

181 Post Acute Medical Specialty Hospital of Milwaukee
 5017 South 110th Street
 Greenfield, WI 53228
 414-427-8282

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: N/A

Selected Utilization Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	58.1%	68.7%	0.84	55.4%	1.05
Total Hospital	58.1%	67.9%	0.85	55.4%	1.05
Average Census (Patients)					
Acute Long-Term Care	32.5	28.0	1.16	31.0	1.05
Total Hospital	32.5	28.1	1.16	31.0	1.05
Average Length of Stay (Days)					
Acute Long-Term Care	23.3	30.0	0.77	25.0	0.93
Total Hospital	23.3	30.0	0.77	25.0	0.93
Full-Time Equivalents (FTEs)					
Administrators	3.0	1.5	2.00	1.0	3.00
Nurses, Licensed	22.0	29.7	0.74	29.0	0.76
Ancillary Nursing Personnel	21.0	16.6	1.27	22.0	0.95
All Other Personnel	73.3	68.0	1.08	19.0	3.86
Total FTEs	119.3	115.8	1.03	71.0	1.68
FTEs per 100 Patient Census (Adjusted)					
Administrators	9.2	5.3	1.72	3.3	2.82
Nurses, Licensed	67.4	105.9	0.64	94.4	0.71
Ancillary Nursing Personnel	64.4	59.1	1.09	71.6	0.90
All Other Personnel	224.8	242.4	0.93	61.9	3.63
Total FTEs	365.8	412.8	0.89	231.2	1.58

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 510
 Inpatient Days 11,867

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

181 Post Acute Medical Specialty Hospital of Milwaukee
Greenfield, WI 53228

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)
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	2	56	510	11,867	58.1%	32.5	23.3
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	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	0	3.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	0	8.0
Registered Nurses	20	2	20.0	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	0	2.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	21	0	21.0	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	2	0	2.3
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	31	0	31.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	19	1	19.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	3	0	3.0				
				Total	119	3	119.3

181 Post Acute Medical Specialty Hospital of Milwaukee
Greenfield, WI 53228

			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	\$37,617,421	39.4%	55.1%	0.71		50.7%	0.78
Medical Assistance	\$43,166,117	45.2%	22.5%	2.01		22.5%	2.01
Commercial	\$14,692,846	15.4%	22.4%	0.69		26.8%	0.57
All Other	\$75,423	0.1%	0.0%	2.74		0.0%	11.78
Deductions as % of Total Gross Patient Revenue							
Medicare	\$31,849,408	33.3%	39.4%	0.85		41.1%	0.81
Medical Assistance	\$32,453,695	34.0%	16.3%	N/A		18.3%	1.85
Commercial	\$11,906,287	12.5%	13.5%	0.92		21.2%	0.59
Bad Debt	\$348,826	0.4%	0.6%	0.63		0.3%	1.42
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	\$76,558,216	80.1%	69.9%	1.15		80.8%	0.99
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.1%	2.3%	0.03		0.2%	0.40
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	\$8,136,592	41.9%	46.8%	0.90		48.0%	0.87
Supplies & Services	\$8,981,124	46.3%	41.5%	1.12		39.0%	1.19
Capital Component	\$2,279,076	11.7%	11.7%	1.00		13.1%	0.90
Fiscal Statistics							
Operating Margin (%)		-2.0%	-3.1%	0.65		1.0%	N/A
Total Hospital Net Income (%)		-2.0%	-2.1%	0.98		1.0%	N/A
Return on Equity (%)		-3.4%	-4.8%	0.70		1.9%	N/A
Current Ratio		0.7	2.1	0.34		0.6	1.13
Days in Net Patient Accounts Receivable		113.7	102.2	1.11		71.7	1.59
Average Payment Period		176.8	57.8	3.06		142.4	1.24
Equity Financing (%)		0.0%	24.8%	N/A		0.0%	0.50
Long-Term Debt to Equity Ratio		-3.1	0.3	N/A		-2.3	1.35
Times Interest Earned		-0.1	-2.1	0.05		1.4	N/A
Total Asset Turnover		1.6	2.3	0.72		2.0	0.83
Average Age of Plant (Years)		2.9	7.5	0.38		2.2	1.29
Increase (Decrease) Total Net Patient Revenue		3.7%	-4.0%	N/A		-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A		N/A	N/A
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$37,926		\$52,709	0.72		\$40,795	0.93
Inpatient Net Revenue per Day	\$1,624		\$1,760	0.92		\$1,651	0.98
Outpatient Net Revenue per Visit	\$0		\$74	N/A		\$0	N/A
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$95,551,807		Cash & Cash Equivalents	-\$32,504		Current Liabilities	\$9,362,610
Less Deductions	\$76,558,216		Net Patient Receivables	\$5,917,203		Long-Term Debt	\$3,212,613
Net Patient Revenue	\$18,993,591		Other Receivables	\$2,302		Other Liabilities	\$0
Plus Other Revenue	\$13,847					Subtotal	\$12,575,223
Total Revenue	\$19,007,438		Land, Buildings & Equipment (Net)	\$418,110		Unrestricted Fund Balance	-\$1,035,420
Less Expenses	\$19,396,792		Other Assets	\$5,234,692		Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0					Total Liabilities & Fund Balance	\$11,539,803
Net Income	-\$389,354		Total Assets	\$11,539,803			

