

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 2019 vs.2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	85.9%	72.8%	1.18	80.6%	1.07
Total Hospital	79.2%	71.5%	1.11	72.3%	1.10
Average Census (Patients)					
Acute Long-Term Care	30.1	28.4	1.06	28.2	1.07
Total Hospital	30.9	28.6	1.08	28.2	1.10
Average Length of Stay (Days)					
Acute Long-Term Care	42.7	34.4	1.24	42.2	1.01
Total Hospital	42.7	34.4	1.24	42.2	1.01
Full-Time Equivalents (FTEs)					
Administrators	12.0	3.8	3.20	1.0	12.00
Nurses, Licensed	28.7	30.3	0.95	21.0	1.37
Ancillary Nursing Personnel	23.3	19.8	1.18	25.3	0.92
All Other Personnel	81.7	55.6	1.47	84.4	0.97
Total FTEs	145.7	109.5	1.33	131.7	1.11
FTEs per 100 Patient Census (Adjusted)					
Administrators	38.6	13.1	2.94	3.5	10.98
Nurses, Licensed	92.1	105.9	0.87	73.8	1.25
Ancillary Nursing Personnel	75.0	69.2	1.08	89.0	0.84
All Other Personnel	262.5	194.1	1.35	296.3	0.89
Total FTEs	468.1	382.3	1.22	462.6	1.01

Total Hospital:

Beds Set Up & Staffed 39
 Discharges 264
 Inpatient Days 11,281

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 12/31/2019	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	7	301	20.6%	0.8	43.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	1	35	257	10,980	85.9%	30.1	42.7
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	12	0	12.0	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	23	3	25.0	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	1	3.7	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	20	5	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	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	3	1	3.7
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	45	5	48.3
Pharmacy Personnel	3	2	4.3				
Clinical Laboratory Personnel	1	0	1.0				
				Total	133	19	145.7

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Waterford, WI 53185			All LTAC Hospitals		FY 2019 vs. 2018		
Selected Financial Statistics			FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$12,129,726	26.7%	51.9%	0.51	35.5%	0.75	
Medical Assistance	\$18,040,933	39.7%	25.2%	1.58	49.1%	0.81	
Commercial	\$15,229,696	33.5%	22.9%	1.46	15.4%	2.18	
All Other	\$1,155	0.0%	0.0%	5.01	0.0%	0.10	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$10,542,635	23.2%	37.9%	0.61	26.0%	0.89	
Medical Assistance	\$14,935,357	32.9%	18.7%	N/A	36.8%	0.89	
Commercial	\$2,662,015	5.9%	10.7%	0.55	6.6%	0.89	
Bad Debt	\$496,089	1.1%	0.6%	1.83	0.3%	3.47	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$627	0.0%	0.0%	5.01	0.0%	0.12	
Total Deductions	\$28,636,723	63.1%	67.9%	0.93	69.7%	0.91	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		5.4%	1.6%	3.40	8.7%	0.62	
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.9%	N/A	
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$9,140,650	50.6%	44.2%	1.14	50.7%	1.00	
Supplies & Services	\$7,307,146	40.5%	46.6%	0.87	37.8%	1.07	
Capital Component	\$1,612,960	8.9%	9.2%	0.97	11.5%	0.78	
Fiscal Statistics							
Operating Margin (%)		-1.9%	-2.4%	0.79	-1.3%	1.45	
Total Hospital Net Income (%)		-1.9%	-2.0%	0.94	-1.3%	1.44	
Return on Equity (%)		-4.3%	-3.0%	1.41	-3.5%	1.22	
Current Ratio		2.3	3.7	0.62	0.9	2.66	
Days in Net Patient Accounts Receivable		119.3	86.6	1.38	144.0	0.83	
Average Payment Period		59.4	50.3	1.18	149.6	0.40	
Equity Financing (%)		0.0%	9.0%	N/A	0.0%	0.37	
Long-Term Debt to Equity Ratio		0.0	0.8	N/A	0.0	N/A	
Times Interest Earned		-21.4	-98.8	0.22	-4.8	4.43	
Total Asset Turnover		2.2	1.5	1.51	2.6	0.85	
Average Age of Plant (Years)		20.4	9.6	2.14	29.8	0.69	
Increase (Decrease) Total Net Patient Revenue		9.4%	9.4%	1.00	-5.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)		0.7%	0.1%	5.01	0.9%	0.75	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge		\$64,781	\$61,235	1.06	\$62,667	1.03	
Inpatient Net Revenue per Day		\$1,516	\$1,780	0.85	\$1,485	1.02	
Outpatient Net Revenue per Visit		\$41	\$41	1.00	\$42	0.98	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$45,401,510	Cash & Cash Equivalents	\$277,130	Current Liabilities	\$2,924,233		
Less Deductions	\$28,636,723	Net Patient Receivables	\$5,481,043	Long-Term Debt	\$0		
Net Patient Revenue	\$16,764,787	Other Receivables	\$57,288	Other Liabilities	\$8,125,375		
Plus Other Revenue	\$957,964			Subtotal	\$11,049,608		
Total Revenue	\$17,722,753	Land, Buildings & Equipment (Net)	\$1,158,966	Unrestricted Fund Balance	-\$3,102,698		
Less Expenses	\$18,060,756	Other Assets	\$972,483	Restricted Fund Balance	\$0		
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$7,946,910		
Net Income	-\$338,003	Total Assets	\$7,946,910				