

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 2021	All LTAC Hospitals		FY 2021 vs.2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	57.7%	64.4%	0.90	64.4%	0.90
Total Hospital	57.7%	64.2%	0.90	64.4%	0.90
Average Census (Patients)					
Acute Long-Term Care	33.4	25.9	1.29	37.4	0.90
Total Hospital	33.4	26.5	1.26	37.4	0.90
Average Length of Stay (Days)					
Acute Long-Term Care	36.6	35.1	1.04	32.3	1.13
Total Hospital	36.6	35.3	1.04	32.3	1.13
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	29.9	24.1	1.24	50.3	0.60
Ancillary Nursing Personnel	15.8	16.2	0.97	25.6	0.62
All Other Personnel	77.3	63.3	1.22	76.7	1.01
Total FTEs	124.0	108.4	1.14	153.6	0.81
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.0	17.9	0.17	2.7	1.12
Nurses, Licensed	89.5	90.7	0.99	134.6	0.67
Ancillary Nursing Personnel	47.2	61.1	0.77	68.5	0.69
All Other Personnel	231.0	238.4	0.97	205.3	1.13
Total FTEs	370.7	408.1	0.91	411.1	0.90

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 334
 Inpatient Days 12,208

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 12/31/2021	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	334	12,208	57.7%	33.4	36.6
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	2	2.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	3	13.6
Dental Hygienists	0	0	0.0	Occupational Therapists	4	2	4.3
Registered Nurses	26	8	29.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	12	6	15.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.1
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	17	1	17.8
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	23	4	24.3
Pharmacy Personnel	6	5	7.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	110	33	124.0

310 Select Specialty Hospital - Madison

Madison, WI 53715

Selected Financial Statistics	FY 2021	All LTAC Hospitals		FY 2021 vs. 2020		
		Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$56,019,366	49.7%	52.2%	0.95	51.4%	0.97
Medical Assistance	\$12,267,680	10.9%	17.5%	0.62	13.2%	0.82
Commercial	\$44,486,234	39.4%	30.2%	1.31	35.2%	1.12
All Other	\$0	0.0%	0.1%	N/A	0.2%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$41,300,722	36.6%	40.3%	0.91	36.7%	1.00
Medical Assistance	\$9,667,969	8.6%	13.8%	0.62	9.3%	0.92
Commercial	\$29,186,682	25.9%	18.6%	1.39	20.1%	1.29
Bad Debt	\$314,942	0.3%	0.3%	0.83	0.3%	0.89
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	-\$3,819	0.0%	0.1%	N/A	0.2%	N/A
Total Deductions	\$80,466,496	71.4%	73.2%	0.98	66.5%	1.07
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	3.9%	0.09	0.6%	0.56
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$12,886,986	44.6%	47.2%	0.95	45.8%	0.97
Supplies & Services	\$14,046,678	48.6%	44.5%	1.09	46.6%	1.04
Capital Component	\$1,947,839	6.7%	8.3%	0.81	7.6%	0.89
Fiscal Statistics						
Operating Margin (%)		10.9%	8.2%	1.33	9.2%	1.18
Total Hospital Net Income (%)		9.0%	8.1%	1.11	7.0%	1.28
Return on Equity (%)		22.5%	13.3%	1.69	18.5%	1.22
Current Ratio		1.9	4.8	0.39	1.7	1.12
Days in Net Patient Accounts Receivable		65.5	64.2	1.02	97.8	0.67
Average Payment Period		42.0	39.5	1.06	67.8	0.62
Equity Financing (%)		0.0%	25.7%	N/A	0.0%	0.75
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	859.8	N/A	0.0	N/A
Total Asset Turnover		2.5	1.6	1.55	2.7	0.95
Average Age of Plant (Years)		11.3	9.9	1.14	9.7	1.16
Increase (Decrease) Total Net Patient Revenue		3.0%	6.3%	0.47	21.4%	0.14
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$97,670		\$78,364	1.25	\$74,860	1.30
Inpatient Net Revenue per Day	\$2,672		\$2,221	1.20	\$2,316	1.15
Outpatient Net Revenue per Visit	\$0		\$94	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$112,773,280	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,266,626
Less Deductions	\$80,466,496	Net Patient Receivables	\$5,798,997	Long-Term Debt	\$0
Net Patient Revenue	\$32,306,784	Other Receivables	\$302	Other Liabilities	\$23,260,356
Plus Other Revenue	\$111,673			Subtotal	\$26,526,982
Total Revenue	\$32,418,458	Land, Buildings & Equipment (Net)	\$2,501,126	Unrestricted Fund Balance	-\$13,758,422
Less Expenses	\$28,881,503	Other Assets	\$4,468,135	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$664,157			Total Liabilities & Fund Balance	\$12,768,560
Net Income	\$2,872,798	Total Assets	\$12,768,560		

