

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
 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
Occupancy Rate (%)					
Psychiatric	71.7%	74.7%	0.96	83.3%	0.86
Alcoholism/Chemical Dependency	70.1%	71.4%	0.98	80.0%	0.88
Total Hospital	71.4%	71.7%	1.00	82.7%	0.86
Average Census (Patients)					
Psychiatric	32.3	27.8	1.16	37.5	0.86
Alcoholism/Chemical Dependency	7.7	4.4	1.75	8.8	0.88
Total Hospital	40.0	31.5	1.27	46.3	0.86
Average Length of Stay (Days)					
Psychiatric	6.6	6.7	1.00	6.7	0.98
Alcoholism/Chemical Dependency	4.6	4.0	1.14	4.5	1.02
Total Hospital	6.1	6.4	0.95	6.2	0.99
Outpatient Visits					
Non-Emergency Visits	26,788	48,880	0.55	32,204	0.83
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	11.4	5.4	2.11	7.7	1.48
Nurses, Licensed	46.7	37.5	1.24	56.1	0.83
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	61.5	31.3	1.97	69.3	0.89
All Other Personnel	189.7	125.5	1.51	170.7	1.11
Total FTEs	309.3	200.8	1.54	303.7	1.02
FTEs per 100 Patient Census (Adjusted)					
Administrators	16.6	9.3	1.79	11.2	1.48
Nurses, Licensed	68.4	65.1	1.05	82.2	0.83
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	90.1	54.2	1.66	101.5	0.89
All Other Personnel	277.8	217.6	1.28	250.3	1.11
Total FTEs	453.0	348.0	1.30	445.2	1.02

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 2,386
 Inpatient Days 14,588

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 07/31/2023	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	1,777	11,775	71.7%	32.3	6.6
Alcoholism/chemical dependency	2	11	609	2,813	70.1%	7.7	4.6
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	10	3	11.4	Surgical Personnel	0	0	0.0
Physicians & Dentists	9	4	9.0	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	19	33	41.0	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	16	52	49.2	Recreational Therapists	8	2	8.3
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	3	1.6
Nurse Practitioners	5	1	5.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	59	11	61.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	70	41	96.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	13	5	16.9
Pharmacy Personnel	4	2	4.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	217	157	309.3

319 Rogers Memorial Hospital - Brown Deer

Brown Deer, WI 53223

Selected Financial Statistics	FY 2023		All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$6,332,183	6.7%	10.2%	0.65	8.0%	0.83
Medical Assistance	\$40,561,430	42.7%	37.5%	1.14	40.0%	1.07
Commercial	\$47,302,618	49.8%	49.5%	1.00	51.6%	0.96
All Other	\$873,107	0.9%	2.8%	0.33	0.3%	2.93
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,850,813	4.1%	6.5%	0.62	5.9%	0.69
Medical Assistance	\$24,874,557	26.2%	22.3%	1.17	27.3%	0.96
Commercial	\$16,272,366	17.1%	17.7%	0.97	23.6%	0.73
Charity Care	\$754,432	0.8%	1.0%	0.79	1.2%	0.66
Bad Debt	\$724,824	0.8%	1.2%	0.61	0.7%	1.16
All Other	\$9,203,722	9.7%	6.7%	1.44	0.2%	63.73
Total Deductions	\$55,680,714	58.6%	55.5%	1.06	58.8%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	7.1%	0.02	0.1%	0.98
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$28,171,738	60.9%	58.8%	1.04	66.3%	0.92
Supplies & Services	\$16,328,397	35.3%	36.4%	0.97	30.9%	1.14
Capital Component	\$1,733,278	3.7%	4.8%	0.78	2.8%	1.34
Fiscal Statistics						
Operating Margin (%)		-17.2%	-1.5%	11.82	-6.8%	2.52
Total Hospital Net Income (%)		-17.2%	-1.3%	12.89	-6.8%	2.52
Return on Equity (%)		-20.1%	-1.0%	20.36	-7.6%	2.65
Current Ratio		3.57	2.1	1.74	3.20	1.12
Days in Net Patient Accounts Receivable		39.47	43.4	0.91	26.44	1.49
Average Payment Period		25.47	55.1	0.46	26.29	0.97
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		1.16	0.7	1.58	1.11	1.05
Average Age of Plant (Years)		5.86	7.8	0.75	7.48	0.78
Increase (Decrease) Total Net Patient Revenue		22.2%	6.7%	3.33	15.8%	1.41
Outpatient Gross Revenue (% of Total GPR)		41.5%	47.0%	0.88	32.1%	1.29
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$9,099		\$8,745	1.04	\$8,720	1.04
Inpatient Net Revenue per Day	\$1,488		\$1,401	1.06	\$1,412	1.05
Outpatient Net Revenue per Visit	\$687		\$629	1.09	\$436	1.58

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,069,337	Cash & Cash Equivalents	\$6,839,758	Current Liabilities	\$3,107,857
Less Deductions	\$55,680,714	Net Patient Receivables	\$4,259,709	Long-Term Debt	\$7,564,509
Net Patient Revenue	\$39,388,623	Other Receivables	\$0	Other Liabilities	\$1,820,532
Plus Other Revenue	\$53,072			Subtotal	\$12,492,898
Total Revenue	\$39,441,695	Land, Buildings & Equipment (Net)	\$23,645,761	Unrestricted Fund Balance	\$21,377,930
Less Expenses	\$46,233,413	Other Assets	-\$874,400	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$33,870,828
Net Income	-\$6,791,718	Total Assets	\$33,870,828		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	47.1%	74.7%	0.63	56.2%	0.84
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	57.8%	71.7%	0.81	67.7%	0.85
Average Census (Patients)					
Psychiatric	7.5	27.8	0.27	9.0	0.84
Alcoholism/Chemical Dependency	1.7	4.4	0.39	1.8	0.93
Total Hospital	9.2	31.5	0.29	10.8	0.85
Average Length of Stay (Days)					
Psychiatric	8.0	6.7	1.20	8.2	0.97
Alcoholism/Chemical Dependency	3.7	4.0	0.90	2.9	1.26
Total Hospital	6.5	6.4	1.01	6.3	1.04
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.1	5.4	0.20	1.0	1.05
Nurses, Licensed	7.0	37.5	0.19	8.6	0.81
Psychologists	0.1	1.0	0.10	0.1	2.00
Social Workers	1.5	31.3	0.05	2.2	0.68
All Other Personnel	17.7	125.5	0.14	24.6	0.72
Total FTEs	27.4	200.8	0.14	36.5	0.75
FTEs per 100 Patient Census (Adjusted)					
Administrators	11.6	9.3	1.25	9.5	1.23
Nurses, Licensed	75.7	65.1	1.16	79.7	0.95
Psychologists	1.1	1.8	0.60	0.5	2.34
Social Workers	16.0	54.2	0.29	20.1	0.79
All Other Personnel	191.8	217.6	0.88	227.0	0.85
Total FTEs	296.2	348.0	0.85	336.6	0.88

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 516
 Inpatient Days 3,373

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

033 Fond du Lac County Health Care Center
 Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	345	2,748	47.1%	7.5	8.0
Alcoholism/chemical dependency	2	0	171	625	0.0%	1.7	3.7
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	1	1	1.1	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	2	1.1	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	0.8
Registered Nurses	4	1	4.2	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	3	1.8	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	9	5.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.0	Psychologists	0	2	0.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	5	1.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	4	0.3
Health Info Mgmt-Administrators/Technicians	0	8	3.4	All Other Personnel	2	14	6.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	12	52	27.4

