

**307 LIFECARE Hospitals of Milwaukee**  
 2400 Golf Road  
 Pewaukee, WI 53072  
 262-524-2600

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

County: Waukesha  
 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	92.6%	68.7%	1.35	130.9%	0.71
Total Hospital	92.6%	67.9%	1.36	130.9%	0.71
<b>Average Census (Patients)</b>					
Acute Long-Term Care	29.6	28.0	1.06	31.4	0.94
Total Hospital	29.6	28.1	1.06	31.4	0.94
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	27.9	30.0	0.93	26.6	1.05
Total Hospital	27.9	30.0	0.93	26.6	1.05
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	1.5	1.33	0.0	N/A
Nurses, Licensed	50.0	29.7	1.68	33.0	1.52
Ancillary Nursing Personnel	10.0	16.6	0.60	13.0	0.77
All Other Personnel	91.8	68.0	1.35	67.0	1.37
Total FTEs	153.8	115.8	1.33	113.0	1.36
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	6.9	5.3	1.29	0.0	N/A
Nurses, Licensed	172.0	105.9	1.62	100.1	1.72
Ancillary Nursing Personnel	34.4	59.1	0.58	39.4	0.87
All Other Personnel	315.7	242.4	1.30	203.1	1.55
Total FTEs	528.9	412.8	1.28	342.6	1.54

**Total Hospital:**

Beds Set Up & Staffed 32  
 Discharges 388  
 Inpatient Days 10,821

**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	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	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	1	32	388	10,821	92.6%	29.6	27.9
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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	2	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	2	9.0
Registered Nurses	50	0	50.0	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	10	0	10.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	0	9.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
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	9	0	9.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	22	2	22.0
Pharmacy Personnel	4	1	33.8				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>124</b>	<b>7</b>	<b>153.8</b>

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Pewaukee, WI 53072			All LTAC Hospitals		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$33,610,191	56.1%	55.1%	1.02	52.3%	1.07	
Medical Assistance	\$9,181,207	15.3%	22.5%	0.68	25.2%	0.61	
Commercial	\$17,149,039	28.6%	22.4%	1.28	22.5%	1.27	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$23,635,937	39.4%	39.4%	1.00	36.4%	1.08	
Medical Assistance	\$6,486,981	10.8%	16.3%	N/A	18.7%	0.58	
Commercial	\$10,834,720	18.1%	13.5%	1.34	13.6%	1.33	
Bad Debt	\$0	0.0%	0.6%	N/A	0.0%	N/A	
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	\$40,957,638	68.3%	69.9%	0.98	68.7%	1.00	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		2.1%	2.3%	0.91	0.8%	2.71	
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	\$11,886,194	55.2%	46.8%	1.18	58.1%	0.95	
Supplies & Services	\$6,263,751	29.1%	41.5%	0.70	23.6%	1.23	
Capital Component	\$3,389,664	15.7%	11.7%	1.34	18.3%	0.86	
Fiscal Statistics							
Operating Margin (%)		-11.1%	-3.1%	3.51	-5.9%	1.88	
Total Hospital Net Income (%)		-11.1%	-2.1%	5.28	-5.9%	1.88	
Return on Equity (%)		21.5%	-4.8%	N/A	-20.3%	N/A	
Current Ratio		6.0	2.1	2.87	1.5	4.07	
Days in Net Patient Accounts Receivable		72.9	102.2	0.71	52.2	1.40	
Average Payment Period		-31.7	57.8	N/A	37.0	N/A	
Equity Financing (%)		21.4%	24.8%	0.86	0.0%	N/A	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A	
Times Interest Earned		0.0	-2.1	N/A	0.0	N/A	
Total Asset Turnover		-1.9	2.3	N/A	3.4	N/A	
Average Age of Plant (Years)		1.1	7.5	0.15	2.5	0.45	
Increase (Decrease) Total Net Patient Revenue		8.1%	-4.0%	N/A	-10.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	0.00	N/A	0.49	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge		\$48,921	\$52,709	0.93	\$40,634	1.20	
Inpatient Net Revenue per Day		\$1,789	\$1,760	1.02	\$1,454	1.23	
Outpatient Net Revenue per Visit		\$0	\$74	N/A	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$59,940,437	Cash & Cash Equivalents	\$500	Current Liabilities	-\$1,816,971		
Less Deductions	\$40,957,638	Net Patient Receivables	\$3,791,979	Long-Term Debt	\$0		
Net Patient Revenue	\$18,982,799	Other Receivables	\$311,500	Other Liabilities	-\$6,048,271		
Plus Other Revenue	\$409,947			Subtotal	-\$7,865,242		
Total Revenue	\$19,392,746	Land, Buildings & Equipment (Net)	\$976,101				
Less Expenses	\$21,539,609	Other Assets	-\$15,088,095	Unrestricted Fund Balance	-\$2,142,773		
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$0		
Net Income	-\$2,146,863	Total Assets	-\$10,008,015	Total Liabilities & Fund Balance	-\$10,008,015		