

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

		All PSYCH Hospitals		FY 2025 vs. 2024	
Selected Utilization Statistics	FY 2025	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)					
Psychiatric	115.5%	68.6%	1.68	110.6%	1.04
Alcoholism/Chemical Dependency	0.0%	55.3%	N/A	0.0%	N/A
Total Hospital	125.2%	68.3%	1.83	115.7%	1.08
Average Census (Patients)					
Psychiatric	28.9	18.8	1.54	27.6	1.04
Alcoholism/Chemical Dependency	0.0	3.5	N/A	0.0	N/A
Total Hospital	50.1	31.7	1.58	49.7	1.01
Average Length of Stay (Days)					
Psychiatric	7.0	6.2	1.13	7.0	1.00
Alcoholism/Chemical Dependency	0.0	4.1	N/A	0.0	N/A
Total Hospital	7.5	6.4	1.16	7.8	0.97
Outpatient Visits					
Non-Emergency Visits	4,324	45,297	0.10	3,890	1.11
Emergency Visits	0	1,331	N/A	0	N/A
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.7	0.27	1.0	1.00
Nurses, Licensed	30.2	45.1	0.67	31.3	0.97
Psychologists	1.0	0.4	2.24	2.0	0.50
Social Workers	4.0	21.4	0.19	3.2	1.26
All Other Personnel	82.1	78.8	1.04	80.2	1.02
Total FTEs	142.2	219.2	0.65	138.0	1.03
FTEs per 100 Patient Census (Adjusted)					
Administrators	1.8	6.5	0.27	1.8	0.98
Nurses, Licensed	52.9	79.0	0.67	55.6	0.95
Psychologists	1.8	0.8	2.23	3.6	0.49
Social Workers	7.0	37.5	0.19	5.6	1.24
All Other Personnel	143.6	138.3	1.04	142.5	1.01
Total FTEs	248.9	384.6	0.65	245.4	1.01

Total Hospital:
Beds Set Up & Staffed 40
Discharges 2,433
Inpatient Days 18,273

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	N	0	0	0	0.0%	0.0	0.0
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	N	0	0	0	0.0%	0.0	0.0
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	N	0	0	0	0.0%	0.0	0.0
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	N	0	0	0	0.0%	0.0	0.0
Psychiatric	H	40	2,433	18,273	125.2%	50.1	7.5
Alcoholism/chemical dependency	H	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	N	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	0	0	0.0
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	0	0.0
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	0	0	0.0
Registered Nurses	21	7	25.2	Respiratory Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	0	1.0
Licensed Practical Nurses	3	0	3.0	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	24	13	31.2	Physical Therapists	0	0	0.0
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Nurse Practitioners	2	0	2.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	Psychologists	1	0	1.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	Social Workers	4	0	4.0
Pharmacists	1	1	1.2	Psychiatric Technicians	0	0	0.0
Medical & Clinical LaboratoryTechnicians	0	0	0.0	Pharmacy Technicians	0	2	0.9
Surgical Personnel	0	0	0.0	Medical Coding Technicians	0	0	0.0
Directors/Managers	13	0	13.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	6	2	7.2	All Other Health Professionals	20	10	26.5
Environmental Services Workers	3	1	3.8	All Other Personnel	18	1	18.3
Medical & Clinical LaboratoryTechnologists	0	0	0.0				
				Total	121	37	142.2
Total Active Privileged Medical Staff: 4							

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			All PSYCH Hospitals		FY 2025 vs. 2024	
Selected Financial Statistics		FY 2025	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$9,022,981	14.2%	11.3%	1.26	11.8%	1.20
Medical Assistance	\$25,768,020	40.7%	38.2%	1.06	42.4%	0.96
Commercial	\$20,874,105	32.9%	46.4%	0.71	33.6%	0.98
All Other	\$7,720,860	12.2%	4.1%	2.95	12.2%	1.00
Deductions as % of Total Gross Patient Revenue						
Medicare	\$6,428,245	10.1%	7.7%	1.32	8.1%	1.26
Medical Assistance	\$17,413,985	27.5%	22.3%	1.23	30.5%	0.90
Commercial	\$12,419,853	19.6%	21.0%	0.93	19.6%	1.00
Charity Care	\$237,807	0.4%	1.8%	0.21	0.3%	1.15
Bad Debt	\$1,852,564	2.9%	1.2%	2.44	1.0%	2.85
All Other	\$4,791,884	7.6%	3.9%	1.92	7.4%	1.02
Total Deductions	\$43,144,338	68.1%	57.9%	1.18	66.9%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	5.0%	0.01	0.3%	0.17
Net Gains/Losses as % of Net Income		0.0%	1,594.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$13,987,106	65.3%	62.0%	1.05	67.4%	0.97
Supplies & Services	\$6,825,839	31.9%	31.4%	1.01	29.8%	1.07
Capital Component	\$607,343	2.8%	6.6%	0.43	2.8%	1.03
Fiscal Statistics						
Operating Margin (%)		-5.8%	-4.0%	1.43	-2.9%	1.97
Total Hospital Net Income (%)		-5.8%	0.3%	N/A	-2.9%	1.97
Current Ratio		2.31	2.1	1.11	1.63	1.42
Days in Net Patient Accounts Receivable		61.45	58.3	1.05	41.09	1.50
Equity Financing (%)		0.0%	48.0%	N/A	0.0%	2.74
Long-Term Debt to Equity Ratio		0.00	0.5	N/A	0.00	N/A
Times Interest Earned		0.00	1.2	N/A	0.00	N/A
Total Asset Turnover		1.25	0.8	1.64	1.28	0.98
Average Age of Plant (Years)		3.44	6.0	0.57	2.78	1.24
Increase (Decrease) Total Net Patient Revenue		4.5%	6.1%	0.73	2.1%	2.12
Outpatient Gross Revenue (% of Total GPR)		12.4%	47.7%	0.26	11.5%	1.07
Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,385,966	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,504,828	
Less Deductions	\$43,144,338	Net Patient Receivables	\$3,407,920	Long-Term Debt	\$0	
Net Patient Revenue	\$20,241,628	Other Receivables	\$0	Other Liabilities	\$16,386,234	
Plus Other Revenue	\$11,677			Subtotal	\$17,891,062	
Total Revenue	\$20,253,305	Land, Buildings & Equipment (Net)	\$12,748,309	Unrestricted Fund Balance	-\$1,665,320	
Less Expenses	\$21,420,288	Other Assets	\$69,513	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0	Total Assets	\$16,225,742	Total Liabilities & Fund Balance	\$16,225,742	
Net Income	-\$1,166,983					