

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

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

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

		All LTAC Hospitals		FY 2020 vs.2019	
Selected Utilization Statistics	FY 2020	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	53.9%	63.1%	0.85	85.9%	0.63
Total Hospital	53.7%	62.9%	0.85	79.2%	0.68
<b>Average Census (Patients)</b>					
Acute Long-Term Care	27.5	27.1	1.01	30.1	0.91
Total Hospital	29.5	27.7	1.07	30.9	0.96
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	47.7	34.6	1.38	42.7	1.12
Total Hospital	47.6	34.8	1.37	42.7	1.11
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	12.0	3.8	3.20	12.0	1.00
Nurses, Licensed	24.3	30.0	0.81	28.7	0.85
Ancillary Nursing Personnel	19.0	19.8	0.96	23.3	0.81
All Other Personnel	80.4	59.3	1.36	81.7	0.98
Total FTEs	135.7	112.8	1.20	145.7	0.93
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	40.4	13.5	2.98	38.6	1.05
Nurses, Licensed	81.9	108.2	0.76	92.1	0.89
Ancillary Nursing Personnel	63.9	71.3	0.90	75.0	0.85
All Other Personnel	270.4	214.1	1.26	262.5	1.03
Total FTEs	456.5	407.3	1.12	468.1	0.98

**Total Hospital:**

Beds Set Up & Staffed 55  
 Discharges 227  
 Inpatient Days 10,809

**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 12/31/2020	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	4	16	751	51.3%	2.1	46.9
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	51	211	10,058	53.9%	27.5	47.7
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.

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

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	1	0.7	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	21	2	22.3	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	17	3	19.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	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	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	1	9.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	45	5	48.3
Pharmacy Personnel	4	1	4.7				
Clinical Laboratory Personnel	1	0	1.0				
				<b>Total</b>	<b>127</b>	<b>13</b>	<b>135.7</b>

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Waterford, WI 53185			All LTAC Hospitals		FY 2020 vs. 2019		
Selected Financial Statistics			FY 2020	Value	Ratio	FY 2019	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$13,791,735	30.0%	55.0%	0.54	26.7%	1.12	
Medical Assistance	\$23,982,070	52.1%	23.0%	2.27	39.7%	1.31	
Commercial	\$8,250,168	17.9%	21.9%	0.82	33.5%	0.53	
All Other	\$1,202	0.0%	0.1%	0.04	0.0%	1.03	
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$9,890,954	21.5%	40.5%	0.53	23.2%	0.93	
Medical Assistance	\$16,167,528	35.1%	16.7%	2.10	32.9%	1.07	
Commercial	\$1,563,410	3.4%	12.3%	0.28	5.9%	0.58	
Bad Debt	\$528,460	1.1%	0.5%	2.12	1.1%	1.05	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$531	0.0%	0.1%	0.02	0.0%	0.84	
Total Deductions	\$28,150,883	61.2%	70.1%	0.87	63.1%	0.97	
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		8.9%	2.7%	3.35	5.4%	1.65	
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	\$10,152,500	54.6%	47.6%	1.15	50.6%	1.08	
Supplies & Services	\$6,778,590	36.5%	43.7%	0.83	40.5%	0.90	
Capital Component	\$1,651,264	8.9%	8.7%	1.02	8.9%	1.00	
<b>Fiscal Statistics</b>							
Operating Margin (%)		5.3%	5.1%	1.05	-1.9%	N/A	
Total Hospital Net Income (%)		5.3%	4.6%	1.17	-1.9%	N/A	
Return on Equity (%)		13.0%	7.0%	1.87	-4.3%	N/A	
Current Ratio		2.0	3.0	0.68	2.3	0.87	
Days in Net Patient Accounts Receivable		98.4	86.4	1.14	119.3	0.82	
Average Payment Period		61.4	69.4	0.88	59.4	1.03	
Equity Financing (%)		0.0%	12.3%	N/A	0.0%	0.66	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A	
Times Interest Earned		259.1	925.9	0.28	-21.4	N/A	
Total Asset Turnover		2.4	1.5	1.60	2.2	1.10	
Average Age of Plant (Years)		14.4	11.7	1.23	20.4	0.70	
Increase (Decrease) Total Net Patient Revenue		6.6%	9.8%	0.68	9.4%	0.70	
Outpatient Gross Revenue (% of Total GPR)		0.6%	0.1%	5.84	0.7%	0.91	
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge	\$80,563		\$70,060	1.15	\$64,781	1.24	
Inpatient Net Revenue per Day	\$1,692		\$2,014	0.84	\$1,516	1.12	
Outpatient Net Revenue per Visit	\$205		\$205	1.00	\$41	4.96	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$46,025,175		Cash & Cash Equivalents	\$1,016,334	Current Liabilities	\$3,092,505	
Less Deductions	\$28,150,883		Net Patient Receivables	\$4,806,458	Long-Term Debt	\$0	
Net Patient Revenue	\$17,874,292		Other Receivables	\$2,382	Other Liabilities	\$6,986,211	
Plus Other Revenue	\$1,754,446				Subtotal	\$10,078,716	
Total Revenue	\$19,628,738		Land, Buildings & Equipment (Net)	\$1,791,486	Unrestricted Fund Balance	-\$2,056,312	
Less Expenses	\$18,582,354		Other Assets	\$405,745	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$0				Total Liabilities & Fund Balance	\$8,022,404	
Net Income	\$1,046,384		Total Assets	\$8,022,405			