

**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 2019 vs.2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>					
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
<b>Average Census (Patients)</b>					
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
<b>Average Length of Stay (Days)</b>					
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
<b>Full-Time Equivalents (FTEs)</b>					
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
<b>FTEs per 100 Patient Census (Adjusted)</b>					
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

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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)
<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	286	10,182	82.0%	27.9	35.6
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	7	3	8.4
Registered Nurses	29	4	31.0	Occupational Therapists	0	2	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	4	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	1.1
Ancillary Nursing Personnel	18	5	20.3	Physical Therapy Assistants/Aides	1	0	1.0
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	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				
				<b>Total</b>	<b>80</b>	<b>27</b>	<b>93.2</b>

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West Allis, WI 53227			All LTAC Hospitals		FY 2019 vs. 2018		
Selected Financial Statistics			FY 2019	Value	Ratio	FY 2018	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
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	
<b>Deductions as % of Total Gross Patient Revenue</b>							
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	
<b>Other Revenue &amp; Net Gains or Losses</b>							
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	
<b>Expenses as % of Total Expenses</b>							
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	
<b>Fiscal Statistics</b>							
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	
<b>Net Revenue Statistics</b>							
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	
<b>Income Statement</b>			<b>Assets</b>		<b>Liabilities &amp; Fund Balances</b>		
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				
Less Expenses	\$18,534,092	Other Assets	\$20,085,026	Unrestricted Fund Balance	\$22,841,951		
Non-Operating Gains/Losses	\$313,030			Restricted Fund Balance	\$0		
Net Income	\$438,267	Total Assets	\$25,087,603	Total Liabilities & Fund Balance	\$25,087,603		