

**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 2006	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	59.2%	N/A	69.8%	N/A	16.9%	N/A	0.0%	N/A
Obstetrics	0.0%	41.5%	N/A	47.3%	N/A	5.4%	N/A	0.0%	N/A
Pediatrics	0.0%	52.2%	N/A	87.1%	N/A	21.3%	N/A	0.0%	N/A
Total Hospital	54.9%	57.2%	0.96	65.7%	0.84	39.1%	1.40	57.5%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	31.4	N/A	86.2	N/A	1.9	N/A	0.0	N/A
Obstetrics	0.0	5.3	N/A	20.3	N/A	0.2	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	17.9	N/A	1.0	N/A	0.0	N/A
Total Hospital	30.7	53.6	0.57	122.4	0.25	9.5	3.24	32.2	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.6	N/A	4.1	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.8	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	2.2	N/A	2.1	N/A	1.4	N/A	0.0	N/A
Total Hospital	28.8	4.3	6.71	5.0	5.77	9.0	3.21	33.5	0.86
<b>Surgical Operations</b>									
Inpatient	0	1,903	N/A	4,942	N/A	14	N/A	1	0.00
Outpatient	0	4,240	N/A	7,148	N/A	118	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	31.0%	N/A	40.9%	N/A	10.5%	N/A	100.0%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	0	89,386	N/A	145,312	N/A	8,715	N/A	0	N/A
Emergency Visits	0	15,537	N/A	27,305	N/A	1,418	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	17.1	0.18	36.5	0.08	2.4	1.25	3.0	1.00
Nurses, Licensed	41.4	180.9	0.23	356.0	0.12	23.8	1.74	36.0	1.15
Ancillary Nursing Personnel	17.0	35.0	0.49	75.9	0.22	8.8	1.93	18.2	0.94
All Other Personnel	53.8	419.6	0.13	709.0	0.08	42.1	1.28	67.9	0.79
Total FTEs	115.2	652.6	0.18	1,177.4	0.10	77.1	1.49	125.1	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.8	16.6	0.59	16.9	0.58	17.1	0.57	9.3	1.05
Nurses, Licensed	134.6	175.7	0.77	164.5	0.82	170.5	0.79	111.8	1.20
Ancillary Nursing Personnel	55.4	34.0	1.63	35.1	1.58	63.2	0.88	56.4	0.98
All Other Personnel	174.9	407.4	0.43	327.4	0.53	301.2	0.58	210.8	0.83
Total FTEs	374.7	633.7	0.59	543.8	0.69	552.0	0.68	388.3	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 56  
 Discharges 389  
 Inpatient Days 11,221

**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 12/31/2006	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	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	356	10,026	52.8%	27.5	28.2
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	1	4	33	1,195	81.8%	3.3	36.2
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.

\* 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	2	1.3
Physicians & Dentists	0	0	0.0	Respiratory Therapists	12	0	12.0
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	29	8	33.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	6	4	8.4	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	15	4	17.0	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	0	0	0.0
Medical Records Personnel	1	0	1.0	Social Workers	1	1	1.4
Pharmacy Personnel	0	0	0.0	All Other Health Professionals	10	0	10.0
Clinical Laboratory Personnel	1	1	1.4	All Other Personnel	23	6	25.6
Surgical Personnel	0	0	0.0	<b>Total</b>	<b>103</b>	<b>26</b>	<b>115.2</b>

