

181 Kindred Hospital - Milwaukee
 5017 S 110th St
 Greenfield, WI 53228
 414-427-8282

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 1

Selected Utilization Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2005 vs. 2004	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	59.1%	N/A	70.3%	N/A	19.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.6%	N/A	47.8%	N/A	6.3%	N/A	0.0%	N/A
Pediatrics	0.0%	54.2%	N/A	92.7%	N/A	18.8%	N/A	0.0%	N/A
Total Hospital	57.5%	57.7%	1.00	37.4%	1.54	38.4%	1.50	79.7%	0.72
Average Census (Patients)									
Adult Medical-Surgical	0.0	31.3	N/A	84.6	N/A	2.7	N/A	0.0	N/A
Obstetrics	0.0	5.4	N/A	20.6	N/A	0.1	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	17.6	N/A	0.8	N/A	0.0	N/A
Total Hospital	32.2	54.6	0.59	123.4	0.26	9.9	3.25	30.3	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	3.7	N/A	4.2	N/A	3.4	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Pediatrics	0.0	2.5	N/A	2.5	N/A	1.7	N/A	0.0	N/A
Total Hospital	33.5	4.3	7.79	5.0	6.70	8.3	4.03	33.8	0.99
Surgical Operations									
Inpatient	1	1,644	0.00	3,104	0.00	44	0.02	0	N/A
Outpatient	0	3,777	N/A	4,364	N/A	110	N/A	0	N/A
Inpatient as % of All Surgeries	100.0%	30.3%	3.30	41.6%	2.40	28.7%	3.48	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	0	84,436	N/A	132,317	N/A	8,425	N/A	0	N/A
Emergency Visits	0	15,777	N/A	26,748	N/A	1,935	N/A	3	0.00
Full-Time Equivalents (FTEs)									
Administrators	3.0	17.4	0.17	40.4	0.07	1.9	1.58	3.0	1.00
Nurses, Licensed	36.0	173.6	0.21	332.6	0.11	23.9	1.51	32.6	1.10
Ancillary Nursing Personnel	18.2	34.8	0.52	79.3	0.23	8.5	2.14	19.1	0.95
All Other Personnel	67.9	410.2	0.17	715.2	0.09	47.5	1.43	51.6	1.32
Total FTEs	125.1	636.0	0.20	1,167.5	0.11	81.9	1.53	106.4	1.18
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	17.1	0.55	18.9	0.49	13.1	0.71	9.9	0.94
Nurses, Licensed	112.1	170.3	0.66	155.9	0.72	164.3	0.68	107.5	1.04
Ancillary Nursing Personnel	56.6	34.1	1.66	37.2	1.52	58.6	0.97	63.1	0.90
All Other Personnel	211.4	402.4	0.53	335.2	0.63	326.3	0.65	170.2	1.24
Total FTEs	389.4	623.8	0.62	547.2	0.71	562.3	0.69	350.7	1.11

Total Hospital:
 Beds Set Up & Staffed 56
 Discharges 351
 Inpatient Days 11,754

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Beds Set Up & Staffed 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2005	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	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	52	336	10,966	57.8%	30.0	32.6
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	4	18	788	54.0%	2.2	43.8
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.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

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	Radiological Services Personnel	1	5	1.1
Physicians & Dentists	0	0	0.0	Respiratory Therapists	9	3	10.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	3	0.8
Registered Nurses	19	10	22.3	Occupational Therapy Assistants/Aides	0	1	0.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	1	1.2
Licensed Practical Nurses	13	2	13.7	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	18	1	18.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Medical Records Personnel	1	0	1.0	Social Workers	0	2	0.2
Pharmacy Personnel	3	9	4.3	All Other Health Professionals	13	1	13.4
Clinical Laboratory Personnel	1	1	1.1	All Other Personnel	32	2	32.1
Surgical Personnel	0	0	0.0	Total	116	43	125.1

