

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 2020	All LTAC Hospitals		FY 2020 vs.2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	64.4%	63.1%	1.02	65.8%	0.98
Total Hospital	64.4%	62.9%	1.02	65.8%	0.98
Average Census (Patients)					
Acute Long-Term Care	37.4	27.1	1.38	38.2	0.98
Total Hospital	37.4	27.7	1.35	38.2	0.98
Average Length of Stay (Days)					
Acute Long-Term Care	32.3	34.6	0.93	31.6	1.02
Total Hospital	32.3	34.8	0.93	31.6	1.02
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	50.3	30.0	1.68	50.3	1.00
Ancillary Nursing Personnel	25.6	19.8	1.30	25.6	1.00
All Other Personnel	76.7	59.3	1.29	69.6	1.10
Total FTEs	153.6	112.8	1.36	146.5	1.05
FTEs per 100 Patient Census (Adjusted)					
Administrators	2.7	13.5	0.20	2.6	1.02
Nurses, Licensed	134.6	108.2	1.24	131.7	1.02
Ancillary Nursing Personnel	68.5	71.3	0.96	67.1	1.02
All Other Personnel	205.3	214.1	0.96	182.4	1.13
Total FTEs	411.1	407.3	1.01	383.9	1.07

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 423
 Inpatient Days 13,675

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 12/31/2020	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	423	13,675	64.4%	37.4	32.3
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.

** 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	2	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	2	15.1
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	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	5	19.4
Health Info Mgmt-Administrators/Technicians	2	1	2.3	All Other Personnel	17	3	18.6
Pharmacy Personnel	6	6	8.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	133	42	153.6

310 Select Specialty Hospital - Madison
Madison, WI 53715

Selected Financial Statistics	FY 2020	All LTAC Hospitals		FY 2020 vs. 2019		
		Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$48,192,672	51.4%	55.0%	0.93	53.9%	0.95
Medical Assistance	\$12,397,627	13.2%	23.0%	0.58	20.1%	0.66
Commercial	\$32,985,467	35.2%	21.9%	1.60	26.0%	1.35
All Other	\$178,576	0.2%	0.1%	2.85	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$34,417,863	36.7%	40.5%	0.91	37.4%	0.98
Medical Assistance	\$8,696,658	9.3%	16.7%	0.55	14.0%	0.66
Commercial	\$18,805,971	20.1%	12.3%	1.63	13.7%	1.47
Bad Debt	\$294,760	0.3%	0.5%	0.58	0.2%	1.60
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$168,133	0.2%	0.1%	2.86	0.0%	N/A
Total Deductions	\$62,383,385	66.5%	70.1%	0.95	65.2%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.6%	2.7%	0.23	0.4%	1.56
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	3.0%	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$13,112,525	45.8%	47.6%	0.96	44.3%	1.03
Supplies & Services	\$13,363,676	46.6%	43.7%	1.07	47.4%	0.98
Capital Component	\$2,174,431	7.6%	8.7%	0.87	8.3%	0.91
Fiscal Statistics						
Operating Margin (%)		9.2%	5.1%	1.82	-6.2%	N/A
Total Hospital Net Income (%)		7.0%	4.6%	1.54	-6.4%	N/A
Return on Equity (%)		18.5%	7.0%	2.65	-15.8%	N/A
Current Ratio		1.7	3.0	0.56	1.7	0.98
Days in Net Patient Accounts Receivable		97.8	86.4	1.13	83.0	1.18
Average Payment Period		67.8	69.4	0.98	48.4	1.40
Equity Financing (%)		0.0%	12.3%	N/A	0.0%	0.87
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	-0.1	N/A
Times Interest Earned		0.0	925.9	N/A	0.0	N/A
Total Asset Turnover		2.7	1.5	1.75	2.4	1.10
Average Age of Plant (Years)		9.7	11.7	0.84	7.6	1.27
Increase (Decrease) Total Net Patient Revenue		21.4%	9.8%	2.19	10.1%	2.12
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$74,860		\$70,060	1.07	\$58,939	1.27
Inpatient Net Revenue per Day	\$2,316		\$2,014	1.15	\$1,866	1.24
Outpatient Net Revenue per Visit	\$0		\$205	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$93,754,342	Cash & Cash Equivalents	\$0	Current Liabilities	\$5,214,027
Less Deductions	\$62,383,385	Net Patient Receivables	\$8,386,940	Long-Term Debt	\$0
Net Patient Revenue	\$31,370,957	Other Receivables	\$215	Other Liabilities	\$23,397,875
Plus Other Revenue	\$193,819			Subtotal	\$28,611,902
Total Revenue	\$31,564,776	Land, Buildings & Equipment (Net)	\$2,096,316	Unrestricted Fund Balance	-\$16,849,175
Less Expenses	\$28,650,632	Other Assets	\$1,279,256	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$741,582			Total Liabilities & Fund Balance	\$11,762,727
Net Income	\$2,172,562	Total Assets	\$11,762,727		