033 Fond du Lac County Health Care Center

Fond du Lac, WI 54935

			All PSYCH Hospitals		FY 2023 vs. 2022	
Selected Financial Statistics			Value	Ratio	FY 2022	Ratio
FY 2023						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$902,470	18.4%	10.2%	1.80	13.8%	1.33
Medical Assistance	\$1,093,290	22.3%	37.5%	0.59	19.6%	1.14
Commercial	\$497,880	10.1%	49.5%	0.20	8.1%	1.26
All Other	\$2,417,836	49.2%	2.8%	17.77	58.5%	0.84
Deductions as % of Total Gross Patient Revenue						
Medicare	\$256,324	5.2%	6.5%	0.80	1.8%	2.96
Medical Assistance	\$313,285	6.4%	22.3%	0.29	2.6%	2.49
Commercial	\$142,402	2.9%	17.7%	0.16	1.0%	2.86
Charity Care	\$0	0.0%	1.0%	N/A	0.0%	N/A
Bad Debt	\$1,080,000	22.0%	1.2%	17.69	12.7%	1.73
All Other	\$854,419	17.4%	6.7%	2.59	23.5%	0.74
Total Deductions	\$2,646,430	53.9%	55.5%	0.97	41.5%	1.30
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	7.1%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,144,518	74.5%	58.8%	1.27	80.9%	0.92
Supplies & Services	\$1,067,185	25.3%	36.4%	0.69	18.8%	1.35
Capital Component	\$11,659	0.3%	4.8%	0.06	0.3%	1.00
Fiscal Statistics						
Operating Margin (%)		-86.5%	-1.5%	59.36	-39.5%	2.19
Total Hospital Net Income (%)		-86.5%	-1.3%	64.70	-35.7%	2.42
Return on Equity (%)		0.0%	-1.0%	N/A	0.0%	N/A
Current Ratio		0.00	2.1	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	43.4	N/A	0.00	N/A
Average Payment Period		0.00	55.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	44.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.00	0.7	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.8	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-27.4%	6.7%	N/A	-11.3%	2.43
Outpatient Gross Revenue (% of Total GPR)		N/A	47.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,483		\$8,745	0.74	\$6,032	1.07
Inpatient Net Revenue per Day	\$992		\$1,401	0.71	\$960	1.03
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,911,476	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,646,430	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,265,046	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$0			Subtotal	\$0
Total Revenue	\$2,265,047	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,223,362	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,958,315	Total Assets	\$0		

172 Bellin Psychiatric Center
 301 E St Joseph Ave
 Green Bay, WI 54301
 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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	53.2%	74.7%	0.71	53.8%	0.99
Alcoholism/Chemical Dependency	55.2%	71.4%	0.77	65.2%	0.85
Total Hospital	53.4%	71.7%	0.75	55.4%	0.96
Average Census (Patients)					
Psychiatric	20.7	27.8	0.75	21.0	0.99
Alcoholism/Chemical Dependency	3.3	4.4	0.75	3.9	0.85
Total Hospital	24.0	31.5	0.76	24.9	0.96
Average Length of Stay (Days)					
Psychiatric	5.6	6.7	0.84	5.3	1.05
Alcoholism/Chemical Dependency	2.8	4.0	0.70	3.4	0.84
Total Hospital	4.9	6.4	0.77	4.3	1.15
Outpatient Visits					
Non-Emergency Visits	94,889	48,880	1.94	89,983	1.05
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	6.0	5.4	1.12	8.0	0.75
Nurses, Licensed	35.9	37.5	0.96	32.3	1.11
Psychologists	10.0	1.0	9.56	8.0	1.25
Social Workers	48.9	31.3	1.56	48.5	1.01
All Other Personnel	91.8	125.5	0.73	86.0	1.07
Total FTEs	192.6	200.8	0.96	182.7	1.05
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.3	9.3	1.00	10.6	0.88
Nurses, Licensed	55.8	65.1	0.86	42.8	1.31
Psychologists	15.6	1.8	8.59	10.6	1.47
Social Workers	76.1	54.2	1.40	64.2	1.18
All Other Personnel	143.0	217.6	0.66	114.1	1.25
Total FTEs	299.9	348.0	0.86	242.3	1.24

Total Hospital:
 Beds Set Up & Staffed 45
 Discharges 1,779
 Inpatient Days 8,774

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

172 Bellin Psychiatric Center
Green Bay, WI 54301

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	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	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	39	1,350	7,566	53.2%	20.7	5.6
Alcoholism/chemical dependency	1	6	429	1,208	55.2%	3.3	2.8
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	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	6	0	6.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	9	0	9.0	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	2	0	2.0
Registered Nurses	27	12	31.8	Occupational Therapy Assistants/Aides	3	1	3.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	4	11	7.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	10	0	10.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	46	8	48.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	13	19.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	37	21	45.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	167	67	192.6

172 Bellin Psychiatric Center
Green Bay, WI 54301

Selected Financial Statistics	FY 2023		All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,048,601	15.7%	10.2%	1.54	14.1%	1.12
Medical Assistance	\$19,820,277	34.4%	37.5%	0.92	35.4%	0.97
Commercial	\$26,907,437	46.7%	49.5%	0.94	46.7%	1.00
All Other	\$1,784,421	3.1%	2.8%	1.12	3.8%	0.81
Deductions as % of Total Gross Patient Revenue						
Medicare	\$5,544,758	9.6%	6.5%	1.48	8.7%	1.11
Medical Assistance	\$12,957,177	22.5%	22.3%	1.01	22.1%	1.02
Commercial	\$7,837,717	13.6%	17.7%	0.77	13.8%	0.99
Charity Care	\$619,475	1.1%	1.0%	1.07	1.7%	0.65
Bad Debt	\$1,075,035	1.9%	1.2%	1.50	1.7%	1.13
All Other	\$971,623	1.7%	6.7%	0.25	1.5%	1.11
Total Deductions	\$29,005,785	50.4%	55.5%	0.91	49.3%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		4.1%	7.1%	0.57	3.3%	1.24
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	30.6%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$24,097,578	75.7%	58.8%	1.29	74.8%	1.01
Supplies & Services	\$7,113,925	22.3%	36.4%	0.61	22.8%	0.98
Capital Component	\$634,405	2.0%	4.8%	0.41	2.3%	0.86
Fiscal Statistics						
Operating Margin (%)		-7.0%	-1.5%	4.78	-6.8%	1.03
Total Hospital Net Income (%)		-4.3%	-1.3%	3.22	-10.0%	0.43
Return on Equity (%)		-6.5%	-1.0%	6.59	-15.1%	0.43
Current Ratio		0.41	2.1	0.20	0.42	0.97
Days in Net Patient Accounts Receivable		34.54	43.4	0.80	32.37	1.07
Average Payment Period		181.30	55.1	3.29	151.56	1.20
Equity Financing (%)		16.6%	44.4%	0.37	25.0%	0.67
Long-Term Debt to Equity Ratio		0.38	0.5	0.78	0.30	1.26
Times Interest Earned		-16.91	-3.8	4.40	-18.97	0.89
Total Asset Turnover		1.47	0.7	2.00	1.55	0.95
Average Age of Plant (Years)		13.42	7.8	1.71	12.05	1.11
Increase (Decrease) Total Net Patient Revenue		2.0%	6.7%	0.30	-2.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.4%	47.0%	1.33	59.9%	1.04
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$6,971	\$8,745	0.80	\$6,149	1.13
Inpatient Net Revenue per Day		\$1,409	\$1,401	1.01	\$1,186	1.19
Outpatient Net Revenue per Visit		\$182	\$629	0.29	\$176	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,560,736	Cash & Cash Equivalents	\$3,590,158	Current Liabilities	\$15,583,082
Less Deductions	\$29,005,785	Net Patient Receivables	\$2,701,821	Long-Term Debt	\$1,288,329
Net Patient Revenue	\$28,554,951	Other Receivables	\$114,681	Other Liabilities	\$0
Plus Other Revenue	\$1,216,359			Subtotal	\$16,871,411
Total Revenue	\$29,771,311	Land, Buildings & Equipment (Net)	\$6,632,457	Unrestricted Fund Balance	\$3,367,827
Less Expenses	\$31,845,908	Other Assets	\$7,200,121	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$760,764			Total Liabilities & Fund Balance	\$20,239,238
Net Income	-\$1,313,833	Total Assets	\$20,239,238		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	62.4%	74.7%	0.84	57.8%	1.08
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	62.4%	71.7%	0.87	57.8%	1.08
Average Census (Patients)					
Psychiatric	10.0	27.8	0.36	9.2	1.08
Alcoholism/Chemical Dependency	0.0	4.4	N/A	0.0	N/A
Total Hospital	10.0	31.5	0.32	9.2	1.08
Average Length of Stay (Days)					
Psychiatric	6.5	6.7	0.98	5.6	1.16
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	6.5	6.4	1.01	5.6	1.15
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	0.3	5.4	0.05	0.1	2.20
Nurses, Licensed	3.1	37.5	0.08	8.4	0.36
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	0.3	31.3	0.01	1.1	0.25
All Other Personnel	26.1	125.5	0.21	22.9	1.14
Total FTEs	29.7	200.8	0.15	32.5	0.91
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.9	9.3	0.31	1.3	2.30
Nurses, Licensed	32.3	65.1	0.50	84.8	0.38
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	2.9	54.2	0.05	11.1	0.26
All Other Personnel	276.4	217.6	1.27	232.0	1.19
Total FTEs	314.5	348.0	0.90	329.2	0.96