310 Select Specialty Hospital - Madison
 801 Braxton Pl
 Madison, WI 53715
 608-260-2701

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group: N/A

Selected Utilization Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	61.0%	68.7%	0.89	67.9%	0.90
Total Hospital	61.0%	67.9%	0.90	67.9%	0.90
Average Census (Patients)					
Acute Long-Term Care	35.4	28.0	1.27	39.4	0.90
Total Hospital	35.4	28.1	1.26	39.4	0.90
Average Length of Stay (Days)					
Acute Long-Term Care	30.3	30.0	1.01	30.5	0.99
Total Hospital	30.3	30.0	1.01	30.5	0.99
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.5	0.67	2.0	0.50
Nurses, Licensed	37.5	29.7	1.26	60.5	0.62
Ancillary Nursing Personnel	20.7	16.6	1.25	25.7	0.81
All Other Personnel	86.3	68.0	1.27	83.5	1.03
Total FTEs	145.4	115.8	1.26	171.7	0.85
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.8	5.3	0.53	5.1	0.56
Nurses, Licensed	105.9	105.9	1.00	153.5	0.69
Ancillary Nursing Personnel	58.4	59.1	0.99	65.1	0.90
All Other Personnel	243.7	242.4	1.01	211.9	1.15
Total FTEs	410.8	412.8	1.00	435.7	0.94

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 426
 Inpatient Days 12,923

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

310 Select Specialty Hospital - Madison
Madison, WI 53715

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)
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	2	58	426	12,923	61.0%	35.4	30.3
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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	2	2.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	5	10.9
Registered Nurses	36	25	37.5	Occupational Therapists	1	3	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	19	14	20.7	Physical Therapy Assistants/Aides	1	1	1.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	1.0
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	13	0	13.0
Health Info Mgmt-Administrators/Technicians	1	2	1.9	All Other Personnel	39	8	43.2
Pharmacy Personnel	5	9	6.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	132	72	145.4

