

**184 Lakeview Specialty Hospital & Rehab**  
 1701 Sharp Road  
 Waterford, WI 53185  
 262-534-7297

Fiscal Year: 01/01 to 12/31  
 Type: Rehabilitation  
 Control: Corporation

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: N/A

		FY 2010 vs. 2009	
Selected Utilization Statistics	FY 2010	FY 2009	Ratio
<b>Occupancy Rate (%)</b>			
Rehabilitation & Physical Medicine			
Total Hospital	63.8%	76.1%	0.84
<b>Average Census (Patients)</b>			
Rehabilitation & Physical Medicine	0.0	0.0	N/A
Total Hospital	24.9	29.7	0.84
<b>Average Length of Stay (Days)</b>			
Rehabilitation & Physical Medicine			
Total Hospital	31.5	32.5	
<b>Outpatient Visits</b>			
Non-Emergency Visits	4,839	7,315	0.66
Emergency Visits	0	0	N/A
<b>Full-Time Equivalents (FTEs)</b>			
Administrators	2.0	2.0	1.00
Nurses, Licensed	22.3	31.2	0.72
Physical Therapists	3.0	3.2	0.93
Occupational Therapists	4.0	4.0	1.00
All Other Personnel	117.2	137.8	0.85
Total FTEs	148.6	178.3	0.83
<b>FTEs per 100 Patient Census (Adjusted)</b>			
Administrators	7.7	6.3	1.22
Nurses, Licensed	86.1	98.9	0.87
Physical Therapists	11.6	10.3	1.13
Occupational Therapists	15.4	12.7	1.22
All Other Personnel	452.0	436.7	1.03
Total FTEs	572.8	564.9	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 39  
 Discharges 288  
 Inpatient Days 9,079

**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	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	39	287	9,335	65.6%	25.6	32.5
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.

\* 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	2	0	2.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	0	5.0
Registered Nurses	16	2	17.3	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	5	0	5.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	23	1	23.7	Physical Therapy Assistants/Aides	2	0	2.0
Physician Assistants	0	0	0.0	Recreational Therapists	1	0	1.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	3	0	3.0
Medical Records Personnel	2	0	2.0	All Other Health Professionals	12	0	12.0
Pharmacy Personnel	3	1	3.7	All Other Personnel	54	5	57.9
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>142</b>	<b>9</b>	<b>148.6</b>

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		FY 2010 vs. 2009		
Selected Financial Statistics		FY 2010	FY 2009	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>				
Medicare	\$12,429,652	35.1%	37.3%	0.94
Medical Assistance	\$15,393,447	43.5%	38.2%	1.14
Commercial	\$5,861,420	16.6%	20.4%	0.81
All Other	\$1,721,254	4.9%	4.1%	1.18
<b>Deductions as % of Total Gross Patient Revenue</b>				
Medicare	\$7,354,829	20.8%	23.4%	0.89
Medical Assistance	\$10,792,126	30.5%	20.9%	1.46
Commercial	\$2,850,026	8.0%	7.6%	1.06
Charity Care	\$0	0.0%	0.0%	N/A
All Other	\$1,443,344	4.1%	2.8%	1.46
Total Deductions	\$22,440,325	63.4%	54.7%	1.16
<b>Other Revenue &amp; Net Gains or Losses</b>				
Other Revenue as % of Total Revenue		3.1%	2.8%	1.11
Net Gains/Losses as % of Net Income		0.0%	0.0%	N/A
<b>Expenses as % of Total Expenses</b>				
Salary/Fringe Benefits	\$7,193,358	54.2%	54.7%	0.99
Supplies & Services	\$4,655,104	35.1%	30.6%	1.14
Capital Component	\$1,107,986	8.3%	11.0%	0.76
Bad Debt	\$316,109	2.4%	3.6%	0.65
<b>Fiscal Statistics</b>				
Operating Margin (%)		0.8%	-4.8%	N/A
Total Hospital Net Income (%)		0.8%	-4.8%	N/A
Return on Equity (%)		1.8%	-14.8%	N/A
Current Ratio		2.2	1.5	1.53
Days in Net Patient Accounts Receivable		52.2	77.8	0.67
Average Payment Period		61.5	69.3	0.89
Equity Financing (%)		0.0%	0.0%	0.77
Long-Term Debt to Equity Ratio		0.0	0.0	N/A
Times Interest Earned		1.4	-0.2	N/A
Total Asset Turnover		2.4	3.1	0.78
Average Age of Plant (Years)		12.5	10.2	1.22
Increase (Decrease) Total Net Patient Revenue		0.4%	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		4.1%	6.0%	0.68
<b>Net Revenue Statistics</b>				
Inpatient Net Revenue per Discharge		\$43,340	\$37,428	1.16
Inpatient Net Revenue per Day		\$1,375	\$1,151	1.19
Outpatient Net Revenue per Visit		\$100	\$62	1.62

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,405,773	Cash & Cash Equivalents	\$130,226	Current Liabilities	\$2,218,596
Less Deductions	\$22,440,325	Net Patient Receivables	\$1,852,926	Long-Term Debt	\$0
Net Patient Revenue	\$12,965,448	Other Receivables	\$2,283,831	Other Liabilities	\$17,589,807
Plus Other Revenue	\$409,422			Subtotal	\$19,808,403
Total Revenue	\$13,374,870	Land, Buildings & Equipment (Net)	\$622,140	Unrestricted Fund Balance	-\$14,464,706
Less Expenses	\$13,272,557	Other Assets	\$711,131	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$5,343,697
Net Income	\$102,313	Total Assets	\$5,600,254		