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 2020	All LTAC Hospitals		FY 2020 vs.2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	59.2%	63.1%	0.94	60.0%	0.99
Total Hospital	59.2%	62.9%	0.94	60.0%	0.99
Average Census (Patients)					
Acute Long-Term Care	17.2	27.1	0.63	17.4	0.99
Total Hospital	17.2	27.7	0.62	17.4	0.99
Average Length of Stay (Days)					
Acute Long-Term Care	27.1	34.6	0.78	28.6	0.95
Total Hospital	27.1	34.8	0.78	28.6	0.95
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	21.8	30.0	0.73	11.3	1.92
Ancillary Nursing Personnel	15.8	19.8	0.80	10.0	1.58
All Other Personnel	37.7	59.3	0.64	30.1	1.25
Total FTEs	76.3	112.8	0.68	52.5	1.45
FTEs per 100 Patient Census (Adjusted)					
Administrators	5.8	13.5	0.43	5.8	1.01
Nurses, Licensed	127.1	108.2	1.17	65.2	1.95
Ancillary Nursing Personnel	92.1	71.3	1.29	57.5	1.60
All Other Personnel	219.5	214.1	1.02	173.3	1.27
Total FTEs	444.5	407.3	1.09	301.8	1.47

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 232
 Inpatient Days 6,281

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 12/31/2020	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	232	6,281	59.2%	17.2	27.1
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	8	7.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	20	6	21.8	Occupational Therapy Assistants/Aides	1	2	1.5
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	14	4	15.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.2
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	10	6	12.7
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	6	4	7.0
Pharmacy Personnel	2	2	3.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	64	35	76.3

