

**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		All LTAC Hospitals		FY 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	53.6%	69.5%	0.77	58.1%	0.92
Total Hospital	53.6%	68.4%	0.78	58.1%	0.92
<b>Average Census (Patients)</b>					
Acute Long-Term Care	30.0	28.3	1.06	32.5	0.92
Total Hospital	30.0	28.3	1.06	32.5	0.92
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	22.7	30.5	0.74	23.3	0.98
Total Hospital	22.0	30.2	0.73	23.3	0.94
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	4.0	1.7	2.40	3.0	1.33
Nurses, Licensed	32.0	30.1	1.06	22.0	1.45
Ancillary Nursing Personnel	6.0	15.7	0.38	21.0	0.29
All Other Personnel	28.3	59.3	0.48	73.3	0.39
Total FTEs	70.3	106.8	0.66	119.3	0.59
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	13.4	5.9	2.27	9.2	1.45
Nurses, Licensed	106.9	106.4	1.00	67.4	1.59
Ancillary Nursing Personnel	20.0	55.6	0.36	64.4	0.31
All Other Personnel	94.7	209.4	0.45	224.8	0.42
Total FTEs	235.0	377.3	0.62	365.8	0.64

**Total Hospital:**

Beds Set Up & Staffed 56  
 Discharges 499  
 Inpatient Days 10,964

**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 12/31/2018	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	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	483	10,964	53.6%	30.0	22.7
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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	0	1.0
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	15	0	15.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	6	0	6.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	1	1.3
Nurse Practitioners	15	0	15.0	Psychologists	1	0	1.0
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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	8	0	8.0				
Clinical Laboratory Personnel	1	0	1.0				
				<b>Total</b>	<b>70</b>	<b>1</b>	<b>70.3</b>

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

			All LTAC Hospitals		FY 2018 vs. 2017	
Selected Financial Statistics		FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$35,561,530	40.1%	51.8%	0.78	39.4%	1.02
Medical Assistance	\$34,563,871	39.0%	28.0%	1.39	45.2%	0.86
Commercial	\$18,432,036	20.8%	20.2%	1.03	15.4%	1.35
All Other	\$27,703	0.0%	0.0%	0.98	0.1%	0.40
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$30,247,499	34.1%	37.9%	0.90	33.3%	1.02
Medical Assistance	\$28,730,556	32.4%	21.2%	N/A	34.0%	0.95
Commercial	\$15,109,700	17.1%	12.2%	1.39	12.5%	1.37
Bad Debt	\$298,989	0.3%	0.4%	0.81	0.4%	0.92
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	\$74,386,744	84.0%	71.8%	1.17	80.1%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.5%	1.9%	0.29	0.1%	7.45
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	\$8,666,398	53.1%	48.9%	1.09	41.9%	1.26
Supplies & Services	\$5,483,311	33.6%	40.9%	0.82	46.3%	0.72
Capital Component	\$2,186,395	13.4%	10.2%	1.31	11.7%	1.14
<b>Fiscal Statistics</b>						
Operating Margin (%)		-14.4%	-1.8%	8.04	-2.0%	7.05
Total Hospital Net Income (%)		-14.4%	-1.2%	12.23	-2.0%	7.05
Return on Equity (%)		-40.9%	-2.4%	17.26	-3.4%	12.12
Current Ratio		0.3	1.7	0.21	0.7	0.48
Days in Net Patient Accounts Receivable		104.4	89.1	1.17	113.7	0.92
Average Payment Period		295.2	96.1	3.07	176.8	1.67
Equity Financing (%)		0.0%	0.0%	13.43	0.0%	23.82
Long-Term Debt to Equity Ratio		-0.2	-0.3	0.76	-3.1	0.08
Times Interest Earned		-5.7	-0.7	8.34	-0.1	56.81
Total Asset Turnover		2.8	2.0	1.42	1.6	1.72
Average Age of Plant (Years)		3.4	7.0	0.49	2.9	1.20
Increase (Decrease) Total Net Patient Revenue		-25.2%	-5.2%	4.85	3.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge		\$29,053	\$49,695	0.58	\$37,926	0.77
Inpatient Net Revenue per Day		\$1,327	\$1,647	0.81	\$1,624	0.82
Outpatient Net Revenue per Visit		\$0	\$42	N/A	\$0	N/A
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>	
Gross Patient Revenue (GPR)	\$88,585,140	Cash & Cash Equivalents	\$9,531	Current Liabilities	\$13,146,485	
Less Deductions	\$74,386,744	Net Patient Receivables	\$4,061,039	Long-Term Debt	\$2,661,064	
Net Patient Revenue	\$14,198,396	Other Receivables	-\$14,914	Other Liabilities	\$0	
Plus Other Revenue	\$77,506			Subtotal	\$15,807,549	
Total Revenue	\$14,275,902	Land, Buildings & Equipment (Net)	\$441,106	Unrestricted Fund Balance	-\$10,768,475	
Less Expenses	\$16,336,104	Other Assets	\$542,312	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$5,039,074	
Net Income	-\$2,060,202	Total Assets	\$5,039,074			

