

**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 2022	All LTAC Hospitals		FY 2022 vs.2021	
		Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	60.7%	56.5%	1.08	81.1%	0.75
Total Hospital	60.7%	56.2%	1.08	81.1%	0.75
<b>Average Census (Patients)</b>					
Acute Long-Term Care	17.6	24.3	0.73	17.8	0.99
Total Hospital	17.6	24.7	0.71	17.8	0.99
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	34.7	37.5	0.93	30.2	1.15
Total Hospital	34.7	37.5	0.93	30.2	1.15
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	6.0	0.17	1.0	1.00
Nurses, Licensed	28.0	27.0	1.04	20.3	1.38
Ancillary Nursing Personnel	15.9	18.6	0.85	4.7	3.38
All Other Personnel	32.3	65.3	0.50	35.2	0.92
Total FTEs	77.2	116.8	0.66	61.2	1.26
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.7	24.2	0.23	5.6	1.01
Nurses, Licensed	159.0	108.7	1.46	113.8	1.40
Ancillary Nursing Personnel	90.1	74.9	1.20	26.3	3.42
All Other Personnel	183.7	262.9	0.70	197.2	0.93
Total FTEs	438.5	470.7	0.93	342.9	1.28

**Total Hospital:**  
 Beds Set Up & Staffed 29  
 Discharges 185  
 Inpatient Days 6,426

**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 12/31/2022	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	185	6,426	60.7%	17.6	34.7
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	5	4	7.1
Registered Nurses	26	6	28.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	15	3	15.9	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	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	9	0	9.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	8	0	8.0
Pharmacy Personnel	2	3	2.5				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>71</b>	<b>17</b>	<b>77.2</b>

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Selected Financial Statistics	FY 2022	All LTAC Hospitals		FY 2022 vs. 2021		
		Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$42,653,231	59.7%	51.5%	1.16	62.5%	0.96
Medical Assistance	\$19,781,608	27.7%	22.7%	1.22	17.9%	1.55
Commercial	\$8,739,804	12.2%	25.3%	0.48	19.6%	0.62
All Other	\$233,742	0.3%	0.5%	0.65	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$35,004,961	49.0%	41.1%	1.19	48.9%	1.00
Medical Assistance	\$16,808,933	23.5%	18.1%	N/A	14.7%	1.60
Commercial	\$7,073,184	9.9%	17.9%	0.55	14.4%	0.69
Bad Debt	\$46,572	0.1%	0.3%	0.19	0.3%	0.22
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$128,142	0.2%	0.4%	0.41	0.0%	N/A
Total Deductions	\$59,061,792	82.7%	77.8%	1.06	78.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.6%	3.1%	0.18	0.3%	1.78
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	\$7,694,070	58.3%	51.8%	1.13	52.6%	1.11
Supplies & Services	\$4,206,716	31.9%	40.4%	0.79	36.1%	0.88
Capital Component	\$1,290,592	9.8%	7.8%	1.26	11.3%	0.86
<b>Fiscal Statistics</b>						
Operating Margin (%)		-6.2%	-6.5%	0.96	7.5%	N/A
Total Hospital Net Income (%)		-4.8%	-5.0%	0.95	5.3%	N/A
Return on Equity (%)		-12.3%	-7.2%	1.71	12.3%	N/A
Current Ratio		1.3	4.2	0.31	2.0	0.63
Days in Net Patient Accounts Receivable		19.4	72.1	0.27	29.0	0.67
Average Payment Period		51.8	41.1	1.26	45.4	1.14
Equity Financing (%)		48.8%	18.5%	2.63	50.0%	0.97
Long-Term Debt to Equity Ratio		0.3	0.4	0.77	0.5	0.60
Times Interest Earned		0.0	-5408.8	N/A	0.0	N/A
Total Asset Turnover		2.5	1.4	1.80	2.4	1.07
Average Age of Plant (Years)		7.9	13.5	0.58	4.5	1.76
Increase (Decrease) Total Net Patient Revenue		-12.4%	-13.3%	0.93	14.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.3%	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$66,990		\$77,533	0.86	\$66,183	1.01
Inpatient Net Revenue per Day	\$1,929		\$2,065	0.93	\$2,195	0.88
Outpatient Net Revenue per Visit	\$0		\$121	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,408,385	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,827,009
Less Deductions	\$59,061,792	Net Patient Receivables	\$657,026	Long-Term Debt	\$685,156
Net Patient Revenue	\$12,346,593	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$71,654			Subtotal	\$2,512,165
Total Revenue	\$12,418,247	Land, Buildings & Equipment (Net)	\$1,202,327	Unrestricted Fund Balance	\$2,391,002
Less Expenses	\$13,191,378	Other Assets	\$3,043,815	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$170,291			Total Liabilities & Fund Balance	\$4,903,167
Net Income	-\$602,840	Total Assets	\$4,903,168		