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 2021	All LTAC Hospitals		FY 2021 vs.2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	81.1%	64.4%	1.26	59.2%	1.37
Total Hospital	81.1%	64.2%	1.26	59.2%	1.37
Average Census (Patients)					
Acute Long-Term Care	17.8	25.9	0.69	17.2	1.04
Total Hospital	17.8	26.5	0.67	17.2	1.04
Average Length of Stay (Days)					
Acute Long-Term Care	30.2	35.1	0.86	27.1	1.11
Total Hospital	30.2	35.3	0.85	27.1	1.11
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	20.3	24.1	0.84	21.8	0.93
Ancillary Nursing Personnel	4.7	16.2	0.29	15.8	0.30
All Other Personnel	35.2	63.3	0.56	37.7	0.93
Total FTEs	61.2	108.4	0.56	76.3	0.80
FTEs per 100 Patient Census (Adjusted)					
Administrators	5.6	17.9	0.31	5.8	0.96
Nurses, Licensed	113.8	90.7	1.25	127.1	0.90
Ancillary Nursing Personnel	26.3	61.1	0.43	92.1	0.29
All Other Personnel	197.2	238.4	0.83	219.5	0.90
Total FTEs	342.9	408.1	0.84	444.5	0.77

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 216
 Inpatient Days 6,513

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 12/31/2021	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	22	216	6,513	81.1%	17.8	30.2
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	8	3	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	3	20.3	Occupational Therapy Assistants/Aides	0	1	0.9
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	4	3	4.7	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	1	8.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	8	1	8.7
Pharmacy Personnel	2	2	2.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	55	14	61.2