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

Selected Financial Statistics	All LTAC Hospitals		FY 2020 vs. 2019			
	FY 2020	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$31,744,561	63.2%	55.0%	1.15	62.9%	1.00
Medical Assistance	\$10,666,280	21.2%	23.0%	0.92	27.6%	0.77
Commercial	\$7,843,989	15.6%	21.9%	0.71	9.6%	1.63
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$23,433,019	46.6%	40.5%	1.15	44.2%	1.06
Medical Assistance	\$8,354,956	16.6%	16.7%	N/A	19.2%	0.87
Commercial	\$5,939,779	11.8%	12.3%	0.96	6.4%	1.85
Bad Debt	\$168,745	0.3%	0.5%	0.62	0.3%	1.21
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Total Deductions	\$37,896,499	75.4%	70.1%	1.07	70.1%	1.08
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		1.1%	2.7%	0.41	0.5%	2.05
Net Gains/Losses as % of Net Income		839.7%	N/A	N/A	20.1%	41.81
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$6,057,789	49.3%	47.6%	1.04	41.8%	1.18
Supplies & Services	\$4,863,026	39.6%	43.7%	0.90	46.7%	0.85
Capital Component	\$1,362,754	11.1%	8.7%	1.28	11.5%	0.96
Fiscal Statistics						
Operating Margin (%)		1.7%	5.1%	0.33	0.4%	4.10
Total Hospital Net Income (%)		-0.2%	4.6%	N/A	0.5%	N/A
Return on Equity (%)		-0.5%	7.0%	N/A	0.9%	N/A
Current Ratio		1.3	3.0	0.44	1.2	1.09
Days in Net Patient Accounts Receivable		25.8	86.4	0.30	53.0	0.49
Average Payment Period		48.3	69.4	0.69	48.7	0.99
Equity Financing (%)		37.0%	12.3%	3.00	34.2%	1.08
Long-Term Debt to Equity Ratio		1.0	0.3	3.05	1.2	0.79
Times Interest Earned		0.0	925.9	N/A	0.0	N/A
Total Asset Turnover		2.1	1.5	1.39	1.8	1.17
Average Age of Plant (Years)		5.2	11.7	0.44	4.2	1.25
Increase (Decrease) Total Net Patient Revenue		4.2%	9.8%	0.43	4.6%	0.91
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$53,996	\$70,060	0.77	\$53,945	1.00
Inpatient Net Revenue per Day		\$1,994	\$2,014	0.99	\$1,887	1.06
Outpatient Net Revenue per Visit		\$0	\$205	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,254,830	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,575,884
Less Deductions	\$37,896,499	Net Patient Receivables	\$871,150	Long-Term Debt	\$2,111,721
Net Patient Revenue	\$12,358,331	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$137,616			Subtotal	\$3,687,605
Total Revenue	\$12,495,947	Land, Buildings & Equipment (Net)	\$1,170,721	Unrestricted Fund Balance	\$2,169,610
Less Expenses	\$12,283,569	Other Assets	\$3,815,344	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$241,091			Total Liabilities & Fund Balance	\$5,857,215
Net Income	-\$28,713	Total Assets	\$5,857,215		

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 2020	All LTAC Hospitals		FY 2020 vs.2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
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
Average Census (Patients)					
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
Average Length of Stay (Days)					
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
Full-Time Equivalents (FTEs)					
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
FTEs per 100 Patient Census (Adjusted)					
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

184 Lakeview Specialty Hospital & Rehab
Waterford, WI 53185

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)
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	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
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	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	21	2	22.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	17	3	19.0	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				
				Total	127	13	135.7

184 Lakeview Specialty Hospital & Rehab

Waterford, WI 53185

Selected Financial Statistics			All LTAC Hospitals		FY 2020 vs. 2019	
	FY 2020		Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
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
Deductions as % of Total Gross Patient Revenue						
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
Other Revenue & Net Gains or Losses						
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
Expenses as % of Total Expenses						
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
Fiscal Statistics						
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
Net Revenue Statistics						
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

Income Statement		Assets		Liabilities & Fund Balances	
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		

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 2020	All LTAC Hospitals		FY 2020 vs.2019	
		Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	78.2%	63.1%	1.24	82.0%	0.95
Total Hospital	78.2%	62.9%	1.24	82.0%	0.95
Average Census (Patients)					
Acute Long-Term Care	26.6	27.1	0.98	27.9	0.95
Total Hospital	26.6	27.7	0.96	27.9	0.95
Average Length of Stay (Days)					
Acute Long-Term Care	34.5	34.6	1.00	35.6	0.97
Total Hospital	34.5	34.8	0.99	35.6	0.97
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	23.5	30.0	0.78	31.0	0.76
Ancillary Nursing Personnel	18.6	19.8	0.94	20.3	0.92
All Other Personnel	42.4	59.3	0.72	40.9	1.04
Total FTEs	85.5	112.8	0.76	93.2	0.92
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.8	13.5	0.28	3.6	1.05
Nurses, Licensed	88.3	108.2	0.82	111.1	0.79
Ancillary Nursing Personnel	69.9	71.3	0.98	72.8	0.96
All Other Personnel	159.7	214.1	0.75	146.5	1.09
Total FTEs	321.7	407.3	0.79	334.0	0.96

