

**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 2023	All LTAC Hospitals		FY 2023 vs.2022	
		Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	63.4%	61.3%	1.03	63.0%	1.01
Total Hospital	63.4%	57.3%	1.11	63.0%	1.01
<b>Average Census (Patients)</b>					
Acute Long-Term Care	21.6	24.5	0.88	21.4	1.01
Total Hospital	21.6	25.2	0.86	21.4	1.01
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	31.0	32.5	0.95	32.7	0.95
Total Hospital	31.0	32.2	0.96	32.7	0.95
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	2.0	4.8	0.42	2.0	1.00
Nurses, Licensed	25.1	27.6	0.91	26.7	0.94
Ancillary Nursing Personnel	20.6	20.0	1.03	15.2	1.35
All Other Personnel	48.3	55.6	0.87	41.9	1.15
Total FTEs	96.0	108.0	0.89	85.8	1.12
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	9.3	18.7	0.50	9.3	0.99
Nurses, Licensed	116.7	108.9	1.07	124.7	0.94
Ancillary Nursing Personnel	95.5	78.7	1.21	71.1	1.34
All Other Personnel	223.9	219.3	1.02	195.5	1.14
Total FTEs	445.3	425.7	1.05	400.7	1.11

**Total Hospital:**  
 Beds Set Up & Staffed 34  
 Discharges 254  
 Inpatient Days 7,866

**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 12/31/2023	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	254	7,866	63.4%	21.6	31.0
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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

\*\* Transfers, which may be estimated, refer only to those between units.

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	2	0	2.0	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	9	8.1
Registered Nurses	24	19	25.1	Occupational Therapists	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	14	13	20.6	Physical Therapy Assistants/Aides	1	2	1.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.3
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
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	22	0	22.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	3	0	3.0
Pharmacy Personnel	3	6	5.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>83</b>	<b>53</b>	<b>96.0</b>

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Selected Financial Statistics	FY 2023	All LTAC Hospitals		FY 2023 vs. 2022		
		Value	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$65,317,583	55.5%	53.7%	1.03	52.8%	1.05
Medical Assistance	\$32,345,003	27.5%	26.2%	1.05	27.5%	1.00
Commercial	\$20,053,019	17.0%	20.1%	0.85	19.1%	0.89
All Other	\$0	0.0%	0.1%	N/A	0.6%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$55,741,621	47.4%	44.2%	1.07	43.2%	1.10
Medical Assistance	\$28,839,635	24.5%	21.3%	N/A	23.6%	1.04
Commercial	\$16,064,771	13.6%	14.8%	0.92	15.2%	0.90
Bad Debt	-\$67,048	-0.1%	0.1%	N/A	0.1%	N/A
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.0%	N/A	0.5%	N/A
Total Deductions	\$100,578,979	85.4%	80.4%	1.06	82.7%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.0%	0.0%	0.08	0.5%	0.01
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	\$8,651,251	49.0%	51.1%	0.96	49.4%	0.99
Supplies & Services	\$7,436,114	42.1%	41.1%	1.03	41.7%	1.01
Capital Component	\$1,559,846	8.8%	7.8%	1.13	8.9%	1.00
<b>Fiscal Statistics</b>						
Operating Margin (%)		-3.0%	-3.8%	0.79	-13.0%	0.23
Total Hospital Net Income (%)		-2.3%	-3.8%	0.60	-9.0%	0.25
Return on Equity (%)		-1.4%	-5.8%	0.25	-5.0%	0.29
Current Ratio		9.7	3.8	2.53	9.0	1.08
Days in Net Patient Accounts Receivable		117.6	82.9	1.42	78.3	1.50
Average Payment Period		49.0	44.2	1.11	55.4	0.88
Equity Financing (%)		83.3%	12.9%	6.46	80.3%	1.04
Long-Term Debt to Equity Ratio		0.1	0.3	0.31	0.1	0.73
Times Interest Earned		0.0	-370.9	N/A	0.0	N/A
Total Asset Turnover		0.6	1.5	0.41	0.5	1.19
Average Age of Plant (Years)		17.4	11.6	1.51	33.5	0.52
Increase (Decrease) Total Net Patient Revenue		13.2%	11.3%	1.16	-20.6%	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	\$67,203		\$72,154	0.93	\$63,680	1.06
Inpatient Net Revenue per Day	\$2,170		\$2,231	0.97	\$1,946	1.11
Outpatient Net Revenue per Visit	\$0		\$109	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$117,715,605	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,325,927
Less Deductions	\$100,578,979	Net Patient Receivables	\$5,523,280	Long-Term Debt	\$2,191,380
Net Patient Revenue	\$17,136,626	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$610			Subtotal	\$4,517,307
Total Revenue	\$17,137,238	Land, Buildings & Equipment (Net)	\$1,557,491	Unrestricted Fund Balance	\$22,512,387
Less Expenses	\$17,647,211	Other Assets	\$19,948,924	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$118,383			Total Liabilities & Fund Balance	\$27,029,694
Net Income	-\$391,590	Total Assets	\$27,029,695		