**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		All LTAC Hospitals		FY 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	63.6%	69.5%	0.92	61.0%	1.04
Total Hospital	63.6%	68.4%	0.93	61.0%	1.04
<b>Average Census (Patients)</b>					
Acute Long-Term Care	36.9	28.3	1.31	35.4	1.04
Total Hospital	36.9	28.3	1.31	35.4	1.04
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	34.9	30.5	1.15	30.3	1.15
Total Hospital	34.9	30.2	1.16	30.3	1.15
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.7	0.60	1.0	1.00
Nurses, Licensed	30.7	30.1	1.02	37.5	0.82
Ancillary Nursing Personnel	23.3	15.7	1.48	20.7	1.13
All Other Personnel	78.0	59.3	1.32	86.3	0.90
Total FTEs	133.0	106.8	1.25	145.4	0.91
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	2.7	5.9	0.46	2.8	0.96
Nurses, Licensed	83.1	106.4	0.78	105.9	0.78
Ancillary Nursing Personnel	63.2	55.6	1.14	58.4	1.08
All Other Personnel	211.3	209.4	1.01	243.7	0.87
Total FTEs	360.3	377.3	0.95	410.8	0.88

**Total Hospital:**

Beds Set Up & Staffed 58  
Discharges 386  
Inpatient Days 13,473

**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 12/31/2018	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	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	386	13,473	63.6%	36.9	34.9
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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	0	2.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	0	11.0
Registered Nurses	30	2	30.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	23	1	23.3	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	2	0	2.0
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	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	49	0	49.0
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>132</b>	<b>3</b>	<b>133.0</b>

**310 Select Specialty Hospital - Madison**

Madison, WI 53715

Madison, WI 53715			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$37,549,199	58.8%	51.8%	1.13		64.2%	0.92
Medical Assistance	\$10,365,198	16.2%	28.0%	0.58		11.1%	1.46
Commercial	\$15,922,377	24.9%	20.2%	1.23		24.7%	1.01
All Other	\$72,649	0.1%	0.0%	3.58		0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$25,179,803	39.4%	37.9%	1.04		41.9%	0.94
Medical Assistance	\$6,378,280	10.0%	21.2%	N/A		7.8%	1.28
Commercial	\$7,836,778	12.3%	12.2%	1.00		11.7%	1.05
Bad Debt	\$293,910	0.5%	0.4%	1.10		0.7%	0.63
Charity Care	\$72,649	0.1%	0.0%	5.59		0.0%	N/A
All Other	\$0	0.0%	0.0%	N/A		0.0%	N/A
Total Deductions	\$39,761,420	62.2%	71.8%	0.87		62.1%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		0.3%	1.9%	0.18		0.4%	0.83
Net Gains/Losses as % of Net Income		N/A	N/A	N/A		N/A	N/A
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$11,324,235	44.0%	48.9%	0.90		46.7%	0.94
Supplies & Services	\$11,768,724	45.8%	40.9%	1.12		42.9%	1.07
Capital Component	\$2,625,395	10.2%	10.2%	1.00		10.4%	0.98
<b>Fiscal Statistics</b>							
Operating Margin (%)		-6.1%	-1.8%	3.42		-3.7%	1.65
Total Hospital Net Income (%)		-5.0%	-1.2%	4.21		-1.4%	3.45
Return on Equity (%)		-15.2%	-2.4%	6.43		-3.9%	3.88
Current Ratio		2.7	1.7	1.57		3.6	0.73
Days in Net Patient Accounts Receivable		82.3	89.1	0.92		95.9	0.86
Average Payment Period		30.6	96.1	0.32		26.7	1.15
Equity Financing (%)		0.0%	0.0%	12.22		0.0%	1.23
Long-Term Debt to Equity Ratio		0.0	-0.3	N/A		0.0	N/A
Times Interest Earned		-2.2	-0.7	3.26		-0.1	28.13
Total Asset Turnover		3.0	2.0	1.52		2.7	1.14
Average Age of Plant (Years)		7.7	7.0	1.10		7.8	0.99
Increase (Decrease) Total Net Patient Revenue		2.8%	-5.2%	N/A		-11.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A		N/A	N/A
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge	\$63,321		\$49,695	1.27		\$56,190	1.13
Inpatient Net Revenue per Day	\$1,814		\$1,647	1.10		\$1,852	0.98
Outpatient Net Revenue per Visit	\$0		\$42	N/A		\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,909,423	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,118,111
Less Deductions	\$39,761,420	Net Patient Receivables	\$5,444,533	Long-Term Debt	\$0
Net Patient Revenue	\$24,148,003	Other Receivables	\$515	Other Liabilities	\$21,389,003
Plus Other Revenue	\$82,390			Subtotal	\$23,507,114
Total Revenue	\$24,230,393	Land, Buildings & Equipment (Net)	\$2,363,854	Unrestricted Fund Balance	-\$15,524,133
Less Expenses	\$25,718,354	Other Assets	\$174,079	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$271,609			Total Liabilities & Fund Balance	\$7,982,981
Net Income	-\$1,216,352	Total Assets	\$7,982,981		

