

310 Select Specialty Hospital - Madison
 801 Braxton Pl
 Madison, WI 53715
 608-260-2701

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group: N/A

Selected Utilization Statistics	FY 2019	All LTAC Hospitals		FY 2019 vs.2018	
		Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	65.8%	72.8%	0.90	63.6%	1.03
Total Hospital	65.8%	71.5%	0.92	63.6%	1.03
Average Census (Patients)					
Acute Long-Term Care	38.2	28.4	1.34	36.9	1.03
Total Hospital	38.2	28.6	1.33	36.9	1.03
Average Length of Stay (Days)					
Acute Long-Term Care	31.6	34.4	0.92	34.9	0.90
Total Hospital	31.6	34.4	0.92	34.9	0.90
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	50.3	30.3	1.66	30.7	1.64
Ancillary Nursing Personnel	25.6	19.8	1.29	23.3	1.10
All Other Personnel	69.6	55.6	1.25	78.0	0.89
Total FTEs	146.5	109.5	1.34	133.0	1.10
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.6	13.1	0.20	2.7	0.97
Nurses, Licensed	131.7	105.9	1.24	83.1	1.59
Ancillary Nursing Personnel	67.1	69.2	0.97	63.2	1.06
All Other Personnel	182.4	194.1	0.94	211.3	0.86
Total FTEs	383.9	382.3	1.00	360.3	1.07

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 441
 Inpatient Days 13,929

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) No

310 Select Specialty Hospital - Madison
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	2	58	441	13,929	65.8%	38.2	31.6
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.

** 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	2	12.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.9
Registered Nurses	46	9	50.3	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	18	9	25.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	2	17.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	16	3	17.6
Pharmacy Personnel	6	6	8.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	127	37	146.5

310 Select Specialty Hospital - Madison
Madison, WI 53715

Selected Financial Statistics	All LTAC Hospitals		FY 2019 vs. 2018			
	FY 2019	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$40,089,993	53.9%	51.9%	1.04	58.8%	0.92
Medical Assistance	\$14,922,081	20.1%	25.2%	0.80	16.2%	1.24
Commercial	\$19,328,989	26.0%	22.9%	1.13	24.9%	1.04
All Other	\$0	0.0%	0.0%	N/A	0.1%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$27,795,559	37.4%	37.9%	0.99	39.4%	0.95
Medical Assistance	\$10,392,399	14.0%	18.7%	N/A	10.0%	1.40
Commercial	\$10,160,825	13.7%	10.7%	1.28	12.3%	1.11
Bad Debt	\$146,443	0.2%	0.6%	0.33	0.5%	0.43
Charity Care	\$0	0.0%	0.0%	N/A	0.1%	N/A
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Total Deductions	\$48,495,225	65.2%	67.9%	0.96	62.2%	1.05
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.4%	1.6%	0.25	0.3%	1.16
Net Gains/Losses as % of Net Income		3.0%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$12,216,329	44.3%	44.2%	1.00	44.0%	1.01
Supplies & Services	\$13,061,325	47.4%	46.6%	1.02	45.8%	1.04
Capital Component	\$2,291,127	8.3%	9.2%	0.91	10.2%	0.81
Fiscal Statistics						
Operating Margin (%)		-6.2%	-2.4%	2.60	-6.1%	1.02
Total Hospital Net Income (%)		-6.4%	-2.0%	3.19	-5.0%	1.30
Return on Equity (%)		-15.8%	-3.0%	5.24	-15.2%	1.03
Current Ratio		1.7	3.7	0.45	2.7	0.64
Days in Net Patient Accounts Receivable		83.0	86.6	0.96	82.3	1.01
Average Payment Period		48.4	50.3	0.96	30.6	1.58
Equity Financing (%)		0.0%	9.0%	N/A	0.0%	0.85
Long-Term Debt to Equity Ratio		-0.1	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	-98.8	N/A	-2.2	N/A
Total Asset Turnover		2.4	1.5	1.65	3.0	0.81
Average Age of Plant (Years)		7.6	9.6	0.80	7.7	0.99
Increase (Decrease) Total Net Patient Revenue		10.1%	9.4%	1.07	2.8%	3.55
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$58,939		\$61,235	0.96	\$63,321	0.93
Inpatient Net Revenue per Day	\$1,866		\$1,780	1.05	\$1,814	1.03
Outpatient Net Revenue per Visit	\$0		\$41	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$74,341,064	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,580,586
Less Deductions	\$48,495,225	Net Patient Receivables	\$5,877,412	Long-Term Debt	\$1,018,390
Net Patient Revenue	\$25,845,839	Other Receivables	\$449	Other Liabilities	\$23,438,807
Plus Other Revenue	\$102,209			Subtotal	\$28,037,783
Total Revenue	\$25,948,048	Land, Buildings & Equipment (Net)	\$2,216,503	Unrestricted Fund Balance	-\$17,437,584
Less Expenses	\$27,568,781	Other Assets	\$2,505,835	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$49,686			Total Liabilities & Fund Balance	\$10,600,199
Net Income	-\$1,670,419	Total Assets	\$10,600,199		