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 560
 Inpatient Days 3,644

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) No

040 Brown County Community Treatment Center
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	560	3,644	62.4%	10.0	6.5
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	0.3	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	0	0	0.0
Registered Nurses	1	2	3.1	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	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	12	21	19.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	2	1.2	All Other Personnel	0	11	5.2
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	13	40	29.7

040 Brown County Community Treatment Center
Green Bay, WI 54311

			All PSYCH Hospitals		FY 2023 vs. 2022	
Selected Financial Statistics			Value	Ratio	FY 2022	Ratio
FY 2023						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,326,479	29.2%	10.2%	2.86	17.9%	1.63
Medical Assistance	\$2,254,516	49.6%	37.5%	1.32	56.4%	0.88
Commercial	\$526,603	11.6%	49.5%	0.23	14.0%	0.83
All Other	\$433,507	9.5%	2.8%	3.45	11.8%	0.81
Deductions as % of Total Gross Patient Revenue						
Medicare	\$469,776	10.3%	6.5%	1.59	6.7%	1.55
Medical Assistance	\$385,853	8.5%	22.3%	0.38	12.5%	0.68
Commercial	\$212,350	4.7%	17.7%	0.26	6.0%	0.77
Charity Care	\$0	0.0%	1.0%	N/A	0.0%	N/A
Bad Debt	\$406,602	9.0%	1.2%	7.20	4.8%	1.85
All Other	-\$103,997	-2.3%	6.7%	N/A	-15.9%	0.14
Total Deductions	\$1,370,584	30.2%	55.5%	0.54	14.2%	2.12
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		29.1%	7.1%	4.07	12.0%	2.41
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$3,748,534	83.9%	58.8%	1.43	73.5%	1.14
Supplies & Services	\$649,613	14.5%	36.4%	0.40	24.6%	0.59
Capital Component	\$70,582	1.6%	4.8%	0.33	1.9%	0.83
Fiscal Statistics						
Operating Margin (%)		0.0%	-1.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	-1.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	-1.0%	N/A	0.0%	N/A
Current Ratio		0.00	2.1	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	43.4	N/A	0.00	N/A
Average Payment Period		0.00	55.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	44.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.00	0.7	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.8	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		-19.6%	6.7%	N/A	-12.5%	1.56
Outpatient Gross Revenue (% of Total GPR)		N/A	47.0%	0.00	6.5%	0.00
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$6,386		\$8,745	0.73	\$5,672	1.13
Inpatient Net Revenue per Day	\$1,038		\$1,401	0.74	\$1,006	1.03
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,541,106	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$1,370,584	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,170,522	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,298,205			Subtotal	\$0
Total Revenue	\$4,468,729	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$4,468,729	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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	140.1%	74.7%	1.88	135.1%	1.04
Alcoholism/Chemical Dependency	76.8%	71.4%	1.08	72.0%	1.07
Total Hospital	135.2%	71.7%	1.89	129.4%	1.05
Average Census (Patients)					
Psychiatric	50.4	27.8	1.81	40.5	1.24
Alcoholism/Chemical Dependency	2.3	4.4	0.52	2.2	1.07
Total Hospital	52.7	31.5	1.67	42.7	1.24
Average Length of Stay (Days)					
Psychiatric	8.4	6.7	1.27	8.1	1.04
Alcoholism/Chemical Dependency	4.4	4.0	1.08	4.2	1.05
Total Hospital	8.1	6.4	1.26	7.7	1.05
Outpatient Visits					
Non-Emergency Visits	3,634	48,880	0.07	3,138	1.16
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	5.4	0.19	1.0	1.00
Nurses, Licensed	29.9	37.5	0.80	21.8	1.37
Psychologists	1.0	1.0	0.96	1.0	1.00
Social Workers	2.0	31.3	0.06	5.7	0.35
All Other Personnel	101.1	125.5	0.81	72.5	1.39
Total FTEs	135.0	200.8	0.67	102.0	1.32
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.5	9.3	0.16	2.0	0.74
Nurses, Licensed	44.5	65.1	0.68	43.9	1.01
Psychologists	1.5	1.8	0.82	2.0	0.74
Social Workers	3.0	54.2	0.05	11.6	0.26
All Other Personnel	150.3	217.6	0.69	145.8	1.03
Total FTEs	200.7	348.0	0.58	205.3	0.98

Total Hospital:
 Beds Set Up & Staffed 39
 Discharges 2,373
 Inpatient Days 19,248

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

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	36	2,181	18,407	140.1%	50.4	8.4
Alcoholism/chemical dependency	2	3	192	841	76.8%	2.3	4.4
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	1	0	1.0	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	23	10	26.9	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	0	0	0.0	Recreational Therapists	2	1	2.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	3	0	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	29	5	31.4
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	25	10	30.4
Pharmacy Personnel	1	3	2.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	116	38	135.0

321 Willow Creek Behavioral Health
Green Bay, WI 54311

Selected Financial Statistics			All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,380,014	12.9%	10.2%	1.27	11.2%	1.16
Medical Assistance	\$27,490,940	48.2%	37.5%	1.29	50.5%	0.96
Commercial	\$19,910,907	34.9%	49.5%	0.71	34.9%	1.00
All Other	\$2,225,650	3.9%	2.8%	1.41	3.5%	1.12
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,943,216	8.7%	6.5%	1.33	8.1%	1.07
Medical Assistance	\$19,750,432	34.6%	22.3%	1.55	34.1%	1.02
Commercial	\$11,496,511	20.2%	17.7%	1.14	17.6%	1.14
Charity Care	\$223,408	0.4%	1.0%	0.39	0.1%	4.98
Bad Debt	\$372,773	0.7%	1.2%	0.53	0.4%	1.84
All Other	\$1,242,920	2.2%	6.7%	0.33	2.9%	0.76
Total Deductions	\$38,029,260	66.7%	55.5%	1.20	63.1%	1.06
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.4%	7.1%	0.06	0.4%	1.24
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$13,373,171	71.1%	58.8%	1.21	64.4%	1.10
Supplies & Services	\$4,897,263	26.0%	36.4%	0.72	32.7%	0.80
Capital Component	\$532,227	2.8%	4.8%	0.59	2.8%	1.00
Fiscal Statistics						
Operating Margin (%)		1.4%	-1.5%	N/A	-1.6%	N/A
Total Hospital Net Income (%)		1.4%	-1.3%	N/A	-1.6%	N/A
Return on Equity (%)		1.7%	-1.0%	N/A	-1.7%	N/A
Current Ratio		1.40	2.1	0.68	1.62	0.86
Days in Net Patient Accounts Receivable		42.28	43.4	0.97	37.80	1.12
Average Payment Period		31.78	55.1	0.58	23.77	1.34
Equity Financing (%)		1.7%	44.4%	0.04	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		1.25	0.7	1.70	1.03	1.22
Average Age of Plant (Years)		1.93	7.8	0.25	1.01	1.92
Increase (Decrease) Total Net Patient Revenue		24.4%	6.7%	3.66	-5.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		11.0%	47.0%	0.23	14.1%	0.78
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$7,786		\$8,745	0.89	\$7,027	1.11
Inpatient Net Revenue per Day	\$846		\$1,401	0.60	\$910	0.93
Outpatient Net Revenue per Visit	\$241		\$629	0.38	\$389	0.62