**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		All LTAC Hospitals		FY 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	65.3%	69.5%	0.94	57.1%	1.14
Total Hospital	65.3%	68.4%	0.95	57.1%	1.14
<b>Average Census (Patients)</b>					
Acute Long-Term Care	18.9	28.3	0.67	16.6	1.14
Total Hospital	18.9	28.3	0.67	16.6	1.14
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	32.8	30.5	1.08	29.5	1.11
Total Hospital	32.8	30.2	1.09	29.5	1.11
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.7	0.60	1.0	1.00
Nurses, Licensed	17.3	30.1	0.57	18.0	0.96
Ancillary Nursing Personnel	11.6	15.7	0.74	9.7	1.20
All Other Personnel	33.9	59.3	0.57	28.7	1.18
Total FTEs	63.9	106.8	0.60	57.3	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.3	5.9	0.90	6.0	0.87
Nurses, Licensed	91.3	106.4	0.86	108.6	0.84
Ancillary Nursing Personnel	61.4	55.6	1.10	58.3	1.05
All Other Personnel	179.0	209.4	0.85	173.0	1.03
Total FTEs	337.1	377.3	0.89	346.0	0.97

**Total Hospital:**

Beds Set Up & Staffed 29  
 Discharges 211  
 Inpatient Days 6,915

**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 12/31/2018	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	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	211	6,915	65.3%	18.9	32.8
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	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	4	5	6.1
Registered Nurses	15	5	17.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	11	1	11.6	Physical Therapy Assistants/Aides	1	1	1.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.4
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	8	2	8.7
Health Info Mgmt-Administrators/Technicians	1	1	1.9	All Other Personnel	9	2	10.0
Pharmacy Personnel	2	2	2.3				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>55</b>	<b>20</b>	<b>63.9</b>