300 Select Specialty Hospital - Milwaukee - St. Francis
 3237 South 16th Street, 5th Floor
 Milwaukee, WI 53215
 414-647-3995

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 2019	All LTAC Hospitals		FY 2019 vs.2018	
		Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	60.0%	72.8%	0.82	65.3%	0.92
Total Hospital	60.0%	71.5%	0.84	65.3%	0.92
Average Census (Patients)					
Acute Long-Term Care	17.4	28.4	0.61	18.9	0.92
Total Hospital	17.4	28.6	0.61	18.9	0.92
Average Length of Stay (Days)					
Acute Long-Term Care	28.6	34.4	0.83	32.8	0.87
Total Hospital	28.6	34.4	0.83	32.8	0.87
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	11.3	30.3	0.37	17.3	0.65
Ancillary Nursing Personnel	10.0	19.8	0.50	11.6	0.86
All Other Personnel	30.1	55.6	0.54	33.9	0.89
Total FTEs	52.5	109.5	0.48	63.9	0.82
FTEs per 100 Patient Census (Adjusted)					
Administrators	5.8	13.1	0.44	5.3	1.09
Nurses, Licensed	65.2	105.9	0.62	91.3	0.71
Ancillary Nursing Personnel	57.5	69.2	0.83	61.4	0.94
All Other Personnel	173.3	194.1	0.89	179.0	0.97
Total FTEs	301.8	382.3	0.79	337.1	0.90

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 222
 Inpatient Days 6,346

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	29	222	6,346	60.0%	17.4	28.6
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.

** 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	9	5	11.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	10	0	10.0	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
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	0	8.0
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	7	1	7.3
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	48	11	52.5