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Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area 2B		Volume Group 1		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,954,543	47.3%	41.4%	1.14	39.1%	1.21	56.2%	0.84	57.0%	0.83
Medical Assistance	\$7,253,188	17.2%	10.3%	1.67	15.6%	1.10	9.5%	1.81	27.3%	0.63
Commercial	\$14,976,735	35.5%	41.8%	0.85	38.0%	0.93	29.0%	1.22	15.7%	2.26
All Other	\$0	0.0%	6.5%	N/A	7.3%	N/A	5.3%	N/A	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,331,220	31.6%	25.6%	1.23	26.2%	1.21	24.9%	1.27	36.2%	0.87
Medical Assistance	\$5,298,965	12.6%	7.7%	1.63	11.5%	1.09	5.5%	2.28	20.3%	0.62
Commercial	\$8,449,885	20.0%	10.6%	1.89	11.9%	1.68	7.6%	2.64	8.0%	2.51
Charity Care	\$0	0.0%	1.6%	N/A	1.6%	N/A	0.4%	N/A	0.0%	N/A
All Other	-\$1,468,262	-3.5%	1.4%	N/A	2.0%	N/A	0.1%	N/A	0.5%	N/A
Total Deductions	\$25,611,808	60.7%	47.0%	1.29	53.2%	1.14	38.5%	1.58	65.0%	0.93
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.5%	4.5%	0.11	4.2%	0.11	3.1%	0.15	0.5%	0.98
Net Gains/Losses as % of Net Income		0.0%	20.7%	N/A	27.9%	N/A	N/A	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$6,806,298	49.0%	47.5%	1.03	42.2%	1.16	50.2%	0.98	47.8%	1.03
Supplies & Services	\$6,524,648	47.0%	40.1%	1.17	44.4%	1.06	40.0%	1.18	48.3%	0.97
Capital Component	\$550,663	4.0%	9.0%	0.44	9.9%	0.40	7.6%	0.52	3.9%	1.01
Bad Debt	\$0	0.0%	3.5%	N/A	3.5%	N/A	2.2%	N/A	0.0%	N/A
<b>Fiscal Statistics</b>										
Operating Margin (%)		16.6%	5.9%	2.82	2.5%	6.66	6.1%	2.73	10.7%	1.56
Total Hospital Net Income (%)		16.6%	7.3%	2.28	3.5%	4.75	5.6%	2.97	10.7%	1.56
Return on Equity (%)		21.3%	6.1%	3.50	3.0%	7.12	8.6%	2.48	12.5%	1.71
Current Ratio		3.4	3.0	1.14	2.6	1.31	1.6	2.13	2.5	1.39
Days in Net Patient Accounts Receivable		94.7	51.6	1.83	43.1	2.20	65.4	1.45	147.9	0.64
Average Payment Period		36.1	51.3	0.70	58.5	0.62	62.9	0.57	73.9	0.49
Equity Financing (%)		129.0%	60.2%	2.14	59.0%	2.19	44.0%	2.93	299.4%	0.43
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.4	N/A	0.8	N/A	-0.7	0.00
Times Interest Earned		0.0	6.1	N/A	3.5	N/A	4.8	N/A	0.0	N/A
Total Asset Turnover		1.3	0.8	1.60	0.8	1.60	1.6	0.80	1.2	1.10
Average Age of Plant (Years)		5.3	8.6	0.61	7.2	0.73	10.4	0.51	13.2	0.40
Increase (Decrease) Total Net Patient Revenue		8.0%	6.2%	1.29	3.7%	2.17	6.6%	1.22	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		0.0%	48.0%	N/A	37.3%	N/A	32.1%	N/A	0.0%	N/A
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$42,603	\$10,323	4.13	\$13,329	3.20	\$15,322	2.78	\$53,675	0.79
Inpatient Net Revenue per Day		\$1,477	\$2,382	0.62	\$2,670	0.55	\$1,591	0.93	\$1,603	0.92
Outpatient Net Revenue per Visit		\$0	\$450	N/A	\$422	N/A	\$370	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,184,466	Cash & Cash Equivalents	\$29,517	Current Liabilities	\$1,317,758
Less Deductions	\$25,611,808	Net Patient Receivables	\$4,297,979	Long-Term Debt	\$0
Net Patient Revenue	\$16,572,658	Other Receivables	\$1,140	Other Liabilities	-\$5,085,507
Plus Other Revenue	\$79,583			Subtotal	-\$3,767,749
Total Revenue	\$16,652,241	Land, Buildings & Equipment (Net)	\$8,480,156	Unrestricted Fund Balance	\$16,746,175
Less Expenses	\$13,881,609	Other Assets	\$169,633	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$12,978,425	Total Liabilities & Fund Balance	\$12,978,425
Net Income	\$2,770,632				