
Average Length of Stay (Days)					
Psychiatric	5.9	6.7	0.88	6.5	0.91
Alcoholism/Chemical Dependency	2.7	4.0	0.69	2.5	1.10
Total Hospital	10.2	6.4	1.61	15.4	0.66
Outpatient Visits					
Non-Emergency Visits	164,642	47,924	3.44	170,824	0.96
Emergency Visits	3,799	1,327	2.86	2,326	1.63
Full-Time Equivalents (FTEs)					
Administrators	2.0	8.2	0.24	0.0	N/A
Nurses, Licensed	27.6	52.1	0.53	26.6	1.04
Psychologists	4.0	11.1	0.36	2.0	2.00
Social Workers	8.4	28.1	0.30	7.0	1.21
All Other Personnel	321.5	190.9	1.68	342.9	0.94
Total FTEs	363.6	290.4	1.25	378.6	0.96
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.7	12.2	0.38	0.0	N/A
Nurses, Licensed	64.4	77.5	0.83	26.4	2.45
Psychologists	9.3	16.5	0.57	2.0	4.72
Social Workers	19.7	41.9	0.47	6.9	2.85
All Other Personnel	750.5	283.9	2.64	339.2	2.21
Total FTEs	848.7	431.9	1.97	374.5	2.27

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 766
 Inpatient Days 7,846

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	16	674	3,961	67.6%	10.8	5.9
Alcoholism/chemical dependency	1	0	89	243	0.0%	0.7	2.7
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	13	339	3,642	76.5%	10.0	10.7

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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	1	3.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	4.7
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	20	45	20.6	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	5	9	5.8	Physical Therapy Assistants/Aides	1	3	1.3
Ancillary Nursing Personnel	32	90	32.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.9	Dietitians & Nutritionists	1	2	1.6
Nurse Practitioners	1	1	1.2	Psychologists	4	0	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	4	8.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	123	37	123.3
Health Info Mgmt-Administrators/Technicians	6	1	6.7	All Other Personnel	123	50	123.6
Pharmacy Personnel	5	1	5.2				
Clinical Laboratory Personnel	7	0	7.0				
				Total	355	252	363.6

144 North Central Health Care
Wausau, WI 54403

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$13,790,480	26.7%	10.2%	2.62	23.2%	1.15
Medical Assistance	\$31,322,073	60.6%	41.5%	1.46	60.8%	1.00
Commercial	\$2,377,582	4.6%	42.6%	0.11	5.2%	0.89
All Other	\$4,182,648	8.1%	5.8%	1.41	10.8%	0.75
Deductions as % of Total Gross Patient Revenue						
Medicare	\$7,865,025	15.2%	6.6%	2.31	13.2%	1.16
Medical Assistance	\$6,543,816	12.7%	19.1%	0.66	12.0%	1.06
Commercial	\$877,801	1.7%	16.4%	0.10	2.0%	0.83
Charity Care	\$3,460,108	6.7%	2.1%	3.19	9.1%	0.74
Bad Debt	\$414,437	0.8%	0.6%	1.28	0.6%	1.40
All Other	-\$64,795	-0.1%	2.2%	N/A	-0.1%	0.87
Total Deductions	\$19,096,392	37.0%	47.1%	0.78	36.7%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		32.6%	23.0%	1.42	31.0%	1.05
Net Gains/Losses as % of Net Income		N/A	26.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$27,582,911	53.4%	48.7%	1.10	54.0%	0.99
Supplies & Services	\$22,556,385	43.6%	47.1%	0.93	42.9%	1.02
Capital Component	\$1,556,377	3.0%	4.2%	0.72	3.1%	0.97
Fiscal Statistics						
Operating Margin (%)		-6.9%	4.7%	N/A	-11.4%	0.61
Total Hospital Net Income (%)		-6.4%	6.3%	N/A	-10.2%	0.62
Return on Equity (%)		-5.2%	5.7%	N/A	-10.2%	0.51
Current Ratio		1.76	2.3	0.75	1.65	1.07
Days in Net Patient Accounts Receivable		26.71	55.8	0.48	28.44	0.94
Average Payment Period		28.08	69.4	0.40	31.61	0.89
Equity Financing (%)		47.8%	52.8%	0.91	58.0%	0.82
Long-Term Debt to Equity Ratio		0.34	0.4	0.93	0.37	0.94
Times Interest Earned		-1,703.23	10.6	N/A	-2,827.27	0.60
Total Asset Turnover		0.81	0.9	0.91	0.98	0.83
Average Age of Plant (Years)		24.00	9.5	2.53	20.31	1.18
Increase (Decrease) Total Net Patient Revenue		10.2%	10.3%	0.99	15.0%	0.68
Outpatient Gross Revenue (% of Total GPR)		73.3%	51.6%	1.42	86.5%	0.85
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$12,180		\$7,661	1.59	\$5,303	2.30
Inpatient Net Revenue per Day	\$2,226		\$1,228	1.81	\$870	2.56
Outpatient Net Revenue per Visit	\$140		\$746	0.19	\$173	0.81