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

Milwaukee, WI 53215			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$23,194,719	64.2%	51.8%	1.24	69.4%	0.93	
Medical Assistance	\$6,868,862	19.0%	28.0%	0.68	10.7%	1.78	
Commercial	\$6,037,969	16.7%	20.2%	0.83	19.8%	0.84	
All Other	\$0	0.0%	0.0%	N/A	0.1%	N/A	
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$16,185,487	44.8%	37.9%	1.18	46.5%	0.96	
Medical Assistance	\$5,021,883	13.9%	21.2%	N/A	7.9%	1.77	
Commercial	\$3,213,640	8.9%	12.2%	0.73	12.2%	0.73	
Bad Debt	\$331,816	0.9%	0.4%	2.20	0.6%	1.48	
Charity Care	\$0	0.0%	0.0%	N/A	0.1%	N/A	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
Total Deductions	\$24,752,826	68.6%	71.8%	0.95	67.2%	1.02	
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		0.3%	1.9%	0.18	0.2%	1.81	
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$5,014,329	42.6%	48.9%	0.87	46.1%	0.92	
Supplies & Services	\$5,446,433	46.3%	40.9%	1.13	42.1%	1.10	
Capital Component	\$1,306,667	11.1%	10.2%	1.09	11.8%	0.94	
<b>Fiscal Statistics</b>							
Operating Margin (%)		-3.3%	-1.8%	1.85	-6.9%	0.48	
Total Hospital Net Income (%)		-2.7%	-1.2%	2.32	-0.5%	5.57	
Return on Equity (%)		-7.7%	-2.4%	3.25	-0.8%	9.37	
Current Ratio		1.4	1.7	0.86	1.4	1.06	
Days in Net Patient Accounts Receivable		62.2	89.1	0.70	75.7	0.82	
Average Payment Period		53.6	96.1	0.56	120.7	0.44	
Equity Financing (%)		56.1%	0.0%	N/A	43.9%	1.28	
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		2.8	2.0	1.40	1.6	1.78	
Average Age of Plant (Years)		2.9	7.0	0.42	8.4	0.35	
Increase (Decrease) Total Net Patient Revenue		6.5%	-5.2%	N/A	-8.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge	\$55,358		\$49,695	1.11	\$52,953	1.05	
Inpatient Net Revenue per Day	\$1,689		\$1,647	1.03	\$1,795	0.94	
Outpatient Net Revenue per Visit	\$0		\$42	N/A	\$0	N/A	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$36,101,550		Cash & Cash Equivalents	\$0	Current Liabilities	\$1,673,723	
Less Deductions	\$24,752,826		Net Patient Receivables	\$1,933,759	Long-Term Debt	\$0	
Net Patient Revenue	\$11,348,724		Other Receivables	\$0	Other Liabilities	\$114,013	
Plus Other Revenue	\$39,699				Subtotal	\$1,787,736	
Total Revenue	\$11,388,423		Land, Buildings & Equipment (Net)	\$1,634,672	Unrestricted Fund Balance	\$2,281,106	
Less Expenses	\$11,767,429		Other Assets	\$500,411	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$65,365				Total Liabilities & Fund Balance	\$4,068,842	
Net Income	-\$313,641		Total Assets	\$4,068,842			

**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
<b>Occupancy Rate (%)</b>					
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
<b>Average Census (Patients)</b>					
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
<b>Average Length of Stay (Days)</b>					
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
<b>Full-Time Equivalents (FTEs)</b>					
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
<b>FTEs per 100 Patient Census (Adjusted)</b>					
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

**307 LIFECARE Hospitals of Milwaukee**  
Pewaukee, WI 53072

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)
<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	400	10,478	89.7%	28.7	26.2
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	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				
				<b>Total</b>	<b>125</b>	<b>6</b>	<b>154.8</b>

**307 LIFECARE Hospitals of Milwaukee**  
Pewaukee, WI 53072

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	

**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 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	80.6%	69.5%	1.16	72.1%	1.12
Total Hospital	72.3%	68.4%	1.06	66.6%	1.09
<b>Average Census (Patients)</b>					
Acute Long-Term Care	28.2	28.3	1.00	25.2	1.12
Total Hospital	28.2	28.3	1.00	26.0	1.09
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	42.2	30.5	1.38	41.7	1.01
Total Hospital	42.2	30.2	1.40	41.1	1.03
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.7	0.60	1.0	1.00
Nurses, Licensed	21.0	30.1	0.70	16.0	1.31
Ancillary Nursing Personnel	25.3	15.7	1.61	20.3	1.25
All Other Personnel	84.4	59.3	1.42	84.7	1.00
Total FTEs	131.7	106.8	1.23	122.0	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.5	5.9	0.60	3.8	0.93
Nurses, Licensed	73.8	106.4	0.69	60.5	1.22
Ancillary Nursing Personnel	89.0	55.6	1.60	76.9	1.16
All Other Personnel	296.3	209.4	1.41	320.1	0.93
Total FTEs	462.6	377.3	1.23	461.3	1.00

**Total Hospital:**

Beds Set Up & Staffed 39  
 Discharges 244  
 Inpatient Days 10,294

**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 12/31/2018	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	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	1	35	244	10,294	80.6%	28.2	42.2
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	5	0	5.0
Registered Nurses	17	2	18.3	Occupational Therapists	3	0	3.0
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	20	9	25.3	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	1	8.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	47	5	50.3
Pharmacy Personnel	3	1	3.7				
Clinical Laboratory Personnel	1	0	1.0				
				<b>Total</b>	<b>119</b>	<b>20</b>	<b>131.7</b>

