

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

		All LTAC Hospitals		FY 2018 vs.2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	89.7%	69.5%	1.29	92.6%	0.97
Total Hospital	89.7%	68.4%	1.31	92.6%	0.97
Average Census (Patients)					
Acute Long-Term Care	28.7	28.3	1.02	29.6	0.97
Total Hospital	28.7	28.3	1.02	29.6	0.97
Average Length of Stay (Days)					
Acute Long-Term Care	26.2	30.5	0.86	27.9	0.94
Total Hospital	25.9	30.2	0.86	27.9	0.93
Full-Time Equivalents (FTEs)					
Administrators	2.0	1.7	1.20	2.0	1.00
Nurses, Licensed	50.0	30.1	1.66	50.0	1.00
Ancillary Nursing Personnel	10.0	15.7	0.64	10.0	1.00
All Other Personnel	92.8	59.3	1.57	91.8	1.01
Total FTEs	154.8	106.8	1.45	153.8	1.01
FTEs per 100 Patient Census (Adjusted)					
Administrators	7.0	5.9	1.18	6.9	1.01
Nurses, Licensed	174.2	106.4	1.64	172.0	1.01
Ancillary Nursing Personnel	34.8	55.6	0.63	34.4	1.01
All Other Personnel	323.3	209.4	1.54	315.7	1.02
Total FTEs	539.2	377.3	1.43	528.9	1.02

Total Hospital:

Beds Set Up & Staffed 32
 Discharges 404
 Inpatient Days 10,478

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 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	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	400	10,478	89.7%	28.7	26.2
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	5	0	0	0	0.0%	0.0	0.0
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	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	10	0	10.0
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	1	22.0
Pharmacy Personnel	4	1	33.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	125	6	154.8

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Pewaukee, WI 53072			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$34,221,226	54.6%	51.8%	1.05	56.1%	0.97	
Medical Assistance	\$15,420,095	24.6%	28.0%	0.88	15.3%	1.61	
Commercial	\$13,028,686	20.8%	20.2%	1.03	28.6%	0.73	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$24,398,464	38.9%	37.9%	1.03	39.4%	0.99	
Medical Assistance	\$11,110,127	17.7%	21.2%	0.83	10.8%	1.64	
Commercial	\$8,161,913	13.0%	12.2%	1.06	18.1%	0.72	
Bad Debt	\$0	0.0%	0.4%	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	\$43,670,504	69.7%	71.8%	0.97	68.3%	1.02	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		1.2%	1.9%	0.64	2.1%	0.57	
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	\$10,277,590	61.6%	48.9%	1.26	55.2%	1.12	
Supplies & Services	\$5,463,751	32.7%	40.9%	0.80	29.1%	1.13	
Capital Component	\$945,832	5.7%	10.2%	0.56	15.7%	0.36	
Fiscal Statistics							
Operating Margin (%)		13.2%	-1.8%	N/A	-11.1%	N/A	
Total Hospital Net Income (%)		13.2%	-1.2%	N/A	-11.1%	N/A	
Return on Equity (%)		64.0%	-2.4%	N/A	21.5%	2.98	
Current Ratio		2.0	1.7	1.19	6.0	0.33	
Days in Net Patient Accounts Receivable		60.5	89.1	0.68	72.9	0.83	
Average Payment Period		39.7	96.1	0.41	-31.7	N/A	
Equity Financing (%)		0.0%	0.0%	N/A	21.4%	N/A	
Long-Term Debt to Equity Ratio		0.0	-0.3	N/A	0.0	N/A	
Times Interest Earned		0.0	-0.7	N/A	0.0	N/A	
Total Asset Turnover		4.8	2.0	2.42	-1.9	N/A	
Average Age of Plant (Years)		2.1	7.0	0.30	1.1	1.87	
Increase (Decrease) Total Net Patient Revenue		0.1%	-5.2%	N/A	8.1%	0.01	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$47,028		\$49,695	0.95	\$48,921	0.96	
Inpatient Net Revenue per Day	\$1,813		\$1,647	1.10	\$1,789	1.01	
Outpatient Net Revenue per Visit	\$0		\$42	N/A	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$62,670,007		Cash & Cash Equivalents	\$500	Current Liabilities	\$1,751,297	
Less Deductions	\$43,670,504		Net Patient Receivables	\$3,147,018	Long-Term Debt	\$0	
Net Patient Revenue	\$18,999,503		Other Receivables	\$67,049	Other Liabilities	\$2,228,775	
Plus Other Revenue	\$233,662				Subtotal	\$3,980,072	
Total Revenue	\$19,233,165		Land, Buildings & Equipment (Net)	\$457,790			
Less Expenses	\$16,687,173		Other Assets	\$307,715	Unrestricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0				Restricted Fund Balance	\$0	
Net Income	\$2,545,992		Total Assets	\$3,980,072	Total Liabilities & Fund Balance	\$3,980,072	