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,672,783	Cash & Cash Equivalents	-\$1,017,121	Current Liabilities	\$3,873,098
Less Deductions	\$19,096,392	Net Patient Receivables	\$2,377,491	Long-Term Debt	\$9,779,490
Net Patient Revenue	\$32,576,391	Other Receivables	\$4,977,100	Other Liabilities	\$12,948,183
Plus Other Revenue	\$15,779,236			Subtotal	\$26,600,771
Total Revenue	\$48,355,627	Land, Buildings & Equipment (Net)	\$21,535,333	Unrestricted Fund Balance	\$28,416,191
Less Expenses	\$51,695,673	Other Assets	\$31,563,870	Restricted Fund Balance	\$3,213,262
Non-Operating Gains/Losses	\$246,873			Total Liabilities & Fund Balance	\$55,016,962
Net Income	-\$3,093,173	Total Assets	\$59,436,673		

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

Fiscal Year: 01/01 to 12/31
 Type: Psychiatric
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	68.6%	70.4%	0.97	87.0%	0.79
Alcoholism/Chemical Dependency	47.5%	75.1%	0.63	45.5%	1.04
Total Hospital	64.2%	71.2%	0.90	77.9%	0.82
Average Census (Patients)					
Psychiatric	52.1	28.5	1.83	61.7	0.84
Alcoholism/Chemical Dependency	9.5	5.2	1.84	9.1	1.04
Total Hospital	61.6	33.2	1.86	70.8	0.87
Average Length of Stay (Days)					
Psychiatric	4.3	6.7	0.64	4.6	0.94
Alcoholism/Chemical Dependency	3.3	4.0	0.82	3.2	1.02
Total Hospital	4.2	6.4	0.65	4.4	0.94
Outpatient Visits					
Non-Emergency Visits	53,769	47,924	1.12	75,617	0.71
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	14.0	8.2	1.71	11.0	1.27
Nurses, Licensed	123.5	52.1	2.37	117.6	1.05
Psychologists	80.5	11.1	7.27	92.5	0.87
Social Workers	2.0	28.1	0.07	4.0	0.50
All Other Personnel	257.0	190.9	1.35	252.2	1.02
Total FTEs	477.0	290.4	1.64	477.4	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.7	12.2	1.21	9.4	1.56
Nurses, Licensed	130.0	77.5	1.68	100.8	1.29
Psychologists	84.8	16.5	5.15	79.3	1.07
Social Workers	2.1	41.9	0.05	3.4	0.61
All Other Personnel	270.4	283.9	0.95	216.1	1.25
Total FTEs	502.0	431.9	1.16	409.1	1.23

Total Hospital:
 Beds Set Up & Staffed 96
 Discharges 5,435
 Inpatient Days 22,556

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	76	4,421	19,082	68.6%	52.1	4.3
Alcoholism/chemical dependency	1	20	1,065	3,474	47.5%	9.5	3.3
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

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

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	0	14.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	20	5	20.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	75	58	116.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	7	6.6	Recreational Therapists	2	1	2.6
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	2	3.0
Nurse Practitioners	5	3	5.9	Psychologists	71	29	80.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	1	1	1.2	All Other Health Professionals	60	37	79.2
Health Info Mgmt-Administrators/Technicians	3	2	4.2	All Other Personnel	103	35	123.7
Pharmacy Personnel	7	2	8.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	378	182	477.0

