

**181 Kindred Hospital 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 2010	All LTAC Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	67.4%	73.8%	0.91	69.5%	0.97
Total Hospital	68.2%	73.7%	0.93	68.5%	1.00
<b>Average Census (Patients)</b>					
Acute Long-Term Care	35.0	30.3	1.16	36.1	0.97
Total Hospital	38.2	30.8	1.24	38.3	1.00
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	31.0	31.6	0.98	30.2	1.02
Total Hospital	30.5	31.4	0.97	30.2	1.01
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	1.2	1.67	2.0	1.00
Nurses, Licensed	45.8	39.1	1.17	43.8	1.05
Ancillary Nursing Personnel	18.5	21.8	0.85	20.3	0.91
All Other Personnel	56.0	51.3	1.09	55.6	1.01
Total FTEs	122.3	113.5	1.08	121.7	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.2	3.9	1.34	5.2	1.00
Nurses, Licensed	119.9	127.0	0.94	114.1	1.05
Ancillary Nursing Personnel	48.4	70.8	0.68	53.0	0.91
All Other Personnel	146.7	166.6	0.88	145.1	1.01
Total FTEs	320.3	368.3	0.87	317.5	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 56  
 Discharges 457  
 Inpatient Days 13,939

**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 12/31/2010	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	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	1	4	0.0%	0.0	4.0
Acute Long-Term Care	2	52	413	12,790	67.4%	35.0	31.0
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)	1	4	43	1,145	78.4%	3.1	26.6
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	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	5	1.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	2	11.7
Registered Nurses	27	6	29.1	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	2	16.7	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	15	8	18.5	Physical Therapy Assistants/Aides	0	0	0.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	1	1	1.5
Medical Records Personnel	1	0	1.0	All Other Health Professionals	5	0	5.0
Pharmacy Personnel	0	0	0.0	All Other Personnel	31	5	32.3
Clinical Laboratory Personnel	2	3	2.5				
				<b>Total</b>	<b>113</b>	<b>32</b>	<b>122.3</b>

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Selected Financial Statistics		All LTAC Hospitals		FY 2010 vs. 2009		
		FY 2010	Value	Ratio	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$35,054,741	56.7%	59.1%	0.96	64.0%	0.89
Medical Assistance	\$15,011,619	24.3%	12.3%	1.98	19.6%	1.24
Commercial	\$11,126,427	18.0%	28.4%	0.63	16.3%	1.10
All Other	\$605,832	1.0%	0.3%	3.47	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$23,699,260	38.3%	33.8%	1.13	42.7%	0.90
Medical Assistance	\$11,038,613	17.9%	8.3%	2.16	14.5%	1.23
Commercial	\$5,972,494	9.7%	13.3%	0.73	1.6%	6.12
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$470,486	0.8%	0.2%	3.47	0.0%	N/A
Total Deductions	\$41,180,853	66.6%	55.6%	1.20	58.8%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.2%	0.2%	1.18	0.2%	1.56
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	\$7,885,686	43.2%	40.3%	1.07	43.9%	0.98
Supplies & Services	\$9,034,974	49.5%	46.5%	1.06	49.4%	1.00
Capital Component	\$1,385,834	7.6%	12.5%	0.61	7.5%	1.01
Bad Debt	-\$46,540	-0.3%	0.7%	N/A	-0.8%	0.33
<b>Fiscal Statistics</b>						
Operating Margin (%)		11.7%	3.5%	3.30	35.4%	0.33
Total Hospital Net Income (%)		11.7%	2.7%	4.36	35.4%	0.33
Return on Equity (%)		52.4%	9.5%	5.54	165.3%	0.32
Current Ratio		2.9	0.8	3.73	3.1	0.93
Days in Net Patient Accounts Receivable		63.2	6.8	9.24	64.8	0.98
Average Payment Period		26.8	95.3	0.28	34.7	0.77
Equity Financing (%)		0.0%	32.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	3.2	N/A	0.0	N/A
Total Asset Turnover		4.5	3.6	1.26	4.7	0.96
Average Age of Plant (Years)		2.0	3.8	0.53	1.4	1.39
Increase (Decrease) Total Net Patient Revenue		-1.0%	12.0%	N/A	37.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	N/A	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$45,115		\$53,109	0.85	\$54,106	0.83
Inpatient Net Revenue per Day	\$1,479		\$1,693	0.87	\$1,794	0.82
Outpatient Net Revenue per Visit	\$0		\$0	N/A	\$0	N/A
<b>Income Statement</b>		<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$61,798,619	Cash & Cash Equivalents	-\$4,437	Current Liabilities	\$1,330,369	
Less Deductions	\$41,180,853	Net Patient Receivables	\$3,571,186	Long-Term Debt	\$559,434	
Net Patient Revenue	\$20,617,766	Other Receivables	\$880	Other Liabilities	\$2,706,106	
Plus Other Revenue	\$50,131			Subtotal	\$4,595,909	
Total Revenue	\$20,667,897	Land, Buildings & Equipment (Net)	\$762,152	Unrestricted Fund Balance	\$0	
Less Expenses	\$18,259,954	Other Assets	\$266,128	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$4,595,909	
Net Income	\$2,407,943	Total Assets	\$4,595,909			