300 Select Specialty Hospital - Milwaukee - St. Francis
Milwaukee, WI 53215

Selected Financial Statistics	All LTAC Hospitals		FY 2019 vs. 2018			
	FY 2019	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$24,916,060	62.9%	51.9%	1.21	64.2%	0.98
Medical Assistance	\$10,930,797	27.6%	25.2%	1.10	19.0%	1.45
Commercial	\$3,785,143	9.6%	22.9%	0.42	16.7%	0.57
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$17,511,792	44.2%	37.9%	1.17	44.8%	0.99
Medical Assistance	\$7,611,339	19.2%	18.7%	1.03	13.9%	1.38
Commercial	\$2,533,116	6.4%	10.7%	0.60	8.9%	0.72
Bad Debt	\$110,218	0.3%	0.6%	0.47	0.9%	0.30
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Total Deductions	\$27,766,465	70.1%	67.9%	1.03	68.6%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.5%	1.6%	0.34	0.3%	1.54
Net Gains/Losses as % of Net Income		20.1%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$4,960,969	41.8%	44.2%	0.94	42.6%	0.98
Supplies & Services	\$5,552,222	46.7%	46.6%	1.00	46.3%	1.01
Capital Component	\$1,367,030	11.5%	9.2%	1.26	11.1%	1.04
Fiscal Statistics						
Operating Margin (%)		0.4%	-2.4%	N/A	-3.3%	N/A
Total Hospital Net Income (%)		0.5%	-2.0%	N/A	-2.7%	N/A
Return on Equity (%)		0.9%	-3.0%	N/A	-7.7%	N/A
Current Ratio		1.2	3.7	0.32	1.4	0.83
Days in Net Patient Accounts Receivable		53.0	86.6	0.61	62.2	0.85
Average Payment Period		48.7	50.3	0.97	53.6	0.91
Equity Financing (%)		34.2%	9.0%	3.78	56.1%	0.61
Long-Term Debt to Equity Ratio		1.2	0.8	1.48	0.0	N/A
Times Interest Earned		0.0	-98.8	N/A	0.0	N/A
Total Asset Turnover		1.8	1.5	1.24	2.8	0.65
Average Age of Plant (Years)		4.2	9.6	0.43	2.9	1.42
Increase (Decrease) Total Net Patient Revenue		4.6%	9.4%	0.49	6.5%	0.70
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$53,945		\$61,235	0.88	\$55,358	0.97
Inpatient Net Revenue per Day	\$1,887		\$1,780	1.06	\$1,689	1.12
Outpatient Net Revenue per Visit	\$0		\$41	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,632,000	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,540,162
Less Deductions	\$27,766,465	Net Patient Receivables	\$1,723,393	Long-Term Debt	\$2,753,179
Net Patient Revenue	\$11,865,535	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$64,193			Subtotal	\$4,293,341
Total Revenue	\$11,929,728	Land, Buildings & Equipment (Net)	\$1,450,170	Unrestricted Fund Balance	\$2,228,827
Less Expenses	\$11,880,221	Other Assets	\$3,348,605	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$12,439			Total Liabilities & Fund Balance	\$6,522,168
Net Income	\$61,946	Total Assets	\$6,522,168		

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

Selected Utilization Statistics	FY 2019	All LTAC Hospitals		FY 2019 vs.2018	
		Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	85.9%	72.8%	1.18	80.6%	1.07
Total Hospital	79.2%	71.5%	1.11	72.3%	1.10
Average Census (Patients)					
Acute Long-Term Care	30.1	28.4	1.06	28.2	1.07
Total Hospital	30.9	28.6	1.08	28.2	1.10
Average Length of Stay (Days)					
Acute Long-Term Care	42.7	34.4	1.24	42.2	1.01
Total Hospital	42.7	34.4	1.24	42.2	1.01
Full-Time Equivalents (FTEs)					
Administrators	12.0	3.8	3.20	1.0	12.00
Nurses, Licensed	28.7	30.3	0.95	21.0	1.37
Ancillary Nursing Personnel	23.3	19.8	1.18	25.3	0.92
All Other Personnel	81.7	55.6	1.47	84.4	0.97
Total FTEs	145.7	109.5	1.33	131.7	1.11
FTEs per 100 Patient Census (Adjusted)					
Administrators	38.6	13.1	2.94	3.5	10.98
Nurses, Licensed	92.1	105.9	0.87	73.8	1.25
Ancillary Nursing Personnel	75.0	69.2	1.08	89.0	0.84
All Other Personnel	262.5	194.1	1.35	296.3	0.89
Total FTEs	468.1	382.3	1.22	462.6	1.01

Total Hospital:
 Beds Set Up & Staffed 39
 Discharges 264
 Inpatient Days 11,281

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

184 Lakeview Specialty Hospital & Rehab
Waterford, WI 53185

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	1	4	7	301	20.6%	0.8	43.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	1	35	257	10,980	85.9%	30.1	42.7
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.

** 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	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	23	3	25.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	3	1	3.7	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	20	5	23.3	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	3	1	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	1	8.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	45	5	48.3
Pharmacy Personnel	3	2	4.3				
Clinical Laboratory Personnel	1	0	1.0				
				Total	133	19	145.7