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,007,511	Cash & Cash Equivalents	-\$55,144	Current Liabilities	\$1,600,913
Less Deductions	\$38,029,260	Net Patient Receivables	\$2,198,458	Long-Term Debt	\$0
Net Patient Revenue	\$18,978,251	Other Receivables	\$0	Other Liabilities	\$13,349,873
Plus Other Revenue	\$85,478			Subtotal	\$14,950,786
Total Revenue	\$19,063,729	Land, Buildings & Equipment (Net)	\$12,972,707	Unrestricted Fund Balance	\$261,039
Less Expenses	\$18,802,661	Other Assets	\$95,805	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$15,211,825
Net Income	\$261,068	Total Assets	\$15,211,826		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	41.9%	74.7%	0.56	48.1%	0.87
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	41.9%	71.7%	0.58	48.1%	0.87
Average Census (Patients)					
Psychiatric	6.7	27.8	0.24	7.7	0.87
Alcoholism/Chemical Dependency	0.0	4.4	N/A	0.0	N/A
Total Hospital	6.7	31.5	0.21	7.7	0.87
Average Length of Stay (Days)					
Psychiatric	7.6	6.7	1.15	9.4	0.82
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	15.7	6.4	2.43	9.4	1.68
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	5.4	0.19	5.0	0.20
Nurses, Licensed	6.2	37.5	0.17	7.8	0.80
Psychologists	0.0	1.0	N/A	1.0	0.00
Social Workers	4.0	31.3	0.13	3.0	1.33
All Other Personnel	16.4	125.5	0.13	25.4	0.64
Total FTEs	27.6	200.8	0.14	42.2	0.65
FTEs per 100 Patient Census (Adjusted)					
Administrators	27.6	9.3	2.97	65.0	0.42
Nurses, Licensed	171.3	65.1	2.63	100.7	1.70
Psychologists	0.0	1.8	N/A	13.0	0.00
Social Workers	110.4	54.2	2.03	39.0	2.83
All Other Personnel	451.6	217.6	2.08	330.2	1.37
Total FTEs	760.9	348.0	2.19	547.9	1.39

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 156
 Inpatient Days 2,446

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 12/31/2023	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	320	2,446	41.9%	6.7	7.6
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	1	0	1.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	6	1	6.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	2	0.2
Ancillary Nursing Personnel	11	8	12.2	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	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
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	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	26	11	27.6

068 Norwood Health Center
Marshfield, WI 54449

			All PSYCH Hospitals		FY 2023 vs. 2022	
Selected Financial Statistics			Value	Ratio	FY 2022	Ratio
FY 2023						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,858,153	36.0%	10.2%	3.53	31.4%	1.14
Medical Assistance	\$2,339,566	45.3%	37.5%	1.21	47.2%	0.96
Commercial	\$620,177	12.0%	49.5%	0.24	18.5%	0.65
All Other	\$343,730	6.7%	2.8%	2.40	2.9%	2.32
Deductions as % of Total Gross Patient Revenue						
Medicare	\$554,362	10.7%	6.5%	1.65	20.6%	0.52
Medical Assistance	\$819,215	15.9%	22.3%	0.71	20.5%	0.77
Commercial	\$237,871	4.6%	17.7%	0.26	3.1%	1.49
Charity Care	\$0	0.0%	1.0%	N/A	0.0%	N/A
Bad Debt	\$405,000	7.8%	1.2%	6.31	7.7%	1.02
All Other	\$54,329	1.1%	6.7%	0.16	0.4%	2.67
Total Deductions	\$2,070,777	40.1%	55.5%	0.72	52.3%	0.77
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		30.1%	7.1%	4.21	43.6%	0.69
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$2,647,664	51.0%	58.8%	0.87	55.0%	0.93
Supplies & Services	\$2,220,989	42.8%	36.4%	1.18	45.0%	0.95
Capital Component	\$323,264	6.2%	4.8%	1.30	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		-17.5%	-1.5%	12.01	18.9%	N/A
Total Hospital Net Income (%)		-17.5%	-1.3%	13.09	18.9%	N/A
Return on Equity (%)		0.0%	-1.0%	N/A	9.8%	N/A
Current Ratio		0.00	2.1	N/A	0.55	N/A
Days in Net Patient Accounts Receivable		0.00	43.4	N/A	323.41	N/A
Average Payment Period		0.00	55.1	N/A	410.85	N/A
Equity Financing (%)		0.0%	44.4%	N/A	27.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.00	0.7	N/A	0.52	N/A
Average Age of Plant (Years)		0.00	7.8	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		25.2%	6.7%	3.77	-20.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	47.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$22,409		\$8,745	2.56	\$9,555	2.35
Inpatient Net Revenue per Day	\$2,642		\$1,401	1.89	\$1,021	2.59
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,161,626	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$2,070,777	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$3,090,849	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,327,920			Subtotal	\$0
Total Revenue	\$4,418,769	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$5,191,917	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$0
Net Income	-\$773,148	Total Assets	\$0		

327 Miramont Behavioral Health
 3169 Deming Way
 Middleton, WI 53562
 608-716-8288

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group:

Selected Utilization Statistics	FY 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	71.4%	74.7%	0.96	28.0%	2.55
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	71.4%	71.7%	1.00	28.0%	2.55
Average Census (Patients)					
Psychiatric	27.1	27.8	0.98	15.7	1.73
Alcoholism/Chemical Dependency	0.0	4.4	N/A	0.0	N/A
Total Hospital	27.1	31.5	0.86	15.7	1.73
Average Length of Stay (Days)					
Psychiatric	7.1	6.7	1.07	6.9	1.03
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	7.1	6.4	1.10	6.9	1.03
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	2.0	5.4	0.37	10.0	0.20
Nurses, Licensed	13.5	37.5	0.36	10.5	1.29
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	4.0	31.3	0.13	9.0	0.44
All Other Personnel	38.3	125.5	0.30	37.5	1.02
Total FTEs	57.8	200.8	0.29	67.0	0.86
FTEs per 100 Patient Census (Adjusted)					
Administrators	6.3	9.3	0.68	55.2	0.11
Nurses, Licensed	42.8	65.1	0.66	57.9	0.74
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	12.7	54.2	0.23	49.7	0.26
All Other Personnel	121.2	217.6	0.56	207.0	0.59
Total FTEs	183.0	348.0	0.53	369.8	0.50

Total Hospital:
 Beds Set Up & Staffed 38
 Discharges 1,393
 Inpatient Days 9,903

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

327 Miramont Behavioral Health
Middleton, WI 53562

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	38	1,393	9,903	71.4%	27.1	7.1
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	1	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	2	0	2.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	10	5	12.5	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	0	0	0.0	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	10	26.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	5	3	5.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	52	18	57.8