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Selected Financial Statistics	FY 2005	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2005 vs. 2004		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2004	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,028,345	57.0%	41.4%	1.38	39.4%	1.45	56.4%	1.01	53.1%	1.07
Medical Assistance	\$11,962,065	27.3%	10.2%	2.67	15.1%	1.80	11.3%	2.41	21.8%	1.25
Commercial	\$6,905,196	15.7%	41.7%	0.38	37.4%	0.42	26.1%	0.60	25.0%	0.63
All Other	\$0	0.0%	6.8%	N/A	8.1%	N/A	6.2%	N/A	0.1%	0.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,885,371	36.2%	25.3%	1.43	26.2%	1.38	25.3%	1.43	32.7%	1.11
Medical Assistance	\$8,931,480	20.3%	7.7%	2.64	11.7%	1.74	6.4%	3.18	17.2%	1.18
Commercial	\$3,497,810	8.0%	9.7%	0.82	10.0%	0.80	5.5%	1.45	11.2%	0.71
Charity Care	\$0	0.0%	1.5%	N/A	1.9%	N/A	0.5%	N/A	0.0%	N/A
All Other	\$238,718	0.5%	1.5%	0.36	2.1%	0.26	0.5%	1.09	0.0%	N/A
Total Deductions	\$28,553,379	65.0%	45.7%	1.42	51.9%	1.25	38.2%	1.70	61.2%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	4.4%	0.11	4.0%	0.12	3.2%	0.15	0.3%	1.55
Net Gains/Losses as % of Net Income		0.0%	12.3%	N/A	9.1%	N/A	2.0%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,577,438	47.8%	47.5%	1.01	42.1%	1.13	50.6%	0.94	49.7%	0.96
Supplies & Services	\$6,649,683	48.3%	40.2%	1.20	45.8%	1.05	39.5%	1.22	45.8%	1.05
Capital Component	\$541,794	3.9%	8.7%	0.45	8.4%	0.47	8.3%	0.47	4.1%	0.96
Bad Debt	\$0	0.0%	3.6%	N/A	3.7%	N/A	1.6%	N/A	0.4%	0.00
Fiscal Statistics										
Operating Margin (%)		10.7%	7.6%	1.41	6.0%	1.78	4.5%	2.38	20.2%	0.53
Total Hospital Net Income (%)		10.7%	8.6%	1.24	6.5%	1.64	4.6%	2.32	20.2%	0.53
Return on Equity (%)		12.5%	7.2%	1.73	5.5%	2.27	7.1%	1.76	24.0%	0.52
Current Ratio		2.5	2.8	0.88	2.4	1.02	2.0	1.23	4.7	0.52
Days in Net Patient Accounts Receivable		147.5	51.2	2.88	43.4	3.40	69.6	2.12	36.8	4.01
Average Payment Period		73.7	53.8	1.37	62.7	1.17	60.6	1.22	26.7	2.76
Equity Financing (%)		299.4%	58.5%	5.12	58.4%	5.13	55.9%	5.36	93.4%	3.21
Long-Term Debt to Equity Ratio		-0.7	0.4	N/A	0.4	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	6.9	N/A	5.9	N/A	3.4	N/A	0.0	N/A
Total Asset Turnover		1.2	0.8	1.46	0.8	1.46	1.5	0.78	1.2	0.98
Average Age of Plant (Years)		13.2	9.1	1.45	9.0	1.47	10.7	1.23	3.5	3.72
Increase (Decrease) Total Net Patient Revenue		-1.0%	9.1%	N/A	7.5%	N/A	10.3%	N/A	-8.0%	0.13
Outpatient Gross Revenue (% of Total GPR)		0.0%	46.6%	N/A	37.1%	N/A	32.1%	N/A	0.1%	0.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$53,675	\$9,724	5.52	\$12,721	4.22	\$14,623	3.67	\$47,392	1.13
Inpatient Net Revenue per Day		\$1,603	\$2,239	0.72	\$2,545	0.63	\$1,624	0.99	\$1,402	1.14
Outpatient Net Revenue per Visit		\$0	\$430	N/A	\$444	N/A	\$339	N/A	\$15,988	0.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,895,606	Cash & Cash Equivalents	-\$165,475	Current Liabilities	\$2,669,070
Less Deductions	\$28,553,379	Net Patient Receivables	\$6,200,252	Long-Term Debt	-\$29,035,374
Net Patient Revenue	\$15,342,227	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$74,862			Subtotal	-\$26,366,304
Total Revenue	\$15,417,089	Land, Buildings & Equipment (Net)	\$6,683,439	Unrestricted Fund Balance	\$39,589,345
Less Expenses	\$13,768,915	Other Assets	\$504,826	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$13,223,042
Net Income	\$1,648,174	Total Assets	\$13,223,042		