310 Select Specialty Hospital - Madison

Madison, WI 53715

Selected Financial Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs. 2016		
		Value	Ratio	FY 2016	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$39,746,214	64.2%	55.1%	1.17	64.4%	1.00
Medical Assistance	\$6,879,044	11.1%	22.5%	0.49	8.4%	1.32
Commercial	\$15,283,551	24.7%	22.4%	1.10	27.2%	0.91
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$25,917,243	41.9%	39.4%	1.06	40.6%	1.03
Medical Assistance	\$4,837,040	7.8%	16.3%	N/A	6.1%	1.29
Commercial	\$7,217,415	11.7%	13.5%	0.86	12.6%	0.92
Bad Debt	\$454,494	0.7%	0.6%	1.26	0.9%	0.80
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	\$38,426,192	62.1%	69.9%	0.89	60.3%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.4%	2.3%	0.18	0.3%	1.51
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	\$11,410,453	46.7%	46.8%	1.00	45.7%	1.02
Supplies & Services	\$10,496,714	42.9%	41.5%	1.03	43.1%	1.00
Capital Component	\$2,549,148	10.4%	11.7%	0.89	11.2%	0.93
Fiscal Statistics						
Operating Margin (%)		-3.7%	-3.1%	1.18	-4.6%	0.81
Total Hospital Net Income (%)		-1.4%	-2.1%	0.69	-3.5%	0.42
Return on Equity (%)		-3.9%	-4.8%	0.81	-14.3%	0.27
Current Ratio		3.6	2.1	1.72	1.4	2.60
Days in Net Patient Accounts Receivable		95.9	102.2	0.94	59.3	1.62
Average Payment Period		26.7	57.8	0.46	42.9	0.62
Equity Financing (%)		0.0%	24.8%	N/A	0.0%	0.76
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A
Times Interest Earned		-0.1	-2.1	0.04	-1.2	0.06
Total Asset Turnover		2.7	2.3	1.17	4.1	0.65
Average Age of Plant (Years)		7.8	7.5	1.04	8.8	0.89
Increase (Decrease) Total Net Patient Revenue		-11.7%	-4.0%	2.94	-7.1%	1.64
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$56,190		\$52,709	1.07	\$57,532	0.98
Inpatient Net Revenue per Day	\$1,852		\$1,760	1.05	\$1,887	0.98
Outpatient Net Revenue per Visit	\$0		\$74	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$61,908,809	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,756,010
Less Deductions	\$38,426,192	Net Patient Receivables	\$6,171,225	Long-Term Debt	\$0
Net Patient Revenue	\$23,482,617	Other Receivables	\$333	Other Liabilities	\$21,062,598
Plus Other Revenue	\$96,270			Subtotal	\$22,818,608
Total Revenue	\$23,578,887	Land, Buildings & Equipment (Net)	\$2,472,008	Unrestricted Fund Balance	-\$13,986,749
Less Expenses	\$24,456,315	Other Assets	\$188,293	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$530,917			Total Liabilities & Fund Balance	\$8,831,859
Net Income	-\$346,511	Total Assets	\$8,831,859		

300 Select Specialty Hospital - Milwaukee - St. Francis
 3237 South 16th Street, 5th Floor
 Milwaukee, WI 53215
 414-647-3995

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: N/A

Selected Utilization Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	57.1%	68.7%	0.83	64.0%	0.89
Total Hospital	57.1%	67.9%	0.84	64.0%	0.89
Average Census (Patients)					
Acute Long-Term Care	16.6	28.0	0.59	18.6	0.89
Total Hospital	16.6	28.1	0.59	18.6	0.89
Average Length of Stay (Days)					
Acute Long-Term Care	29.5	30.0	0.98	29.8	0.99
Total Hospital	29.5	30.0	0.98	29.8	0.99
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.5	0.67	1.0	1.00
Nurses, Licensed	18.0	29.7	0.61	25.3	0.71
Ancillary Nursing Personnel	9.7	16.6	0.58	10.6	0.91
All Other Personnel	28.7	68.0	0.42	33.1	0.87
Total FTEs	57.3	115.8	0.49	70.1	0.82
FTEs per 100 Patient Census (Adjusted)					
Administrators	6.0	5.3	1.13	5.4	1.12
Nurses, Licensed	108.6	105.9	1.03	136.4	0.80
Ancillary Nursing Personnel	58.3	59.1	0.99	57.3	1.02
All Other Personnel	173.0	242.4	0.71	178.4	0.97
Total FTEs	346.0	412.8	0.84	377.5	0.92

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 205
 Inpatient Days 6,049

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

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

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)
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	1	29	205	6,049	57.1%	16.6	29.5
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	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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	6	7.0
Registered Nurses	15	9	18.0	Occupational Therapists	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	8	5	9.7	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	0	2	0.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	1	6.6
Health Info Mgmt-Administrators/Technicians	1	1	1.6	All Other Personnel	6	1	6.3
Pharmacy Personnel	2	5	2.9				
Clinical Laboratory Personnel	0	0	0.0				
				Total	47	33	57.3

