

**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		All LTAC Hospitals		FY 2018 vs.2017	
	FY 2018	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	65.3%	69.5%	0.94	57.1%	1.14
Total Hospital	65.3%	68.4%	0.95	57.1%	1.14
<b>Average Census (Patients)</b>					
Acute Long-Term Care	18.9	28.3	0.67	16.6	1.14
Total Hospital	18.9	28.3	0.67	16.6	1.14
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	32.8	30.5	1.08	29.5	1.11
Total Hospital	32.8	30.2	1.09	29.5	1.11
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.7	0.60	1.0	1.00
Nurses, Licensed	17.3	30.1	0.57	18.0	0.96
Ancillary Nursing Personnel	11.6	15.7	0.74	9.7	1.20
All Other Personnel	33.9	59.3	0.57	28.7	1.18
Total FTEs	63.9	106.8	0.60	57.3	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.3	5.9	0.90	6.0	0.87
Nurses, Licensed	91.3	106.4	0.86	108.6	0.84
Ancillary Nursing Personnel	61.4	55.6	1.10	58.3	1.05
All Other Personnel	179.0	209.4	0.85	173.0	1.03
Total FTEs	337.1	377.3	0.89	346.0	0.97

**Total Hospital:**

Beds Set Up & Staffed 29  
 Discharges 211  
 Inpatient Days 6,915

**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 12/31/2018	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	29	211	6,915	65.3%	18.9	32.8
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	4	5	6.1
Registered Nurses	15	5	17.3	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	11	1	11.6	Physical Therapy Assistants/Aides	1	1	1.6
Medical Assistants	0	0	0.0	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	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	2	8.7
Health Info Mgmt-Administrators/Technicians	1	1	1.9	All Other Personnel	9	2	10.0
Pharmacy Personnel	2	2	2.3				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>55</b>	<b>20</b>	<b>63.9</b>

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Milwaukee, WI 53215			All LTAC Hospitals		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	\$23,194,719	64.2%	51.8%	1.24	69.4%	0.93	
Medical Assistance	\$6,868,862	19.0%	28.0%	0.68	10.7%	1.78	
Commercial	\$6,037,969	16.7%	20.2%	0.83	19.8%	0.84	
All Other	\$0	0.0%	0.0%	N/A	0.1%	N/A	
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	\$16,185,487	44.8%	37.9%	1.18	46.5%	0.96	
Medical Assistance	\$5,021,883	13.9%	21.2%	N/A	7.9%	1.77	
Commercial	\$3,213,640	8.9%	12.2%	0.73	12.2%	0.73	
Bad Debt	\$331,816	0.9%	0.4%	2.20	0.6%	1.48	
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	\$24,752,826	68.6%	71.8%	0.95	67.2%	1.02	
<b>Other Revenue &amp; Net Gains or Losses</b>							
Other Revenue as % of Total Revenue		0.3%	1.9%	0.18	0.2%	1.81	
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	\$5,014,329	42.6%	48.9%	0.87	46.1%	0.92	
Supplies & Services	\$5,446,433	46.3%	40.9%	1.13	42.1%	1.10	
Capital Component	\$1,306,667	11.1%	10.2%	1.09	11.8%	0.94	
<b>Fiscal Statistics</b>							
Operating Margin (%)		-3.3%	-1.8%	1.85	-6.9%	0.48	
Total Hospital Net Income (%)		-2.7%	-1.2%	2.32	-0.5%	5.57	
Return on Equity (%)		-7.7%	-2.4%	3.25	-0.8%	9.37	
Current Ratio		1.4	1.7	0.86	1.4	1.06	
Days in Net Patient Accounts Receivable		62.2	89.1	0.70	75.7	0.82	
Average Payment Period		53.6	96.1	0.56	120.7	0.44	
Equity Financing (%)		56.1%	0.0%	N/A	43.9%	1.28	
Long-Term Debt to Equity Ratio		0.0	-0.3	N/A	0.0	N/A	
Times Interest Earned		0.0	-0.7	N/A	0.0	N/A	
Total Asset Turnover		2.8	2.0	1.40	1.6	1.78	
Average Age of Plant (Years)		2.9	7.0	0.42	8.4	0.35	
Increase (Decrease) Total Net Patient Revenue		6.5%	-5.2%	N/A	-8.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
<b>Net Revenue Statistics</b>							
Inpatient Net Revenue per Discharge	\$55,358		\$49,695	1.11	\$52,953	1.05	
Inpatient Net Revenue per Day	\$1,689		\$1,647	1.03	\$1,795	0.94	
Outpatient Net Revenue per Visit	\$0		\$42	N/A	\$0	N/A	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
Gross Patient Revenue (GPR)	\$36,101,550		Cash & Cash Equivalents	\$0	Current Liabilities	\$1,673,723	
Less Deductions	\$24,752,826		Net Patient Receivables	\$1,933,759	Long-Term Debt	\$0	
Net Patient Revenue	\$11,348,724		Other Receivables	\$0	Other Liabilities	\$114,013	
Plus Other Revenue	\$39,699				Subtotal	\$1,787,736	
Total Revenue	\$11,388,423		Land, Buildings & Equipment (Net)	\$1,634,672	Unrestricted Fund Balance	\$2,281,106	
Less Expenses	\$11,767,429		Other Assets	\$500,411	Restricted Fund Balance	\$0	
Non-Operating Gains/Losses	\$65,365				Total Liabilities & Fund Balance	\$4,068,842	
Net Income	-\$313,641		Total Assets	\$4,068,842			