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

Selected Financial Statistics	FY 2021	All LTAC Hospitals		FY 2021 vs. 2020	
		Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue					
Medicare	\$40,535,766; 62.5%	52.2%	1.20	63.2%	0.99
Medical Assistance	\$11,582,318; 17.9%	17.5%	1.02	21.2%	0.84
Commercial	\$12,729,868; 19.6%	30.2%	0.65	15.6%	1.26
All Other	\$0; 0.0%	0.1%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue					
Medicare	\$31,686,422; 48.9%	40.3%	1.21	46.6%	1.05
Medical Assistance	\$9,549,947; 14.7%	13.8%	1.07	16.6%	0.89
Commercial	\$9,316,134; 14.4%	18.6%	0.77	11.8%	1.22
Bad Debt	\$196,372; 0.3%	0.3%	0.90	0.3%	0.90
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	\$50,748,875; 78.3%	73.2%	1.07	75.4%	1.04
Other Revenue & Net Gains or Losses					
Other Revenue as % of Total Revenue	0.3%	3.9%	0.08	1.1%	0.29
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	839.7%	N/A
Expenses as % of Total Expenses					
Salary/Fringe Benefits	\$6,880,239; 52.6%	47.2%	1.12	49.3%	1.07
Supplies & Services	\$4,721,895; 36.1%	44.5%	0.81	39.6%	0.91
Capital Component	\$1,480,144; 11.3%	8.3%	1.36	11.1%	1.02
Fiscal Statistics					
Operating Margin (%)	7.5%	8.2%	0.92	1.7%	4.42
Total Hospital Net Income (%)	5.3%	8.1%	0.66	-0.2%	N/A
Return on Equity (%)	12.3%	13.3%	0.93	-0.5%	N/A
Current Ratio	2.0	4.8	0.43	1.3	1.56
Days in Net Patient Accounts Receivable	29.0	64.2	0.45	25.8	1.13
Average Payment Period	45.4	39.5	1.15	48.3	0.94
Equity Financing (%)	50.0%	25.7%	1.94	37.0%	1.35
Long-Term Debt to Equity Ratio	0.5	0.1	4.65	1.0	0.49
Times Interest Earned	0.0	859.8	N/A	0.0	N/A
Total Asset Turnover	2.4	1.6	1.44	2.1	1.11
Average Age of Plant (Years)	4.5	9.9	0.45	5.2	0.86
Increase (Decrease) Total Net Patient Revenue	14.1%	6.3%	2.24	4.2%	3.39
Outpatient Gross Revenue (% of Total GPR)	N/A	0.4%	N/A	N/A	N/A
Net Revenue Statistics					
Inpatient Net Revenue per Discharge	\$66,183	\$78,364	0.84	\$53,996	1.23
Inpatient Net Revenue per Day	\$2,195	\$2,221	0.99	\$1,994	1.10
Outpatient Net Revenue per Visit	\$0	\$94	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$64,847,952	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,567,226
Less Deductions	\$50,748,875	Net Patient Receivables	\$1,121,769	Long-Term Debt	\$1,423,223
Net Patient Revenue	\$14,099,077	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$45,764			Subtotal	\$2,990,449
Total Revenue	\$14,144,841	Land, Buildings & Equipment (Net)	\$795,117	Unrestricted Fund Balance	\$2,993,842
Less Expenses	\$13,082,278	Other Assets	\$4,067,405	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$323,977			Total Liabilities & Fund Balance	\$5,984,291
Net Income	\$738,586	Total Assets	\$5,984,291		

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 2021	All LTAC Hospitals		FY 2021 vs.2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	54.3%	64.4%	0.84	53.9%	1.01
Total Hospital	54.3%	64.2%	0.85	53.7%	1.01
Average Census (Patients)					
Acute Long-Term Care	27.7	25.9	1.07	27.5	1.01
Total Hospital	29.8	26.5	1.13	29.5	1.01
Average Length of Stay (Days)					
Acute Long-Term Care	38.7	35.1	1.10	47.7	0.81
Total Hospital	39.3	35.3	1.11	47.6	0.83
Full-Time Equivalents (FTEs)					
Administrators	16.0	4.8	3.37	12.0	1.33
Nurses, Licensed	20.3	24.1	0.84	24.3	0.84
Ancillary Nursing Personnel	30.0	16.2	1.85	19.0	1.58
All Other Personnel	100.0	63.3	1.58	80.4	1.24
Total FTEs	166.3	108.4	1.53	135.7	1.23
FTEs per 100 Patient Census (Adjusted)					
Administrators	52.4	17.9	2.93	40.4	1.30
Nurses, Licensed	66.6	90.7	0.73	81.9	0.81
Ancillary Nursing Personnel	98.3	61.1	1.61	63.9	1.54
All Other Personnel	327.6	238.4	1.37	270.4	1.21
Total FTEs	544.8	408.1	1.34	456.5	1.19

Total Hospital:
 Beds Set Up & Staffed 55
 Discharges 277
 Inpatient Days 10,893

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 12/31/2021	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	20	792	54.2%	2.2	39.6
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	51	261	10,101	54.3%	27.7	38.7
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	16	0	16.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	0	1.0	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	5	0	5.0
Registered Nurses	18	1	18.7	Occupational Therapy Assistants/Aides	5	0	5.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	1	1	1.7	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	28	3	30.0	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	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	4	17.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	52	4	54.0
Pharmacy Personnel	2	6	6.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	155	19	166.3