Total Hospital:
 Beds Set Up & Staffed 34
 Discharges 282
 Inpatient Days 9,727

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 12/31/2020	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	282	9,727	78.2%	26.6	34.5
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	10	2	10.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.7
Registered Nurses	22	4	23.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	2	0.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.5
Ancillary Nursing Personnel	15	7	18.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	3	1.3
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	10	4	11.2
Health Info Mgmt-Administrators/Technicians	2	1	2.2	All Other Personnel	7	4	9.0
Pharmacy Personnel	3	2	3.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	72	33	85.5

190 Select Specialty Hospital - Milwaukee - West Allis

West Allis, WI 53227

Selected Financial Statistics	FY 2020		All LTAC Hospitals		FY 2020 vs. 2019	
			Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$54,026,968	68.7%	55.0%	1.25	60.2%	1.14
Medical Assistance	\$14,741,054	18.7%	23.0%	0.81	19.6%	0.96
Commercial	\$9,888,747	12.6%	21.9%	0.57	20.2%	0.62
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$41,193,211	52.4%	40.5%	1.29	44.5%	1.18
Medical Assistance	\$11,708,158	14.9%	16.7%	0.89	14.2%	1.05
Commercial	\$6,686,477	8.5%	12.3%	0.69	13.1%	0.65
Bad Debt	\$464,488	0.6%	0.5%	1.09	0.9%	0.67
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Total Deductions	\$60,052,334	76.3%	70.1%	1.09	72.7%	1.05
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.6%	2.7%	0.22	0.3%	2.05
Net Gains/Losses as % of Net Income		97.5%	N/A	N/A	71.4%	1.37
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$7,877,356	42.1%	47.6%	0.89	39.5%	1.07
Supplies & Services	\$9,213,665	49.3%	43.7%	1.13	51.3%	0.96
Capital Component	\$1,611,621	8.6%	8.7%	0.99	9.1%	0.94
Fiscal Statistics						
Operating Margin (%)		0.1%	5.1%	0.01	0.7%	0.11
Total Hospital Net Income (%)		2.9%	4.6%	0.63	2.3%	1.26
Return on Equity (%)		2.0%	7.0%	0.29	1.7%	1.14
Current Ratio		5.6	3.0	1.89	10.5	0.54
Days in Net Patient Accounts Receivable		95.9	86.4	1.11	83.7	1.15
Average Payment Period		93.6	69.4	1.35	45.0	2.08
Equity Financing (%)		83.1%	12.3%	6.74	91.0%	0.91
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	925.9	N/A	0.0	N/A
Total Asset Turnover		0.7	1.5	0.43	0.7	0.90
Average Age of Plant (Years)		26.3	11.7	2.25	15.5	1.69
Increase (Decrease) Total Net Patient Revenue		0.0%	9.8%	N/A	11.7%	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	\$67,620		\$70,060	0.97	\$67,158	1.01
Inpatient Net Revenue per Day	\$1,960		\$2,014	0.97	\$1,886	1.04
Outpatient Net Revenue per Visit	\$0		\$205	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$78,656,769	Cash & Cash Equivalents	\$0	Current Liabilities	\$4,738,654
Less Deductions	\$60,052,334	Net Patient Receivables	\$4,877,148	Long-Term Debt	\$0
Net Patient Revenue	\$18,604,435	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$111,984			Subtotal	\$4,738,654
Total Revenue	\$18,716,419	Land, Buildings & Equipment (Net)	\$639,569	Unrestricted Fund Balance	\$23,360,722
Less Expenses	\$18,702,642	Other Assets	\$22,582,659	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$545,365			Total Liabilities & Fund Balance	\$28,099,376
Net Income	\$559,142	Total Assets	\$28,099,376		