184 Lakeview Specialty Hospital & Rehab

Waterford, WI 53185

Selected Financial Statistics			All LTAC Hospitals		FY 2019 vs. 2018	
	FY 2019		Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$12,129,726	26.7%	51.9%	0.51	35.5%	0.75
Medical Assistance	\$18,040,933	39.7%	25.2%	1.58	49.1%	0.81
Commercial	\$15,229,696	33.5%	22.9%	1.46	15.4%	2.18
All Other	\$1,155	0.0%	0.0%	5.01	0.0%	0.10
Deductions as % of Total Gross Patient Revenue						
Medicare	\$10,542,635	23.2%	37.9%	0.61	26.0%	0.89
Medical Assistance	\$14,935,357	32.9%	18.7%	N/A	36.8%	0.89
Commercial	\$2,662,015	5.9%	10.7%	0.55	6.6%	0.89
Bad Debt	\$496,089	1.1%	0.6%	1.83	0.3%	3.47
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$627	0.0%	0.0%	5.01	0.0%	0.12
Total Deductions	\$28,636,723	63.1%	67.9%	0.93	69.7%	0.91
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		5.4%	1.6%	3.40	8.7%	0.62
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	0.9%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$9,140,650	50.6%	44.2%	1.14	50.7%	1.00
Supplies & Services	\$7,307,146	40.5%	46.6%	0.87	37.8%	1.07
Capital Component	\$1,612,960	8.9%	9.2%	0.97	11.5%	0.78
Fiscal Statistics						
Operating Margin (%)		-1.9%	-2.4%	0.79	-1.3%	1.45
Total Hospital Net Income (%)		-1.9%	-2.0%	0.94	-1.3%	1.44
Return on Equity (%)		-4.3%	-3.0%	1.41	-3.5%	1.22
Current Ratio		2.3	3.7	0.62	0.9	2.66
Days in Net Patient Accounts Receivable		119.3	86.6	1.38	144.0	0.83
Average Payment Period		59.4	50.3	1.18	149.6	0.40
Equity Financing (%)		0.0%	9.0%	N/A	0.0%	0.37
Long-Term Debt to Equity Ratio		0.0	0.8	N/A	0.0	N/A
Times Interest Earned		-21.4	-98.8	0.22	-4.8	4.43
Total Asset Turnover		2.2	1.5	1.51	2.6	0.85
Average Age of Plant (Years)		20.4	9.6	2.14	29.8	0.69
Increase (Decrease) Total Net Patient Revenue		9.4%	9.4%	1.00	-5.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		0.7%	0.1%	5.01	0.9%	0.75
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$64,781		\$61,235	1.06	\$62,667	1.03
Inpatient Net Revenue per Day	\$1,516		\$1,780	0.85	\$1,485	1.02
Outpatient Net Revenue per Visit	\$41		\$41	1.00	\$42	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,401,510	Cash & Cash Equivalents	\$277,130	Current Liabilities	\$2,924,233
Less Deductions	\$28,636,723	Net Patient Receivables	\$5,481,043	Long-Term Debt	\$0
Net Patient Revenue	\$16,764,787	Other Receivables	\$57,288	Other Liabilities	\$8,125,375
Plus Other Revenue	\$957,964			Subtotal	\$11,049,608
Total Revenue	\$17,722,753	Land, Buildings & Equipment (Net)	\$1,158,966	Unrestricted Fund Balance	-\$3,102,698
Less Expenses	\$18,060,756	Other Assets	\$972,483	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$7,946,910
Net Income	-\$338,003	Total Assets	\$7,946,910		

190 Select Specialty Hospital - Milwaukee - West Allis
 8901 W Lincoln Ave, 6th Floor
 West Allis, WI 53227
 414-328-7700

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 2019	All LTAC Hospitals		FY 2019 vs.2018	
		Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	82.0%	72.8%	1.13	79.0%	1.04
Total Hospital	82.0%	71.5%	1.15	79.0%	1.04
Average Census (Patients)					
Acute Long-Term Care	27.9	28.4	0.98	26.9	1.04
Total Hospital	27.9	28.6	0.98	26.9	1.04
Average Length of Stay (Days)					
Acute Long-Term Care	35.6	34.4	1.04	31.9	1.12
Total Hospital	35.6	34.4	1.03	31.9	1.12
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	31.0	30.3	1.02	29.7	1.04
Ancillary Nursing Personnel	20.3	19.8	1.02	18.1	1.12
All Other Personnel	40.9	55.6	0.74	38.2	1.07
Total FTEs	93.2	109.5	0.85	87.1	1.07
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.6	13.1	0.27	3.7	0.96
Nurses, Licensed	111.1	105.9	1.05	110.6	1.00
Ancillary Nursing Personnel	72.8	69.2	1.05	67.5	1.08
All Other Personnel	146.5	194.1	0.75	142.1	1.03
Total FTEs	334.0	382.3	0.87	323.9	1.03