**184 Lakeview Specialty Hospital & Rehab**

Waterford, WI 53185

Waterford, WI 53185			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$17,942,845	35.5%	51.8%	0.69		53.3%	0.67
Medical Assistance	\$24,803,719	49.1%	28.0%	1.75		24.2%	2.03
Commercial	\$7,795,048	15.4%	20.2%	0.76		22.5%	0.69
All Other	\$13,111	0.0%	0.0%	0.82		0.0%	2.28
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$13,139,309	26.0%	37.9%	0.69		36.7%	0.71
Medical Assistance	\$18,612,724	36.8%	21.2%	N/A		16.7%	2.21
Commercial	\$3,313,935	6.6%	12.2%	0.54		9.5%	0.69
Bad Debt	\$159,327	0.3%	0.4%	0.75		1.0%	0.31
Charity Care	\$0	0.0%	0.0%	N/A		0.0%	N/A
All Other	\$5,767	0.0%	0.0%	7.07		0.0%	N/A
Total Deductions	\$35,231,062	69.7%	71.8%	0.97		63.9%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		8.7%	1.9%	4.61		10.9%	0.80
Net Gains/Losses as % of Net Income		0.9%	N/A	N/A		0.0%	N/A
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$8,623,849	50.7%	48.9%	1.04		45.6%	1.11
Supplies & Services	\$6,430,634	37.8%	40.9%	0.92		43.1%	0.88
Capital Component	\$1,957,004	11.5%	10.2%	1.13		11.3%	1.02
<b>Fiscal Statistics</b>							
Operating Margin (%)		-1.3%	-1.8%	0.73		3.0%	N/A
Total Hospital Net Income (%)		-1.3%	-1.2%	1.12		3.0%	N/A
Return on Equity (%)		-3.5%	-2.4%	1.47		8.1%	N/A
Current Ratio		0.9	1.7	0.52		2.1	0.42
Days in Net Patient Accounts Receivable		144.0	89.1	1.62		136.3	1.06
Average Payment Period		149.6	96.1	1.56		64.7	2.31
Equity Financing (%)		0.0%	0.0%	6.66		53.4%	N/A
Long-Term Debt to Equity Ratio		0.0	-0.3	N/A		0.0	N/A
Times Interest Earned		-4.8	-0.7	7.10		9.5	N/A
Total Asset Turnover		2.6	2.0	1.32		2.7	0.97
Average Age of Plant (Years)		29.8	7.0	4.25		30.6	0.97
Increase (Decrease) Total Net Patient Revenue		-5.0%	-5.2%	0.95		-6.4%	0.77
Outpatient Gross Revenue (% of Total GPR)		0.9%	0.1%	7.07		1.7%	0.54
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge	\$62,667		\$49,695	1.26		\$70,483	0.89
Inpatient Net Revenue per Day	\$1,485		\$1,647	0.90		\$1,717	0.87
Outpatient Net Revenue per Visit	\$42		\$42	1.00		\$74	0.57

Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,554,723		Cash & Cash Equivalents	\$28,707	Current Liabilities	\$6,946,272
Less Deductions	\$35,231,062		Net Patient Receivables	\$6,046,836	Long-Term Debt	\$0
Net Patient Revenue	\$15,323,661		Other Receivables	\$0	Other Liabilities	\$6,158,137
Plus Other Revenue	\$1,467,657				Subtotal	\$13,104,409
Total Revenue	\$16,791,318		Land, Buildings & Equipment (Net)	\$306,222	Unrestricted Fund Balance	-\$6,739,704
Less Expenses	\$17,011,487		Other Assets	-\$17,061	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,026				Total Liabilities & Fund Balance	\$6,364,705
Net Income	-\$222,195		Total Assets	\$6,364,704		

**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		All LTAC Hospitals		FY 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	79.0%	69.5%	1.14	83.4%	0.95
Total Hospital	79.0%	68.4%	1.16	83.4%	0.95
<b>Average Census (Patients)</b>					
Acute Long-Term Care	26.9	28.3	0.95	28.3	0.95
Total Hospital	26.9	28.3	0.95	28.3	0.95
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	31.9	30.5	1.04	35.9	0.89
Total Hospital	31.9	30.2	1.06	35.9	0.89
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.7	0.60	1.0	1.00
Nurses, Licensed	29.7	30.1	0.99	34.9	0.85
Ancillary Nursing Personnel	18.1	15.7	1.15	17.8	1.02
All Other Personnel	38.2	59.3	0.64	43.4	0.88
Total FTEs	87.1	106.8	0.82	97.1	0.90
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.7	5.9	0.63	3.5	1.05
Nurses, Licensed	110.6	106.4	1.04	123.1	0.90
Ancillary Nursing Personnel	67.5	55.6	1.21	62.9	1.07
All Other Personnel	142.1	209.4	0.68	153.2	0.93
Total FTEs	323.9	377.3	0.86	342.7	0.95