184 Lakeview Specialty Hospital & Rehab

Waterford, WI 53185

Selected Financial Statistics	FY 2021		All LTAC Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$14,058,077	27.3%	52.2%	0.52	30.0%	0.91
Medical Assistance	\$20,024,934	38.9%	17.5%	2.23	52.1%	0.75
Commercial	\$16,941,767	32.9%	30.2%	1.09	17.9%	1.84
All Other	\$464,309	0.9%	0.1%	6.17	0.0%	345.29
Deductions as % of Total Gross Patient Revenue						
Medicare	\$11,678,387	22.7%	40.3%	0.56	21.5%	1.06
Medical Assistance	\$14,916,004	29.0%	13.8%	2.10	35.1%	0.82
Commercial	\$4,278,069	8.3%	18.6%	0.45	3.4%	2.45
Bad Debt	\$438,917	0.9%	0.3%	2.54	1.1%	0.74
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$413,275	0.8%	0.1%	6.23	0.0%	695.70
Total Deductions	\$31,724,652	61.6%	73.2%	0.84	61.2%	1.01
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		14.2%	3.9%	3.62	8.9%	1.59
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	\$10,617,146	51.5%	47.2%	1.09	54.6%	0.94
Supplies & Services	\$8,293,889	40.2%	44.5%	0.90	36.5%	1.10
Capital Component	\$1,704,337	8.3%	8.3%	0.99	8.9%	0.93
Fiscal Statistics						
Operating Margin (%)		10.5%	8.2%	1.29	5.3%	1.98
Total Hospital Net Income (%)		10.5%	8.1%	1.30	5.3%	1.98
Return on Equity (%)		27.3%	13.3%	2.05	13.0%	2.10
Current Ratio		3.8	4.8	0.80	2.0	1.89
Days in Net Patient Accounts Receivable		95.9	64.2	1.49	98.4	0.97
Average Payment Period		30.0	39.5	0.76	61.4	0.49
Equity Financing (%)		4.2%	25.7%	0.16	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		290.7	859.8	0.34	259.1	1.12
Total Asset Turnover		2.6	1.6	1.58	2.4	1.06
Average Age of Plant (Years)		11.2	9.9	1.13	14.4	0.78
Increase (Decrease) Total Net Patient Revenue		10.6%	6.3%	1.68	6.6%	1.60
Outpatient Gross Revenue (% of Total GPR)		2.3%	0.4%	6.17	0.6%	3.53
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$71,106		\$78,364	0.91	\$80,563	0.88
Inpatient Net Revenue per Day	\$1,808		\$2,221	0.81	\$1,692	1.07
Outpatient Net Revenue per Visit	\$94		\$94	1.00	\$205	0.46

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,489,087	Cash & Cash Equivalents	\$871,298	Current Liabilities	\$1,683,139
Less Deductions	\$31,724,652	Net Patient Receivables	\$5,193,395	Long-Term Debt	\$0
Net Patient Revenue	\$19,764,435	Other Receivables	\$2,529	Other Liabilities	\$6,827,164
Plus Other Revenue	\$3,277,705			Subtotal	\$8,510,303
Total Revenue	\$23,042,139	Land, Buildings & Equipment (Net)	\$2,463,827	Unrestricted Fund Balance	\$370,453
Less Expenses	\$20,615,372	Other Assets	\$349,707	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$8,880,756
Net Income	\$2,426,766	Total Assets	\$8,880,756		