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

Selected Financial Statistics	All LTAC Hospitals		FY 2017 vs. 2016			
	FY 2017	Value	Ratio	FY 2016	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$22,546,984	69.4%	55.1%	1.26	66.6%	1.04
Medical Assistance	\$3,481,009	10.7%	22.5%	0.48	15.7%	0.68
Commercial	\$6,435,293	19.8%	22.4%	0.88	17.7%	1.12
All Other	\$21,155	0.1%	0.0%	2.26	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$15,102,388	46.5%	39.4%	1.18	43.4%	1.07
Medical Assistance	\$2,558,012	7.9%	16.3%	N/A	12.0%	0.66
Commercial	\$3,947,518	12.2%	13.5%	0.90	10.1%	1.21
Bad Debt	\$201,563	0.6%	0.6%	1.07	0.6%	0.99
Charity Care	\$21,155	0.1%	0.0%	10.85	0.0%	N/A
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Total Deductions	\$21,830,636	67.2%	69.9%	0.96	66.1%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.2%	2.3%	0.08	0.3%	0.65
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	\$5,262,489	46.1%	46.8%	0.99	41.3%	1.12
Supplies & Services	\$4,803,278	42.1%	41.5%	1.02	49.8%	0.85
Capital Component	\$1,342,994	11.8%	11.7%	1.00	8.9%	1.32
Fiscal Statistics						
Operating Margin (%)		-6.9%	-3.1%	2.18	-9.4%	0.73
Total Hospital Net Income (%)		-0.5%	-2.1%	0.23	-4.6%	0.11
Return on Equity (%)		-0.8%	-4.8%	0.17	-11.6%	0.07
Current Ratio		1.4	2.1	0.65	2.5	0.55
Days in Net Patient Accounts Receivable		75.7	102.2	0.74	76.1	1.00
Average Payment Period		120.7	57.8	2.09	52.0	2.32
Equity Financing (%)		43.9%	24.8%	1.77	62.8%	0.70
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		1.6	2.3	0.69	2.4	0.65
Average Age of Plant (Years)		8.4	7.5	1.13	26.0	0.33
Increase (Decrease) Total Net Patient Revenue		-8.2%	-4.0%	2.05	-6.9%	1.19
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$52,953		\$52,709	1.00	\$51,841	1.02
Inpatient Net Revenue per Day	\$1,795		\$1,760	1.02	\$1,740	1.03
Outpatient Net Revenue per Visit	\$0		\$74	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,484,441	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,733,472
Less Deductions	\$21,830,636	Net Patient Receivables	\$2,208,946	Long-Term Debt	\$0
Net Patient Revenue	\$10,653,805	Other Receivables	\$0	Other Liabilities	\$72,274
Plus Other Revenue	\$20,606			Subtotal	\$3,805,746
Total Revenue	\$10,674,411	Land, Buildings & Equipment (Net)	\$1,672,111	Unrestricted Fund Balance	\$2,974,636
Less Expenses	\$11,408,761	Other Assets	\$2,899,325	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$678,559			Total Liabilities & Fund Balance	\$6,780,382
Net Income	-\$55,791	Total Assets	\$6,780,382		

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	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
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
Average Census (Patients)					
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
Average Length of Stay (Days)					
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
Full-Time Equivalents (FTEs)					
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
FTEs per 100 Patient Census (Adjusted)					
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

307 LIFECARE Hospitals of Milwaukee
Pewaukee, WI 53072

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)
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	388	10,821	92.6%	29.6	27.9
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	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				
				Total	124	7	153.8

307 LIFECARE Hospitals of Milwaukee
Pewaukee, WI 53072

Selected Financial Statistics	All LTAC Hospitals		FY 2017 vs. 2016			
	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	Unrestricted Fund Balance	-\$2,142,773
Less Expenses	\$21,539,609	Other Assets	-\$15,088,095	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	-\$10,008,015
Net Income	-\$2,146,863	Total Assets	-\$10,008,015		

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	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
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
Average Census (Patients)					
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
Average Length of Stay (Days)					
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
Full-Time Equivalents (FTEs)					
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
FTEs per 100 Patient Census (Adjusted)					
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

184 Lakeview Specialty Hospital & Rehab
Waterford, WI 53185

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)
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	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
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	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				
				Total	114	12	122.0

184 Lakeview Specialty Hospital & Rehab

Waterford, WI 53185

Selected Financial Statistics			All LTAC Hospitals		FY 2017 vs. 2016	
	FY 2017		Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
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
Deductions as % of Total Gross Patient Revenue						
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
Other Revenue & Net Gains or Losses						
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
Expenses as % of Total Expenses						
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
Fiscal Statistics						
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
Net Revenue Statistics						
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

Income Statement		Assets		Liabilities & Fund Balances	
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		

190 Select Specialty Hospital - Milwaukee - West Allis
 8901 W Lincoln Ave, 6th Floor
 West Allis, WI 53227
 414-328-7700