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$20,133,408	14.7%	10.2%	1.44	14.4%	1.02
Medical Assistance	\$63,694,287	46.4%	41.5%	1.12	45.5%	1.02
Commercial	\$50,704,909	36.9%	42.6%	0.87	37.9%	0.98
All Other	\$2,802,769	2.0%	5.8%	0.35	2.2%	0.92
Deductions as % of Total Gross Patient Revenue						
Medicare	\$15,047,590	11.0%	6.6%	1.66	10.9%	1.00
Medical Assistance	\$48,829,262	35.6%	19.1%	1.86	33.5%	1.06
Commercial	\$26,289,395	19.1%	16.4%	1.17	19.3%	0.99
Charity Care	\$681,367	0.5%	2.1%	0.24	0.8%	0.60
Bad Debt	\$1,665,018	1.2%	0.6%	1.93	1.6%	0.78
All Other	\$1,613,621	1.2%	2.2%	0.52	1.0%	1.22
Total Deductions	\$94,126,253	68.5%	47.1%	1.46	67.1%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		11.5%	23.0%	0.50	1.2%	9.85
Net Gains/Losses as % of Net Income		0.0%	26.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$27,845,222	60.1%	48.7%	1.23	63.6%	0.95
Supplies & Services	\$15,492,118	33.4%	47.1%	0.71	30.4%	1.10
Capital Component	\$2,984,154	6.4%	4.2%	1.55	6.1%	1.06
Fiscal Statistics						
Operating Margin (%)		5.1%	4.7%	1.09	17.4%	0.29
Total Hospital Net Income (%)		5.1%	6.3%	0.81	17.4%	0.29
Return on Equity (%)		5.1%	5.7%	0.89	20.4%	0.25
Current Ratio		1.98	2.3	0.85	1.16	1.71
Days in Net Patient Accounts Receivable		55.96	55.8	1.00	55.85	1.00
Average Payment Period		34.95	69.4	0.50	32.00	1.09
Equity Financing (%)		90.7%	52.8%	1.72	91.9%	0.99
Long-Term Debt to Equity Ratio		0.00	0.4	N/A	0.00	N/A
Times Interest Earned		3.87	10.6	0.37	15.15	0.26
Total Asset Turnover		1.00	0.9	1.12	1.17	0.85
Average Age of Plant (Years)		7.28	9.5	0.77	6.60	1.10
Increase (Decrease) Total Net Patient Revenue		-18.4%	10.3%	N/A	18.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		34.9%	51.6%	0.68	39.0%	0.89
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,633		\$7,661	0.60	\$5,027	0.92
Inpatient Net Revenue per Day	\$1,111		\$1,228	0.91	\$1,133	0.98
Outpatient Net Revenue per Visit	\$366		\$746	0.49	\$344	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$137,335,371	Cash & Cash Equivalents	\$1,685,967	Current Liabilities	\$4,228,704
Less Deductions	\$94,126,253	Net Patient Receivables	\$6,606,020	Long-Term Debt	\$0
Net Patient Revenue	\$43,209,118	Other Receivables	\$10,160	Other Liabilities	\$334,338
Plus Other Revenue	\$5,589,533			Subtotal	\$4,563,042
Total Revenue	\$48,798,651	Land, Buildings & Equipment (Net)	\$38,772,424	Unrestricted Fund Balance	\$44,388,863
Less Expenses	\$46,321,494	Other Assets	\$1,877,334	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$48,951,905
Net Income	\$2,477,157	Total Assets	\$48,951,905		

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 2020	All PSYCH Hospitals		FY 2020 vs. 2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Psychiatric	74.7%	70.4%	1.06	80.8%	0.93
Alcoholism/Chemical Dependency	98.6%	75.1%	1.31	0.0%	N/A
Total Hospital	80.0%	71.2%	1.12	80.8%	0.99
Average Census (Patients)					
Psychiatric	42.6	28.5	1.50	59.0	0.72
Alcoholism/Chemical Dependency	15.8	5.2	3.06	0.0	N/A
Total Hospital	58.4	33.2	1.76	59.0	0.99
Average Length of Stay (Days)					
Psychiatric	6.5	6.7	0.96	5.6	1.15
Alcoholism/Chemical Dependency	4.2	4.0	1.06	0.0	N/A
Total Hospital	5.6	6.4	0.89	5.7	1.00
Outpatient Visits					
Non-Emergency Visits	27,501	47,924	0.57	25,652	1.07
Emergency Visits	0	1,327	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	5.2	8.2	0.64	10.5	0.50
Nurses, Licensed	76.5	52.1	1.47	53.5	1.43
Psychologists	2.8	11.1	0.26	2.0	1.41
Social Workers	52.6	28.1	1.87	48.5	1.09
All Other Personnel	303.1	190.9	1.59	217.2	1.40
Total FTEs	440.2	290.4	1.52	331.6	1.33
FTEs per 100 Patient Census (Adjusted)					
Administrators	5.9	12.2	0.49	13.5	0.44
Nurses, Licensed	86.7	77.5	1.12	68.5	1.27
Psychologists	3.2	16.5	0.19	2.6	1.25
Social Workers	59.6	41.9	1.42	62.1	0.96
All Other Personnel	343.5	283.9	1.21	278.2	1.23
Total FTEs	498.9	431.9	1.16	424.9	1.17

