

307 LIFECARE Hospitals of Milwaukee
 2400 Golf Road
 Pewaukee, WI 53072
 262-524-2600

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

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

Selected Utilization Statistics	FY 2010	All LTAC Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	93.9%	73.8%	1.27	103.3%	0.91
Total Hospital	92.5%	73.7%	1.26	103.3%	0.90
Average Census (Patients)					
Acute Long-Term Care	30.0	30.3	0.99	21.7	1.39
Total Hospital	29.6	30.8	0.96	21.7	1.36
Average Length of Stay (Days)					
Acute Long-Term Care	36.3	31.6	1.15	30.3	1.20
Total Hospital	35.8	31.4	1.14	30.3	1.18
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.2	0.83	2.0	0.50
Nurses, Licensed	32.9	39.1	0.84	32.9	1.00
Ancillary Nursing Personnel	16.7	21.8	0.77	16.7	1.00
All Other Personnel	51.2	51.3	1.00	50.3	1.02
Total FTEs	101.7	113.5	0.90	102.0	1.00
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.4	3.9	0.87	9.2	0.37
Nurses, Licensed	110.8	127.0	0.87	150.8	0.73
Ancillary Nursing Personnel	56.3	70.8	0.79	76.5	0.74
All Other Personnel	172.5	166.6	1.04	230.5	0.75
Total FTEs	342.9	368.3	0.93	467.0	0.73

Total Hospital:
 Beds Set Up & Staffed 32
 Discharges 302
 Inpatient Days 10,806

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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	4	0	0	0	0.0%	0.0	0.0
Orthopedic	4	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	32	302	10,963	93.9%	30.0	36.3
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.

* 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	1	3	1.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	4.6
Registered Nurses	28	3	29.8	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	1	3.1	Physical Therapists	1	1	1.3
Ancillary Nursing Personnel	16	1	16.7	Physical Therapy Assistants/Aides	0	1	0.6
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	0	1	0.9
Medical Records Personnel	2	0	2.0	All Other Health Professionals	2	1	2.3
Pharmacy Personnel	3	1	3.6	All Other Personnel	29	4	30.8
Clinical Laboratory Personnel	0	0	0.0	Total	92	21	101.7

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Selected Financial Statistics	FY 2010	All LTAC Hospitals		FY 2010 vs. 2009		
		Value	Ratio	FY 2009	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$22,868,344	47.9%	59.1%	0.81	68.4%	0.70
Medical Assistance	\$8,612,059	18.0%	12.3%	1.47	2.5%	7.32
Commercial	\$16,257,981	34.1%	28.4%	1.20	29.1%	1.17
All Other	\$0	0.0%	0.3%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$13,271,591	27.8%	33.8%	0.82	42.6%	0.65
Medical Assistance	\$5,418,198	11.3%	8.3%	N/A	2.5%	4.60
Commercial	\$8,585,794	18.0%	13.3%	1.36	12.7%	1.42
Charity Care	\$0	0.0%	0.0%	N/A	0.1%	N/A
All Other	\$0	0.0%	0.2%	N/A	0.0%	N/A
Total Deductions	\$27,275,583	57.1%	55.6%	1.03	57.8%	0.99
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	0.2%	1.50	0.4%	0.78
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$7,793,448	35.9%	40.3%	0.89	43.2%	0.83
Supplies & Services	\$10,258,935	47.3%	46.5%	1.02	42.1%	1.12
Capital Component	\$3,250,191	15.0%	12.5%	1.20	13.4%	1.11
Bad Debt	\$406,006	1.9%	0.7%	2.66	1.3%	1.49
Fiscal Statistics						
Operating Margin (%)		-5.8%	3.5%	N/A	-44.4%	0.13
Total Hospital Net Income (%)		-5.8%	2.7%	N/A	-44.4%	0.13
Return on Equity (%)		18.0%	9.5%	1.90	-96.1%	N/A
Current Ratio		-4.5	0.8	N/A	1.7	N/A
Days in Net Patient Accounts Receivable		-170.8	6.8	N/A	69.8	N/A
Average Payment Period		35.7	95.3	0.38	38.9	0.92
Equity Financing (%)		0.0%	32.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	-0.1	N/A
Times Interest Earned		-19.9	3.2	N/A	-72.2	0.28
Total Asset Turnover		-3.1	3.6	N/A	2.2	N/A
Average Age of Plant (Years)		4.1	3.8	1.07	3.8	1.06
Increase (Decrease) Total Net Patient Revenue		43.3%	12.0%	3.61	-15.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		0.2%	N/A	4.49	0.7%	0.28
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$67,779		\$53,109	1.28	\$54,220	1.25
Inpatient Net Revenue per Day	\$1,894		\$1,693	1.12	\$1,787	1.06
Outpatient Net Revenue per Visit	\$0		\$0	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,738,384	Cash & Cash Equivalents	\$1,000	Current Liabilities	\$2,070,420
Less Deductions	\$27,275,583	Net Patient Receivables	-\$9,576,381	Long-Term Debt	\$322,002
Net Patient Revenue	\$20,462,801	Other Receivables	\$0	Other Liabilities	-\$8,975,089
Plus Other Revenue	\$63,308			Subtotal	-\$6,582,667
Total Revenue	\$20,526,109	Land, Buildings & Equipment (Net)	\$2,676,789	Unrestricted Fund Balance	\$0
Less Expenses	\$21,708,580	Other Assets	\$315,925	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	-\$6,582,667
Net Income	-\$1,182,471	Total Assets	-\$6,582,667		