327 Miramont Behavioral Health

Middleton, WI 53562

			All PSYCH Hospitals		FY 2023 vs. 2022	
Selected Financial Statistics			Value	Ratio	FY 2022	Ratio
FY 2023						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$5,013,163	16.3%	10.2%	1.60	21.7%	0.75
Medical Assistance	\$15,535,570	50.6%	37.5%	1.35	51.7%	0.98
Commercial	\$9,282,330	30.2%	49.5%	0.61	22.8%	1.33
All Other	\$884,399	2.9%	2.8%	1.04	3.8%	0.76
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,237,206	10.5%	6.5%	1.62	14.9%	0.71
Medical Assistance	\$3,827,917	12.5%	22.3%	0.56	11.7%	1.07
Commercial	\$5,224,479	17.0%	17.7%	0.96	14.7%	1.15
Charity Care	\$329,015	1.1%	1.0%	1.06	0.1%	21.11
Bad Debt	\$1,119,767	3.6%	1.2%	2.93	0.5%	7.09
All Other	\$776,537	2.5%	6.7%	0.38	0.7%	3.62
Total Deductions	\$14,514,921	47.3%	55.5%	0.85	42.6%	1.11
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	7.1%	N/A	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$7,795,427	51.7%	58.8%	0.88	52.2%	0.99
Supplies & Services	\$6,534,865	43.3%	36.4%	1.19	42.1%	1.03
Capital Component	\$749,170	5.0%	4.8%	1.03	5.7%	0.88
Fiscal Statistics						
Operating Margin (%)		6.9%	-1.5%	N/A	-20.7%	N/A
Total Hospital Net Income (%)		6.9%	-1.3%	N/A	-20.7%	N/A
Return on Equity (%)		5.1%	-1.0%	N/A	-8.4%	N/A
Current Ratio		1.32	2.1	0.64	3.76	0.35
Days in Net Patient Accounts Receivable		43.73	43.4	1.01	113.52	0.39
Average Payment Period		39.36	55.1	0.71	28.62	1.38
Equity Financing (%)		0.0%	44.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.74	0.7	1.00	0.40	1.82
Average Age of Plant (Years)		1.98	7.8	0.25	1.01	1.96
Increase (Decrease) Total Net Patient Revenue		71.8%	6.7%	10.76	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		14.0%	47.0%	0.30	14.5%	0.96
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$11,687		\$8,745	1.34	\$10,379	1.13
Inpatient Net Revenue per Day	\$1,644		\$1,401	1.17	\$1,528	1.08
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,715,461	Cash & Cash Equivalents	-\$39,788	Current Liabilities	\$1,555,365
Less Deductions	\$14,514,921	Net Patient Receivables	\$1,940,845	Long-Term Debt	\$0
Net Patient Revenue	\$16,200,540	Other Receivables	\$0	Other Liabilities	\$20,456,055
Plus Other Revenue	\$0			Subtotal	\$22,011,420
Total Revenue	\$16,200,541	Land, Buildings & Equipment (Net)	\$19,551,281	Unrestricted Fund Balance	\$0
Less Expenses	\$15,079,462	Other Assets	\$559,083	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$22,011,420
Net Income	\$1,121,079	Total Assets	\$22,011,421		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	85.6%	74.7%	1.15	81.9%	1.04
Alcoholism/Chemical Dependency	95.4%	71.4%	1.34	82.0%	1.16
Total Hospital	86.6%	71.7%	1.21	81.9%	1.06
Average Census (Patients)					
Psychiatric	55.6	27.8	2.00	53.2	1.04
Alcoholism/Chemical Dependency	7.6	4.4	1.74	6.6	1.16
Total Hospital	63.2	31.5	2.01	59.8	1.06
Average Length of Stay (Days)					
Psychiatric	10.4	6.7	1.56	10.7	0.97
Alcoholism/Chemical Dependency	5.0	4.0	1.24	4.5	1.12
Total Hospital	9.2	6.4	1.43	9.3	0.99
Outpatient Visits					
Non-Emergency Visits	29,917	48,880	0.61	31,327	0.95
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	17.8	5.4	3.31	8.6	2.07
Nurses, Licensed	102.0	37.5	2.72	93.6	1.09
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	119.5	31.3	3.82	129.7	0.92
All Other Personnel	528.8	125.5	4.21	491.7	1.08
Total FTEs	768.1	200.8	3.83	723.6	1.06
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.4	9.3	1.01	4.7	1.99
Nurses, Licensed	53.8	65.1	0.83	51.4	1.05
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	63.0	54.2	1.16	71.3	0.88
All Other Personnel	278.9	217.6	1.28	270.1	1.03
Total FTEs	405.1	348.0	1.16	397.5	1.02

Total Hospital:
 Beds Set Up & Staffed 73
 Discharges 2,505
 Inpatient Days 23,084

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 07/31/2023	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	65	1,949	20,297	85.6%	55.6	10.4
Alcoholism/chemical dependency	2	8	556	2,787	95.4%	7.6	5.0
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	16	5	17.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	25	1	25.8	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	40	59	84.7	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	6	5.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	13	80	54.1	Recreational Therapists	20	12	26.5
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	14	9	20.1
Nurse Practitioners	10	3	12.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	104	33	119.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	224	199	361.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	30	6	32.9
Pharmacy Personnel	4	2	4.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	506	415	768.1

099 Rogers Memorial Hospital Inc
Oconomowoc, WI 53066

Selected Financial Statistics	FY 2023		All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$7,599,340	2.9%	10.2%	0.29	3.3%	0.87
Medical Assistance	\$30,795,633	11.8%	37.5%	0.31	10.3%	1.14
Commercial	\$218,564,127	83.7%	49.5%	1.69	85.5%	0.98
All Other	\$4,185,208	1.6%	2.8%	0.58	0.8%	2.03
Deductions as % of Total Gross Patient Revenue						
Medicare	\$4,773,999	1.8%	6.5%	0.28	2.5%	0.73
Medical Assistance	\$16,542,167	6.3%	22.3%	0.28	7.2%	0.87
Commercial	\$66,004,048	25.3%	17.7%	1.43	31.2%	0.81
Charity Care	\$2,072,926	0.8%	1.0%	0.79	1.2%	0.66
Bad Debt	\$1,384,351	0.5%	1.2%	0.43	0.4%	1.27
All Other	\$28,173,388	10.8%	6.7%	1.61	0.4%	29.96
Total Deductions	\$118,950,879	45.5%	55.5%	0.82	42.9%	1.06
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	7.1%	0.01	0.1%	1.01
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$66,111,966	52.7%	58.8%	0.90	53.4%	0.99
Supplies & Services	\$52,797,403	42.1%	36.4%	1.16	41.3%	1.02
Capital Component	\$6,470,887	5.2%	4.8%	1.07	5.3%	0.98
Fiscal Statistics						
Operating Margin (%)		11.9%	-1.5%	N/A	15.5%	0.77
Total Hospital Net Income (%)		11.9%	-1.3%	N/A	15.5%	0.77
Return on Equity (%)		5.8%	-1.0%	N/A	7.5%	0.77
Current Ratio		2.88	2.1	1.40	3.01	0.95
Days in Net Patient Accounts Receivable		46.44	43.4	1.07	48.69	0.95
Average Payment Period		82.30	55.1	1.49	77.83	1.06
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		0.49	0.7	0.66	0.49	1.00
Average Age of Plant (Years)		8.64	7.8	1.10	8.22	1.05
Increase (Decrease) Total Net Patient Revenue		-2.9%	6.7%	N/A	-4.5%	0.64
Outpatient Gross Revenue (% of Total GPR)		66.6%	47.0%	1.42	67.1%	0.99
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$16,518		\$8,745	1.89	\$14,582	1.13
Inpatient Net Revenue per Day	\$1,793		\$1,401	1.28	\$1,569	1.14
Outpatient Net Revenue per Visit	\$3,416		\$629	5.44	\$3,403	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$261,144,309	Cash & Cash Equivalents	\$59,014,440	Current Liabilities	\$26,815,050
Less Deductions	\$118,950,879	Net Patient Receivables	\$18,093,200	Long-Term Debt	\$65,267,696
Net Patient Revenue	\$142,193,430	Other Receivables	\$0	Other Liabilities	\$15,707,820
Plus Other Revenue	\$97,706			Subtotal	\$107,790,566
Total Revenue	\$142,291,134	Land, Buildings & Equipment (Net)	\$78,662,137	Unrestricted Fund Balance	\$184,451,931
Less Expenses	\$125,380,256	Other Assets	\$136,472,720	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$33,323			Total Liabilities & Fund Balance	\$292,242,497
Net Income	\$16,877,555	Total Assets	\$292,242,497		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	74.2%	74.7%	0.99	74.8%	0.99
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	74.2%	71.7%	1.04	74.8%	0.99
Average Census (Patients)					
Psychiatric	10.4	27.8	0.37	10.5	0.99
Alcoholism/Chemical Dependency	0.0	4.4	N/A	0.0	N/A
Total Hospital	10.4	31.5	0.33	10.5	0.99
Average Length of Stay (Days)					
Psychiatric	7.9	6.7	1.18	7.5	1.06
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	7.4	6.4	1.16	7.5	1.00
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.5	5.4	0.28	3.5	0.43
Nurses, Licensed	17.0	37.5	0.45	10.1	1.68
Psychologists	0.5	1.0	0.48	0.5	1.00
Social Workers	0.0	31.3	N/A	2.4	0.00
All Other Personnel	16.5	125.5	0.13	20.8	0.79
Total FTEs	35.5	200.8	0.18	37.3	0.95
FTEs per 100 Patient Census (Adjusted)					
Administrators	14.8	9.3	1.59	32.1	0.46
Nurses, Licensed	167.3	65.1	2.57	92.6	1.81
Psychologists	4.9	1.8	2.71	4.6	1.07
Social Workers	0.0	54.2	N/A	22.0	0.00
All Other Personnel	161.9	217.6	0.74	190.2	0.85
Total FTEs	348.9	348.0	1.00	341.5	1.02