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: N/A

Selected Utilization Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs.2016	
		Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	83.4%	68.7%	1.21	88.8%	0.94
Total Hospital	83.4%	67.9%	1.23	88.8%	0.94
Average Census (Patients)					
Acute Long-Term Care	28.3	28.0	1.01	0.0	N/A
Total Hospital	28.3	28.1	1.01	30.2	0.94
Average Length of Stay (Days)					
Acute Long-Term Care	35.9	30.0	1.20	37.2	0.97
Total Hospital	35.9	30.0	1.20	38.4	0.94
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.5	0.67	1.0	1.00
Nurses, Licensed	34.9	29.7	1.17	40.7	0.86
Ancillary Nursing Personnel	17.8	16.6	1.08	19.3	0.93
All Other Personnel	43.4	68.0	0.64	44.1	0.98
Total FTEs	97.1	115.8	0.84	105.0	0.92
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.5	5.3	0.66	3.3	1.07
Nurses, Licensed	123.1	105.9	1.16	134.6	0.91
Ancillary Nursing Personnel	62.9	59.1	1.06	63.7	0.99
All Other Personnel	153.2	242.4	0.63	146.0	1.05
Total FTEs	342.7	412.8	0.83	347.7	0.99

Total Hospital:
 Beds Set Up & Staffed 34
 Discharges 288
 Inpatient Days 10,345

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

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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)
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	1	34	288	10,345	83.4%	28.3	35.9
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	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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	3	9.9
Registered Nurses	33	4	34.9	Occupational Therapists	0	2	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	1.1
Ancillary Nursing Personnel	16	4	17.8	Physical Therapy Assistants/Aides	1	2	1.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.1
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	16	6	18.5
Health Info Mgmt-Administrators/Technicians	1	2	2.3	All Other Personnel	3	1	3.3
Pharmacy Personnel	2	2	3.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	82	32	97.1

190 Select Specialty Hospital - Milwaukee - West Allis

West Allis, WI 53227

Selected Financial Statistics	FY 2017	All LTAC Hospitals		FY 2017 vs. 2016		
		Value	Ratio	FY 2016	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$36,718,357	63.5%	55.1%	1.15	62.9%	1.01
Medical Assistance	\$5,779,655	10.0%	22.5%	0.44	15.4%	0.65
Commercial	\$15,342,961	26.5%	22.4%	1.18	21.7%	1.22
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$26,023,874	45.0%	39.4%	1.14	42.7%	1.05
Medical Assistance	\$3,725,212	6.4%	16.3%	0.39	11.5%	0.56
Commercial	\$9,541,386	16.5%	13.5%	1.22	12.1%	1.37
Bad Debt	\$587,298	1.0%	0.6%	1.75	0.9%	1.14
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	\$39,877,770	68.9%	69.9%	0.99	67.2%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.1%	2.3%	0.05	0.2%	0.50
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	\$7,778,235	43.7%	46.8%	0.93	42.0%	1.04
Supplies & Services	\$8,398,846	47.2%	41.5%	1.14	49.3%	0.96
Capital Component	\$1,625,601	9.1%	11.7%	0.78	8.7%	1.05
Fiscal Statistics						
Operating Margin (%)		1.0%	-3.1%	N/A	3.4%	0.30
Total Hospital Net Income (%)		0.5%	-2.1%	N/A	1.6%	0.34
Return on Equity (%)		0.4%	-4.8%	N/A	1.3%	0.32
Current Ratio		16.7	2.1	7.93	17.4	0.96
Days in Net Patient Accounts Receivable		114.6	102.2	1.12	147.8	0.78
Average Payment Period		28.9	57.8	0.50	26.0	1.11
Equity Financing (%)		94.2%	24.8%	3.80	94.5%	1.00
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		0.8	2.3	0.33	0.8	0.92
Average Age of Plant (Years)		16.6	7.5	2.23	16.6	1.00
Increase (Decrease) Total Net Patient Revenue		-7.0%	-4.0%	1.75	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$64,411		\$52,709	1.22	\$68,871	0.94
Inpatient Net Revenue per Day	\$1,793		\$1,760	1.02	\$1,794	1.00
Outpatient Net Revenue per Visit	\$0		\$74	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,840,973	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,388,781
Less Deductions	\$39,877,770	Net Patient Receivables	\$5,641,295	Long-Term Debt	\$0
Net Patient Revenue	\$17,963,203	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$20,820			Subtotal	\$1,388,781
Total Revenue	\$17,984,023	Land, Buildings & Equipment (Net)	\$655,916	Unrestricted Fund Balance	\$22,445,218
Less Expenses	\$17,802,682	Other Assets	\$17,536,788	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$85,684			Total Liabilities & Fund Balance	\$23,833,999
Net Income	\$95,657	Total Assets	\$23,833,999		