Total Hospital:
 Beds Set Up & Staffed 73
 Discharges 3,784
 Inpatient Days 21,364

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 07/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	57	2,414	15,592	74.7%	42.6	6.5
Alcoholism/chemical dependency	2	16	1,370	5,772	98.6%	15.8	4.2
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.2	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	4	13.3	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	4	0	4.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	39	43	66.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	3	3.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	23	44	47.3	Recreational Therapists	7	7	10.7
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	8	7	10.7
Nurse Practitioners	3	3	5.4	Psychologists	2	3	2.8
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	43	22	52.6
Clinical Nurse Specialists	1	0	1.2	All Other Health Professionals	71	54	98.8
Health Info Mgmt-Administrators/Technicians	5	1	5.4	All Other Personnel	93	32	106.8
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	324	225	440.2

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

Selected Financial Statistics	FY 2020		All PSYCH Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$11,376,534	10.0%	10.2%	0.98	10.0%	1.00
Medical Assistance	\$44,997,918	39.4%	41.5%	0.95	46.8%	0.84
Commercial	\$56,939,403	49.9%	42.6%	1.17	42.5%	1.17
All Other	\$793,983	0.7%	5.8%	0.12	0.7%	0.96
Deductions as % of Total Gross Patient Revenue						
Medicare	\$8,016,919	7.0%	6.6%	1.06	6.9%	1.01
Medical Assistance	\$30,610,324	26.8%	19.1%	1.40	31.6%	0.85
Commercial	\$23,445,995	20.5%	16.4%	1.25	19.5%	1.05
Charity Care	\$2,626,244	2.3%	2.1%	1.09	1.8%	1.25
Bad Debt	\$1,539,533	1.3%	0.6%	2.15	2.0%	0.66
All Other	\$371,446	0.3%	2.2%	0.15	0.6%	0.55
Total Deductions	\$66,610,460	58.4%	47.1%	1.24	62.5%	0.93
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.1%	23.0%	0.05	0.0%	N/A
Net Gains/Losses as % of Net Income		62.8%	26.5%	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,853,278	63.3%	48.7%	1.30	65.9%	0.96
Supplies & Services	\$13,537,387	28.7%	47.1%	0.61	28.2%	1.02
Capital Component	\$3,781,626	8.0%	4.2%	1.92	5.8%	1.37
Fiscal Statistics						
Operating Margin (%)		1.8%	4.7%	0.38	-10.7%	N/A
Total Hospital Net Income (%)		4.6%	6.3%	0.74	-8.1%	N/A
Return on Equity (%)		2.3%	5.7%	0.40	-6.1%	N/A
Current Ratio		2.16	2.3	0.92	2.17	0.99
Days in Net Patient Accounts Receivable		56.45	55.8	1.01	59.78	0.94
Average Payment Period		120.84	69.4	1.74	61.12	1.98
Equity Financing (%)		54.3%	52.8%	1.03	1.6%	33.09
Long-Term Debt to Equity Ratio		0.44	0.4	1.20	14.39	0.03
Times Interest Earned		4.47	10.6	0.42	-6.85	N/A
Total Asset Turnover		0.48	0.9	0.54	0.73	0.66
Average Age of Plant (Years)		7.27	9.5	0.77	4.82	1.51
Increase (Decrease) Total Net Patient Revenue		29.1%	10.3%	2.84	2.1%	14.08
Outpatient Gross Revenue (% of Total GPR)		34.1%	51.6%	0.66	24.8%	1.37
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$7,141	\$7,661	0.93	\$6,880	1.04
Inpatient Net Revenue per Day		\$1,271	\$1,228	1.03	\$1,223	1.04
Outpatient Net Revenue per Visit		\$801	\$746	1.07	\$490	1.63

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$114,107,838	Cash & Cash Equivalents	\$24,053,155	Current Liabilities	\$14,788,553
Less Deductions	\$66,610,460	Net Patient Receivables	\$7,325,130	Long-Term Debt	\$23,886,181
Net Patient Revenue	\$47,497,378	Other Receivables	\$25,885	Other Liabilities	\$6,776,060
Plus Other Revenue	\$521,649			Subtotal	\$45,450,794
Total Revenue	\$48,019,026	Land, Buildings & Equipment (Net)	\$33,540,067	Unrestricted Fund Balance	\$53,924,132
Less Expenses	\$47,172,291	Other Assets	\$34,430,689	Restricted Fund Balance	\$10,095,152
Non-Operating Gains/Losses	\$1,430,196			Total Liabilities & Fund Balance	\$99,374,926
Net Income	\$2,276,931	Total Assets	\$99,374,926		