

**184 Lakeview Specialty Hospital & Rehab**  
 1701 Sharp Road  
 Waterford, WI 53185  
 262-534-7297

Fiscal Year: 01/01 to 12/31  
 Type: Long-Term Acute Care  
 Control: Corporation

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: N/A

Selected Utilization Statistics		All LTAC Hospitals		FY 2017 vs.2016	
	FY 2017	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	72.1%	68.7%	1.05	64.3%	1.12
Total Hospital	66.6%	67.9%	0.98	58.9%	1.13
<b>Average Census (Patients)</b>					
Acute Long-Term Care	25.2	28.0	0.90	22.5	1.12
Total Hospital	26.0	28.1	0.93	23.0	1.13
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	41.7	30.0	1.39	45.8	0.91
Total Hospital	41.1	30.0	1.37	44.7	0.92
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.5	0.67	1.0	1.00
Nurses, Licensed	16.0	29.7	0.54	23.0	0.70
Ancillary Nursing Personnel	20.3	16.6	1.23	16.0	1.27
All Other Personnel	84.7	68.0	1.24	86.0	0.98
Total FTEs	122.0	115.8	1.05	126.0	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.8	5.3	0.71	4.5	0.84
Nurses, Licensed	60.5	105.9	0.57	103.0	0.59
Ancillary Nursing Personnel	76.9	59.1	1.30	71.6	1.07
All Other Personnel	320.1	242.4	1.32	385.0	0.83
Total FTEs	461.3	412.8	1.12	564.0	0.82

**Total Hospital:**

Beds Set Up & Staffed 39  
 Discharges 231  
 Inpatient Days 9,485

**Contract with:**

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

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	4	10	274	18.8%	0.8	27.4
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	1	35	221	9,211	72.1%	25.2	41.7
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

\*\* 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	1	0.7	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	0	4.0
Registered Nurses	12	2	13.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	1	2.7	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	19	2	20.3	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	2	0	2.0
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	14	0	14.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	47	5	50.3
Pharmacy Personnel	3	1	3.7				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>114</b>	<b>12</b>	<b>122.0</b>

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Waterford, WI 53185			All LTAC Hospitals		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	FY 2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$23,832,601	53.3%	55.1%	0.97	42.4%	1.26	
Medical Assistance	\$10,797,930	24.2%	22.5%	1.07	22.1%	1.09	
Commercial	\$10,036,967	22.5%	22.4%	1.00	35.5%	0.63	
All Other	\$5,080	0.0%	0.0%	0.39	0.0%	1.51	
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$16,401,706	36.7%	39.4%	0.93	29.2%	1.26	
Medical Assistance	\$7,447,793	16.7%	16.3%	1.02	14.7%	1.13	
Commercial	\$4,247,780	9.5%	13.5%	0.70	14.6%	0.65	
Bad Debt	\$453,609	1.0%	0.6%	1.75	0.7%	1.47	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
Total Deductions	\$28,550,888	63.9%	69.9%	0.91	59.2%	1.08	
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		10.9%	2.3%	4.68	5.7%	1.90	
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$8,003,992	45.6%	46.8%	0.97	54.7%	0.83	
Supplies & Services	\$7,569,277	43.1%	41.5%	1.04	35.2%	1.22	
Capital Component	\$1,981,859	11.3%	11.7%	0.96	10.1%	1.12	
<b>Fiscal Statistics</b>							
Operating Margin (%)		3.0%	-3.1%	N/A	-4.2%	N/A	
Total Hospital Net Income (%)		3.0%	-2.1%	N/A	-4.2%	N/A	
Return on Equity (%)		8.1%	-4.8%	N/A	-12.0%	N/A	
Current Ratio		2.1	2.1	0.99	2.2	0.93	
Days in Net Patient Accounts Receivable		136.3	102.2	1.33	104.5	1.30	
Average Payment Period		64.7	57.8	1.12	53.2	1.22	
Equity Financing (%)		53.4%	24.8%	2.15	37.2%	1.43	
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.5	0.00	
Times Interest Earned		9.5	-2.1	N/A	-22.0	N/A	
Total Asset Turnover		2.7	2.3	1.19	2.9	0.95	
Average Age of Plant (Years)		30.6	7.5	4.11	12.5	2.44	
Increase (Decrease) Total Net Patient Revenue		-6.4%	-4.0%	1.61	28.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		1.7%	0.2%	7.88	1.8%	0.96	
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge		\$70,483	\$52,709	1.34	\$91,868	0.77	
Inpatient Net Revenue per Day		\$1,717	\$1,760	0.98	\$2,151	0.80	
Outpatient Net Revenue per Visit		\$74	\$74	1.00	\$44	1.69	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$44,672,578		Cash & Cash Equivalents	\$40,828	Current Liabilities	\$3,099,913	
Less Deductions	\$28,550,888		Net Patient Receivables	\$6,018,577	Long-Term Debt	\$804	
Net Patient Revenue	\$16,121,690		Other Receivables	\$0	Other Liabilities	\$0	
Plus Other Revenue	\$1,975,077				Subtotal	\$3,100,717	
Total Revenue	\$18,096,767		Land, Buildings & Equipment (Net)	\$198,991	Unrestricted Fund Balance	\$3,555,527	
Less Expenses	\$17,555,128		Other Assets	\$397,848	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$6,656,244	
Net Income	\$541,639		Total Assets	\$6,656,244			