Total Hospital:
 Beds Set Up & Staffed 14
 Discharges 509
 Inpatient Days 3,791

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 12/31/2023	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	14	481	3,791	74.2%	10.4	7.9
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	1	2	1.5	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	14	6	15.0	Occupational Therapy Assistants/Aides	2	0	2.0
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	8	8	9.0	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	1	0	1.0	Psychologists	0	1	0.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	1	0.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	32	18	35.5

140 Waukesha County Mental Health Center

Waukesha, WI 53188

Selected Financial Statistics			All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$1,678,248	27.4%	10.2%	2.68	35.2%	0.78
Medical Assistance	\$2,454,467	40.1%	37.5%	1.07	36.0%	1.11
Commercial	\$1,335,069	21.8%	49.5%	0.44	17.2%	1.26
All Other	\$658,330	10.7%	2.8%	3.88	11.6%	0.93
Deductions as % of Total Gross Patient Revenue						
Medicare	\$1,345,744	22.0%	6.5%	3.37	29.9%	0.74
Medical Assistance	\$1,286,825	21.0%	22.3%	0.94	21.0%	1.00
Commercial	\$852,616	13.9%	17.7%	0.79	11.3%	1.23
Charity Care	\$0	0.0%	1.0%	N/A	0.0%	N/A
Bad Debt	\$0	0.0%	1.2%	N/A	0.0%	N/A
All Other	\$191,902	3.1%	6.7%	0.47	4.6%	0.68
Total Deductions	\$3,677,087	60.0%	55.5%	1.08	66.7%	0.90
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		68.4%	7.1%	9.59	76.1%	0.90
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$4,305,417	55.5%	58.8%	0.94	47.3%	1.17
Supplies & Services	\$3,266,020	42.1%	36.4%	1.16	50.4%	0.84
Capital Component	\$188,086	2.4%	4.8%	0.50	2.4%	1.02
Fiscal Statistics						
Operating Margin (%)		0.0%	-1.5%	N/A	0.0%	N/A
Total Hospital Net Income (%)		0.0%	-1.3%	N/A	0.0%	N/A
Return on Equity (%)		0.0%	-1.0%	N/A	0.0%	N/A
Current Ratio		0.00	2.1	N/A	0.00	N/A
Days in Net Patient Accounts Receivable		0.00	43.4	N/A	0.00	N/A
Average Payment Period		0.00	55.1	N/A	0.00	N/A
Equity Financing (%)		0.0%	44.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.00	0.7	N/A	0.00	N/A
Average Age of Plant (Years)		0.00	7.8	N/A	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		30.9%	6.7%	4.64	-19.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	47.0%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$4,811		\$8,745	0.55	\$3,646	1.32
Inpatient Net Revenue per Day	\$660		\$1,401	0.47	\$470	1.41
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$6,126,113	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$3,677,087	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$2,449,026	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,310,496			Subtotal	\$0
Total Revenue	\$7,759,523	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$7,759,523	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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	45.7%	74.7%	0.61	50.3%	0.91
Alcoholism/Chemical Dependency	23.8%	71.4%	0.33	31.2%	0.76
Total Hospital	30.5%	71.7%	0.43	52.4%	0.58
Average Census (Patients)					
Psychiatric	10.5	27.8	0.38	11.6	0.91
Alcoholism/Chemical Dependency	0.2	4.4	0.05	0.3	0.76
Total Hospital	19.5	31.5	0.62	20.9	0.93
Average Length of Stay (Days)					
Psychiatric	4.3	6.7	0.64	4.3	0.99
Alcoholism/Chemical Dependency	2.2	4.0	0.55	2.2	1.02
Total Hospital	7.6	6.4	1.18	7.8	0.97
Outpatient Visits					
Non-Emergency Visits	100,595	48,880	2.06	146,995	0.68
Emergency Visits	3,502	500	7.00	3,465	1.01
Full-Time Equivalents (FTEs)					
Administrators	4.0	5.4	0.75	4.0	1.00
Nurses, Licensed	14.9	37.5	0.40	19.4	0.77
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	1.0	31.3	0.03	1.0	1.00
All Other Personnel	43.1	125.5	0.34	39.2	1.10
Total FTEs	62.9	200.8	0.31	63.6	0.99
FTEs per 100 Patient Census (Adjusted)					
Administrators	10.6	9.3	1.14	7.2	1.48
Nurses, Licensed	39.5	65.1	0.61	34.8	1.14
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	2.7	54.2	0.05	1.8	1.48
All Other Personnel	114.2	217.6	0.52	70.2	1.63
Total FTEs	166.9	348.0	0.48	113.9	1.47

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 937
 Inpatient Days 7,121

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 12/31/2023	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	23	898	3,836	45.7%	10.5	4.3
Alcoholism/chemical dependency	1	1	39	87	23.8%	0.2	2.2
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	1	40	723	3,198	21.9%	8.8	4.4

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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	0	2.0	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	10	11	12.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	1	2.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	5	9.3	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	4	16.1
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	7	2	8.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	54	24	62.9