Total Hospital:
 Beds Set Up & Staffed 34
 Discharges 286
 Inpatient Days 10,182

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

190 Select Specialty Hospital - Milwaukee - West Allis

West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	34	286	10,182	82.0%	27.9	35.6
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.

** 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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	3	8.4
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.6
Registered Nurses	29	4	31.0	Occupational Therapy Assistants/Aides	0	4	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	1.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	18	5	20.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	2	9.2
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	11	2	11.8
Pharmacy Personnel	3	1	3.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	80	27	93.2

190 Select Specialty Hospital - Milwaukee - West Allis

West Allis, WI 53227

Selected Financial Statistics	FY 2019	All LTAC Hospitals		FY 2019 vs. 2018		
		Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$41,015,030	60.2%	51.9%	1.16	65.8%	0.91
Medical Assistance	\$13,373,258	19.6%	25.2%	0.78	14.5%	1.35
Commercial	\$13,793,756	20.2%	22.9%	0.88	19.7%	1.03
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$30,352,593	44.5%	37.9%	1.18	47.3%	0.94
Medical Assistance	\$9,686,804	14.2%	18.7%	0.76	10.9%	1.30
Commercial	\$8,935,359	13.1%	10.7%	1.23	11.0%	1.19
Bad Debt	\$602,545	0.9%	0.6%	1.48	0.7%	1.20
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Total Deductions	\$49,577,301	72.7%	67.9%	1.07	70.0%	1.04
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	1.6%	0.18	0.3%	1.06
Net Gains/Losses as % of Net Income		71.4%	N/A	N/A	598.2%	0.12
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$7,328,699	39.5%	44.2%	0.89	42.2%	0.94
Supplies & Services	\$9,509,620	51.3%	46.6%	1.10	48.2%	1.06
Capital Component	\$1,695,773	9.1%	9.2%	1.00	9.6%	0.95
Fiscal Statistics						
Operating Margin (%)		0.7%	-2.4%	N/A	-1.4%	N/A
Total Hospital Net Income (%)		2.3%	-2.0%	N/A	0.3%	8.15
Return on Equity (%)		1.7%	-3.0%	N/A	0.2%	8.70
Current Ratio		10.5	3.7	2.82	16.7	0.63
Days in Net Patient Accounts Receivable		83.7	86.6	0.97	86.2	0.97
Average Payment Period		45.0	50.3	0.89	30.5	1.47
Equity Financing (%)		91.0%	9.0%	10.08	94.1%	0.97
Long-Term Debt to Equity Ratio		0.0	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	-98.8	N/A	0.0	N/A
Total Asset Turnover		0.7	1.5	0.50	0.7	1.07
Average Age of Plant (Years)		15.5	9.6	1.62	19.4	0.80
Increase (Decrease) Total Net Patient Revenue		11.7%	9.4%	1.25	-7.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$67,158		\$61,235	1.10	\$55,400	1.21
Inpatient Net Revenue per Day	\$1,886		\$1,780	1.06	\$1,739	1.08
Outpatient Net Revenue per Visit	\$0		\$41	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,182,044	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,245,652
Less Deductions	\$49,577,301	Net Patient Receivables	\$4,266,097	Long-Term Debt	\$0
Net Patient Revenue	\$18,604,743	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$54,586			Subtotal	\$2,245,652
Total Revenue	\$18,659,329	Land, Buildings & Equipment (Net)	\$736,480	Unrestricted Fund Balance	\$22,841,951
Less Expenses	\$18,534,092	Other Assets	\$20,085,026	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$313,030			Total Liabilities & Fund Balance	\$25,087,603
Net Income	\$438,267	Total Assets	\$25,087,603		