**Total Hospital:**

Beds Set Up & Staffed 34  
 Discharges 308  
 Inpatient Days 9,810

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) No

**190 Select Specialty Hospital - Milwaukee - West Allis**  
West Allis, WI 53227

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)
<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	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	308	9,810	79.0%	26.9	31.9
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	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	7	5	9.3
Registered Nurses	28	4	29.7	Occupational Therapists	0	2	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	4	1.3
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	1	0.9
Ancillary Nursing Personnel	14	3	18.1	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	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	7	3	8.4
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	9	2	9.6
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>72</b>	<b>27</b>	<b>87.1</b>

**190 Select Specialty Hospital - Milwaukee - West Allis**  
West Allis, WI 53227

West Allis, WI 53227			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$36,520,326	65.8%	51.8%	1.27	63.5%	1.04	
Medical Assistance	\$8,052,468	14.5%	28.0%	0.52	10.0%	1.45	
Commercial	\$10,931,672	19.7%	20.2%	0.98	26.5%	0.74	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$26,263,759	47.3%	37.9%	1.25	45.0%	1.05	
Medical Assistance	\$6,076,332	10.9%	21.2%	0.52	6.4%	1.70	
Commercial	\$6,101,127	11.0%	12.2%	0.90	16.5%	0.67	
Bad Debt	\$409,093	0.7%	0.4%	1.76	1.0%	0.73	
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	\$38,850,311	70.0%	71.8%	0.97	68.9%	1.02	
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		0.3%	1.9%	0.15	0.1%	2.38	
Net Gains/Losses as % of Net Income		598.2%	N/A	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	\$7,141,370	42.2%	48.9%	0.86	43.7%	0.96	
Supplies & Services	\$8,171,431	48.2%	40.9%	1.18	47.2%	1.02	
Capital Component	\$1,627,341	9.6%	10.2%	0.94	9.1%	1.05	
<b>Fiscal Statistics</b>							
Operating Margin (%)		-1.4%	-1.8%	0.80	1.0%	N/A	
Total Hospital Net Income (%)		0.3%	-1.2%	N/A	0.5%	0.53	
Return on Equity (%)		0.2%	-2.4%	N/A	0.4%	0.50	
Current Ratio		16.7	1.7	9.92	16.7	1.00	
Days in Net Patient Accounts Receivable		86.2	89.1	0.97	114.6	0.75	
Average Payment Period		30.5	96.1	0.32	28.9	1.06	
Equity Financing (%)		94.1%	0.0%	N/A	94.2%	1.00	
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		0.7	2.0	0.35	0.8	0.92	
Average Age of Plant (Years)		19.4	7.0	2.76	16.6	1.16	
Increase (Decrease) Total Net Patient Revenue		-7.3%	-5.2%	1.40	-7.0%	1.05	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge		\$55,400	\$49,695	1.11	\$64,411	0.86	
Inpatient Net Revenue per Day		\$1,739	\$1,647	1.06	\$1,793	0.97	
Outpatient Net Revenue per Visit		\$0	\$42	N/A	\$0	N/A	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$55,504,466	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,396,023		
Less Deductions	\$38,850,311	Net Patient Receivables	\$3,932,697	Long-Term Debt	\$14,542		
Net Patient Revenue	\$16,654,155	Other Receivables	\$0	Other Liabilities	\$0		
Plus Other Revenue	\$45,976			Subtotal	\$1,410,565		
Total Revenue	\$16,700,131	Land, Buildings & Equipment (Net)	\$631,416	Unrestricted Fund Balance	\$22,571,185		
Less Expenses	\$16,940,142	Other Assets	\$19,417,637	Restricted Fund Balance	\$0		
Non-Operating Gains/Losses	\$288,184			Total Liabilities & Fund Balance	\$23,981,750		
Net Income	\$48,173	Total Assets	\$23,981,750				