144 North Central Health Care

Wausau, WI 54403

Selected Financial Statistics			All PSYCH Hospitals		FY 2023 vs. 2022	
	FY 2023		Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$14,530,316	16.9%	10.2%	1.65	23.6%	0.71
Medical Assistance	\$62,595,964	72.7%	37.5%	1.94	67.9%	1.07
Commercial	\$4,923,184	5.7%	49.5%	0.12	5.5%	1.04
All Other	\$4,002,611	4.7%	2.8%	1.68	2.9%	1.58
Deductions as % of Total Gross Patient Revenue						
Medicare	\$8,271,746	9.6%	6.5%	1.48	2.4%	3.99
Medical Assistance	\$34,252,649	39.8%	22.3%	1.78	27.5%	1.45
Commercial	\$2,524,307	2.9%	17.7%	0.17	2.4%	1.22
Charity Care	\$966,539	1.1%	1.0%	1.11	2.9%	0.39
Bad Debt	\$1,060,492	1.2%	1.2%	0.99	1.4%	0.86
All Other	\$1,500,003	1.7%	6.7%	0.26	0.0%	41.26
Total Deductions	\$48,575,736	56.4%	55.5%	1.02	36.7%	1.54
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		35.9%	7.1%	5.04	30.4%	1.18
Net Gains/Losses as % of Net Income		20.0%	N/A	N/A	1.1%	18.23
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$33,107,164	55.8%	58.8%	0.95	57.2%	0.98
Supplies & Services	\$23,459,260	39.5%	36.4%	1.09	39.6%	1.00
Capital Component	\$2,761,745	4.7%	4.8%	0.97	3.2%	1.47
Fiscal Statistics						
Operating Margin (%)		-1.4%	-1.5%	0.98	5.2%	N/A
Total Hospital Net Income (%)		-1.8%	-1.3%	1.34	5.3%	N/A
Return on Equity (%)		-1.3%	-1.0%	1.35	3.7%	N/A
Current Ratio		2.06	2.1	1.00	3.91	0.53
Days in Net Patient Accounts Receivable		37.56	43.4	0.86	30.76	1.22
Average Payment Period		38.38	55.1	0.70	32.77	1.17
Equity Financing (%)		13.3%	44.4%	0.30	34.2%	0.39
Long-Term Debt to Equity Ratio		1.77	0.5	3.60	0.92	1.93
Times Interest Earned		-2.13	-3.8	0.56	19.62	N/A
Total Asset Turnover		0.74	0.7	1.01	0.69	1.08
Average Age of Plant (Years)		12.86	7.8	1.64	27.16	0.47
Increase (Decrease) Total Net Patient Revenue		-6.5%	6.7%	N/A	20.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.5%	47.0%	1.54	78.6%	0.92
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$13,224		\$8,745	1.51	\$7,117	1.86
Inpatient Net Revenue per Day	\$3,269		\$1,401	2.33	\$1,592	2.05
Outpatient Net Revenue per Visit	\$251		\$629	0.40	\$226	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$86,052,075	Cash & Cash Equivalents	\$3,704,523	Current Liabilities	\$6,026,184
Less Deductions	\$48,575,736	Net Patient Receivables	\$3,856,526	Long-Term Debt	\$18,434,950
Net Patient Revenue	\$37,476,339	Other Receivables	\$4,045,851	Other Liabilities	\$43,868,920
Plus Other Revenue	\$21,016,850			Subtotal	\$68,330,054
Total Revenue	\$58,493,189	Land, Buildings & Equipment (Net)	\$40,693,271	Unrestricted Fund Balance	\$10,438,487
Less Expenses	\$59,328,169	Other Assets	\$26,468,370	Restricted Fund Balance	\$21,262,921
Non-Operating Gains/Losses	-\$208,403			Total Liabilities & Fund Balance	\$78,768,541
Net Income	-\$1,043,383	Total Assets	\$78,768,541		

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 2023	All PSYCH Hospitals		FY 2023 vs. 2022	
		Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)					
Psychiatric	71.2%	74.7%	0.95	60.3%	1.18
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	76.0%	71.7%	1.06	64.5%	1.18
Average Census (Patients)					
Psychiatric	52.7	27.8	1.90	53.7	0.98
Alcoholism/Chemical Dependency	3.6	4.4	0.81	3.7	0.96
Total Hospital	56.3	31.5	1.78	57.4	0.98
Average Length of Stay (Days)					
Psychiatric	4.5	6.7	0.68	4.3	1.05
Alcoholism/Chemical Dependency	3.2	4.0	0.79	3.1	1.03
Total Hospital	4.4	6.4	0.69	4.2	1.05
Outpatient Visits					
Non-Emergency Visits	51,082	48,880	1.05	51,923	0.98
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	10.0	5.4	1.86	12.8	0.78
Nurses, Licensed	114.4	37.5	3.05	97.4	1.17
Psychologists	2.0	1.0	1.91	4.0	0.50
Social Workers	84.5	31.3	2.70	81.4	1.04
All Other Personnel	246.2	125.5	1.96	227.0	1.08
Total FTEs	457.1	200.8	2.28	422.5	1.08
FTEs per 100 Patient Census (Adjusted)					
Administrators	12.7	9.3	1.37	14.1	0.90
Nurses, Licensed	145.6	65.1	2.24	107.7	1.35
Psychologists	2.5	1.8	1.40	4.4	0.58
Social Workers	107.5	54.2	1.98	90.0	1.19
All Other Personnel	313.4	217.6	1.44	251.0	1.25
Total FTEs	581.9	348.0	1.67	467.2	1.25

Total Hospital:
 Beds Set Up & Staffed 74
 Discharges 4,636
 Inpatient Days 20,539

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 12/31/2023	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	74	4,265	19,240	71.2%	52.7	4.5
Alcoholism/chemical dependency	2	0	407	1,299	0.0%	3.6	3.2
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	10	0	10.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	24	4	24.7	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	2	1	2.8
Registered Nurses	80	50	102.2	Occupational Therapy Assistants/Aides	1	3	2.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	6	10	8.1	Recreational Therapists	2	2	3.5
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	3	3.1
Nurse Practitioners	9	0	9.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	75	27	84.5
Clinical Nurse Specialists	0	1	0.2	All Other Health Professionals	51	32	67.5
Health Info Mgmt-Administrators/Technicians	4	1	4.6	All Other Personnel	104	28	113.3
Pharmacy Personnel	8	2	9.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	389	164	457.1

149 Aurora Psychiatric Hospital
Wauwatosa, WI 53213

			All PSYCH Hospitals		FY 2023 vs. 2022	
Selected Financial Statistics			Value	Ratio	FY 2022	Ratio
FY 2023						
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$21,201,567	14.4%	10.2%	1.41	12.7%	1.13
Medical Assistance	\$69,007,288	46.9%	37.5%	1.25	45.7%	1.03
Commercial	\$52,986,382	36.0%	49.5%	0.73	37.9%	0.95
All Other	\$3,873,972	2.6%	2.8%	0.95	3.6%	0.73
Deductions as % of Total Gross Patient Revenue						
Medicare	\$16,355,040	11.1%	6.5%	1.71	9.9%	1.12
Medical Assistance	\$53,052,212	36.1%	22.3%	1.61	35.7%	1.01
Commercial	\$27,803,286	18.9%	17.7%	1.07	19.6%	0.97
Charity Care	\$836,450	0.6%	1.0%	0.56	0.7%	0.87
Bad Debt	\$1,006,770	0.7%	1.2%	0.55	1.5%	0.46
All Other	\$2,522,101	1.7%	6.7%	0.26	1.8%	0.95
Total Deductions	\$101,575,859	69.1%	55.5%	1.25	69.1%	1.00
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		2.1%	7.1%	0.29	0.7%	2.92
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$29,397,861	59.9%	58.8%	1.02	59.6%	1.01
Supplies & Services	\$16,695,158	34.0%	36.4%	0.94	34.5%	0.99
Capital Component	\$2,948,808	6.0%	4.8%	1.25	6.0%	1.01
Fiscal Statistics						
Operating Margin (%)		-5.6%	-1.5%	3.82	-11.9%	0.47
Total Hospital Net Income (%)		-5.6%	-1.3%	4.16	-12.0%	0.47
Return on Equity (%)		-6.8%	-1.0%	6.95	-11.6%	0.59
Current Ratio		0.77	2.1	0.38	2.94	0.26
Days in Net Patient Accounts Receivable		55.15	43.4	1.27	72.56	0.76
Average Payment Period		23.90	55.1	0.43	23.13	1.03
Equity Financing (%)		91.9%	44.4%	2.07	82.0%	1.12
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		-2.19	-3.8	0.57	-5.29	0.41
Total Asset Turnover		1.23	0.7	1.67	0.97	1.26
Average Age of Plant (Years)		9.99	7.8	1.27	9.17	1.09
Increase (Decrease) Total Net Patient Revenue		3.5%	6.7%	0.53	-3.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		37.2%	47.0%	0.79	36.7%	1.01
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$5,531		\$8,745	0.63	\$4,884	1.13
Inpatient Net Revenue per Day	\$1,424		\$1,401	1.02	\$1,158	1.23
Outpatient Net Revenue per Visit	\$408		\$629	0.65	\$421	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$147,069,209	Cash & Cash Equivalents	-\$4,587,520	Current Liabilities	\$3,074,645
Less Deductions	\$101,575,859	Net Patient Receivables	\$6,874,391	Long-Term Debt	\$0
Net Patient Revenue	\$45,493,350	Other Receivables	\$503	Other Liabilities	\$0
Plus Other Revenue	\$960,410			Subtotal	\$3,074,645
Total Revenue	\$46,453,760	Land, Buildings & Equipment (Net)	\$35,392,260	Unrestricted Fund Balance	\$34,683,166
Less Expenses	\$49,041,827	Other Assets	\$78,177	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,603			Total Liabilities & Fund Balance	\$37,757,811
Net Income	-\$2,584,464	Total Assets	\$37,757,811		

