

**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		All LTAC Hospitals		FY 2017 vs.2016	
	FY 2017	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	83.4%	68.7%	1.21	88.8%	0.94
Total Hospital	83.4%	67.9%	1.23	88.8%	0.94
<b>Average Census (Patients)</b>					
Acute Long-Term Care	28.3	28.0	1.01	0.0	N/A
Total Hospital	28.3	28.1	1.01	30.2	0.94
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	35.9	30.0	1.20	37.2	0.97
Total Hospital	35.9	30.0	1.20	38.4	0.94
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.5	0.67	1.0	1.00
Nurses, Licensed	34.9	29.7	1.17	40.7	0.86
Ancillary Nursing Personnel	17.8	16.6	1.08	19.3	0.93
All Other Personnel	43.4	68.0	0.64	44.1	0.98
Total FTEs	97.1	115.8	0.84	105.0	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.5	5.3	0.66	3.3	1.07
Nurses, Licensed	123.1	105.9	1.16	134.6	0.91
Ancillary Nursing Personnel	62.9	59.1	1.06	63.7	0.99
All Other Personnel	153.2	242.4	0.63	146.0	1.05
Total FTEs	342.7	412.8	0.83	347.7	0.99

**Total Hospital:**

Beds Set Up & Staffed 34  
 Discharges 288  
 Inpatient Days 10,345

**Contract with:**

Health Maintenance  
 Organization (HMO) No  
 Preferred Provider  
 Organization (PPO) No

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	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	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	288	10,345	83.4%	28.3	35.9
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	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	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	3	9.9
Registered Nurses	33	4	34.9	Occupational Therapists	0	2	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	1.1
Ancillary Nursing Personnel	16	4	17.8	Physical Therapy Assistants/Aides	1	2	1.4
Medical Assistants	0	0	0.0	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	16	6	18.5
Health Info Mgmt-Administrators/Technicians	1	2	2.3	All Other Personnel	3	1	3.3
Pharmacy Personnel	2	2	3.3				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>82</b>	<b>32</b>	<b>97.1</b>

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			All LTAC Hospitals		FY 2017 vs. 2016	
Selected Financial Statistics		FY 2017	Value	Ratio	FY 2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$36,718,357	63.5%	55.1%	1.15	62.9%	1.01
Medical Assistance	\$5,779,655	10.0%	22.5%	0.44	15.4%	0.65
Commercial	\$15,342,961	26.5%	22.4%	1.18	21.7%	1.22
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$26,023,874	45.0%	39.4%	1.14	42.7%	1.05
Medical Assistance	\$3,725,212	6.4%	16.3%	0.39	11.5%	0.56
Commercial	\$9,541,386	16.5%	13.5%	1.22	12.1%	1.37
Bad Debt	\$587,298	1.0%	0.6%	1.75	0.9%	1.14
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	\$39,877,770	68.9%	69.9%	0.99	67.2%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	2.3%	0.05	0.2%	0.50
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$7,778,235	43.7%	46.8%	0.93	42.0%	1.04
Supplies & Services	\$8,398,846	47.2%	41.5%	1.14	49.3%	0.96
Capital Component	\$1,625,601	9.1%	11.7%	0.78	8.7%	1.05
<b>Fiscal Statistics</b>						
Operating Margin (%)		1.0%	-3.1%	N/A	3.4%	0.30
Total Hospital Net Income (%)		0.5%	-2.1%	N/A	1.6%	0.34
Return on Equity (%)		0.4%	-4.8%	N/A	1.3%	0.32
Current Ratio		16.7	2.1	7.93	17.4	0.96
Days in Net Patient Accounts Receivable		114.6	102.2	1.12	147.8	0.78
Average Payment Period		28.9	57.8	0.50	26.0	1.11
Equity Financing (%)		94.2%	24.8%	3.80	94.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	-2.1	N/A	0.0	N/A
Total Asset Turnover		0.8	2.3	0.33	0.8	0.92
Average Age of Plant (Years)		16.6	7.5	2.23	16.6	1.00
Increase (Decrease) Total Net Patient Revenue		-7.0%	-4.0%	1.75	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$64,411		\$52,709	1.22	\$68,871	0.94
Inpatient Net Revenue per Day	\$1,793		\$1,760	1.02	\$1,794	1.00
Outpatient Net Revenue per Visit	\$0		\$74	N/A	\$0	N/A
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>	
Gross Patient Revenue (GPR)	\$57,840,973		Cash & Cash Equivalents	\$0	Current Liabilities	\$1,388,781
Less Deductions	\$39,877,770		Net Patient Receivables	\$5,641,295	Long-Term Debt	\$0
Net Patient Revenue	\$17,963,203		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$20,820				Subtotal	\$1,388,781
Total Revenue	\$17,984,023		Land, Buildings & Equipment (Net)	\$655,916	Unrestricted Fund Balance	\$22,445,218
Less Expenses	\$17,802,682		Other Assets	\$17,536,788	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$85,684				Total Liabilities & Fund Balance	\$23,833,999
Net Income	\$95,657		Total Assets	\$23,833,999		