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 2021	All LTAC Hospitals		FY 2021 vs.2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	82.5%	64.4%	1.28	78.2%	1.06
Total Hospital	82.5%	64.2%	1.29	78.2%	1.06
Average Census (Patients)					
Acute Long-Term Care	24.7	25.9	0.95	26.6	0.93
Total Hospital	24.7	26.5	0.93	26.6	0.93
Average Length of Stay (Days)					
Acute Long-Term Care	33.7	35.1	0.96	34.5	0.98
Total Hospital	33.7	35.3	0.95	34.5	0.98
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	25.8	24.1	1.07	23.5	1.10
Ancillary Nursing Personnel	14.4	16.2	0.89	18.6	0.78
All Other Personnel	40.9	63.3	0.65	42.4	0.96
Total FTEs	82.1	108.4	0.76	85.5	0.96
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.0	17.9	0.23	3.8	1.07
Nurses, Licensed	104.4	90.7	1.15	88.3	1.18
Ancillary Nursing Personnel	58.3	61.1	0.95	69.9	0.83
All Other Personnel	165.2	238.4	0.69	159.7	1.03
Total FTEs	331.9	408.1	0.81	321.7	1.03

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 268
 Inpatient Days 9,030

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 12/31/2021	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	30	268	9,030	82.5%	24.7	33.7
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	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	9	2	9.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.3
Registered Nurses	24	3	25.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	1	0.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	11	8	14.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
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	9	0	9.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	12	4	13.5
Pharmacy Personnel	2	3	2.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	73	23	82.1

190 Select Specialty Hospital - Milwaukee - West Allis

West Allis, WI 53227

Selected Financial Statistics	FY 2021	All LTAC Hospitals		FY 2021 vs. 2020		
		Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$55,243,171	62.3%	52.2%	1.19	68.7%	0.91
Medical Assistance	\$11,632,255	13.1%	17.5%	0.75	18.7%	0.70
Commercial	\$21,856,713	24.6%	30.2%	0.82	12.6%	1.96
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$43,557,908	49.1%	40.3%	1.22	52.4%	0.94
Medical Assistance	\$9,660,035	10.9%	13.8%	0.79	14.9%	0.73
Commercial	\$16,319,498	18.4%	18.6%	0.99	8.5%	2.16
Bad Debt	\$114,756	0.1%	0.3%	0.39	0.6%	0.22
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	\$69,652,197	78.5%	73.2%	1.07	76.3%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	3.9%	0.07	0.6%	0.49
Net Gains/Losses as % of Net Income		79.7%	N/A	N/A	97.5%	0.82
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$8,041,422	42.5%	47.2%	0.90	42.1%	1.01
Supplies & Services	\$9,197,304	48.7%	44.5%	1.09	49.3%	0.99
Capital Component	\$1,662,339	8.8%	8.3%	1.05	8.6%	1.02
Fiscal Statistics						
Operating Margin (%)		1.2%	8.2%	0.15	0.1%	16.69
Total Hospital Net Income (%)		5.8%	8.1%	0.71	2.9%	1.99
Return on Equity (%)		4.4%	13.3%	0.33	2.0%	2.20
Current Ratio		12.0	4.8	2.50	5.6	2.13
Days in Net Patient Accounts Receivable		55.3	64.2	0.86	95.9	0.58
Average Payment Period		42.2	39.5	1.07	93.6	0.45
Equity Financing (%)		91.9%	25.7%	3.57	83.1%	1.11
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	859.8	N/A	0.0	N/A
Total Asset Turnover		0.7	1.6	0.44	0.7	1.09
Average Age of Plant (Years)		15.5	9.9	1.56	26.3	0.59
Increase (Decrease) Total Net Patient Revenue		2.6%	6.3%	0.41	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$71,622		\$78,364	0.91	\$67,620	1.06
Inpatient Net Revenue per Day	\$2,126		\$2,221	0.96	\$1,960	1.08
Outpatient Net Revenue per Visit	\$0		\$94	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,732,138	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,149,140
Less Deductions	\$69,652,197	Net Patient Receivables	\$2,889,233	Long-Term Debt	\$0
Net Patient Revenue	\$19,079,941	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$56,217			Subtotal	\$2,149,140
Total Revenue	\$19,136,158	Land, Buildings & Equipment (Net)	\$425,899	Unrestricted Fund Balance	\$24,326,748
Less Expenses	\$18,901,065	Other Assets	\$23,160,756	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$921,952			Total Liabilities & Fund Balance	\$26,475,888
Net Income	\$1,157,045	Total Assets	\$26,475,888		