336 Granite Hills Hospital
 1706 S 68th Street
 West Allis, WI 53214
 414-667-4800

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

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

Selected Utilization Statistics	FY 2023	All PSYCH Hospitals		FY 2023 vs.	
		Value	Ratio	FY	Ratio
Occupancy Rate (%)					
Psychiatric	65.7%	74.7%	0.88	0.0%	N/A
Alcoholism/Chemical Dependency	0.0%	71.4%	N/A	0.0%	N/A
Total Hospital	65.7%	71.7%	0.92	0.0%	N/A
Average Census (Patients)					
Psychiatric	31.5	27.8	1.13	0.0	N/A
Alcoholism/Chemical Dependency	0.0	4.4	N/A	0.0	N/A
Total Hospital	31.5	31.5	1.00	0.0	N/A
Average Length of Stay (Days)					
Psychiatric	8.0	6.7	1.20	0.0	N/A
Alcoholism/Chemical Dependency	0.0	4.0	N/A	0.0	N/A
Total Hospital	8.0	6.4	1.24	0.0	N/A
Outpatient Visits					
Non-Emergency Visits	0	48,880	N/A	0	N/A
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	2.0	5.4	0.37	0.0	N/A
Nurses, Licensed	14.6	37.5	0.39	0.0	N/A
Psychologists	0.0	1.0	N/A	0.0	N/A
Social Workers	5.0	31.3	0.16	0.0	N/A
All Other Personnel	82.0	125.5	0.65	0.0	N/A
Total FTEs	103.6	200.8	0.52	0.0	N/A
FTEs per 100 Patient Census (Adjusted)					
Administrators	6.3	9.3	0.68	0.0	N/A
Nurses, Licensed	46.1	65.1	0.71	0.0	N/A
Psychologists	0.0	1.8	N/A	0.0	N/A
Social Workers	15.8	54.2	0.29	0.0	N/A
All Other Personnel	259.1	217.6	1.19	0.0	N/A
Total FTEs	327.3	348.0	0.94	0.0	N/A

Total Hospital:

Beds Set Up & Staffed 48
 Discharges 1,445
 Inpatient Days 11,511

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) No

336 Granite Hills Hospital
West Allis, WI 53214

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	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	48	1,445	11,511	65.7%	31.5	8.0
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	2	0	2.0	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	3	12.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	2	0	2.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	0	24.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	48	0	48.0
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	103	3	103.6

336 Granite Hills Hospital

West Allis, WI 53214

Selected Financial Statistics	FY 2023	All PSYCH Hospitals		FY 2023 vs.		
		Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$5,409,800	20.6%	10.2%	2.02	0.0%	N/A
Medical Assistance	\$15,083,400	57.4%	37.5%	1.53	0.0%	N/A
Commercial	\$3,835,400	14.6%	49.5%	0.29	0.0%	N/A
All Other	\$1,940,582	7.4%	2.8%	2.67	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$3,007,228	11.4%	6.5%	1.76	0.0%	N/A
Medical Assistance	\$3,921,393	14.9%	22.3%	0.67	0.0%	N/A
Commercial	\$0	0.0%	17.7%	N/A	0.0%	N/A
Charity Care	\$1,399,881	5.3%	1.0%	5.28	0.0%	N/A
Bad Debt	\$1,140,410	4.3%	1.2%	3.49	0.0%	N/A
All Other	\$3,058,786	11.6%	6.7%	1.74	0.0%	N/A
Total Deductions	\$12,527,698	47.7%	55.5%	0.86	0.0%	N/A
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	7.1%	0.01	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$8,709,836	46.9%	58.8%	0.80	0.0%	N/A
Supplies & Services	\$7,606,517	41.0%	36.4%	1.13	0.0%	N/A
Capital Component	\$2,254,323	12.1%	4.8%	2.53	0.0%	N/A
Fiscal Statistics						
Operating Margin (%)		-35.0%	-1.5%	24.06	0.0%	N/A
Total Hospital Net Income (%)		-35.0%	-1.3%	26.23	0.0%	N/A
Return on Equity (%)		-11.7%	-1.0%	11.91	0.0%	N/A
Current Ratio		0.58	2.1	0.28	0.00	N/A
Days in Net Patient Accounts Receivable		60.86	43.4	1.40	0.00	N/A
Average Payment Period		37.12	55.1	0.67	0.00	N/A
Equity Financing (%)		0.0%	44.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		-1.01	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	-3.8	N/A	0.00	N/A
Total Asset Turnover		0.33	0.7	0.45	0.00	N/A
Average Age of Plant (Years)		1.57	7.8	0.20	0.00	N/A
Increase (Decrease) Total Net Patient Revenue		205.7%	6.7%	30.82	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		0.4%	47.0%	0.01	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$10,249		\$8,745	1.17	\$0	N/A
Inpatient Net Revenue per Day	\$1,287		\$1,401	0.92	\$0	N/A
Outpatient Net Revenue per Visit	\$0		\$629	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$26,269,182	Cash & Cash Equivalents	-\$45,869	Current Liabilities	\$1,679,312
Less Deductions	\$12,527,698	Net Patient Receivables	\$2,291,300	Long-Term Debt	\$25,151,269
Net Patient Revenue	\$13,741,484	Other Receivables	\$0	Other Liabilities	\$39,049,943
Plus Other Revenue	\$9,756			Subtotal	\$65,880,524
Total Revenue	\$13,751,240	Land, Buildings & Equipment (Net)	\$40,162,764	Unrestricted Fund Balance	-\$24,799,371
Less Expenses	\$18,570,676	Other Assets	-\$1,327,042	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$41,081,153
Net Income	-\$4,819,436	Total Assets	\$41,081,153		

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
Occupancy Rate (%)					
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
Average Census (Patients)					
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
Average Length of Stay (Days)					
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
Outpatient Visits					
Non-Emergency Visits	35,253	48,880	0.72	38,006	0.93
Emergency Visits	0	500	N/A	0	N/A
Full-Time Equivalents (FTEs)					
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
FTEs per 100 Patient Census (Adjusted)					
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

192 Rogers Memorial Hospital - Milwaukee
West Allis, WI 53227

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)
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	54	2,869	16,813	85.3%	46.1	5.9
Alcoholism/chemical dependency	2	19	1,162	4,770	68.8%	13.1	4.1
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	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	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	46	45	71.7	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	3	0.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	21	79	69.4	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				
				Total	285	207	403.5

192 Rogers Memorial Hospital - Milwaukee

West Allis, WI 53227

Selected Financial Statistics	FY 2023		All PSYCH Hospitals		FY 2023 vs. 2022	
			Value	Ratio	FY 2022	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
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
Deductions as % of Total Gross Patient Revenue						
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
Other Revenue & Net Gains or Losses						
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
Expenses as % of Total Expenses						
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
Fiscal Statistics						
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
Net Revenue Statistics						
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		