

**190 Select Specialty Hospital - Milwaukee**  
 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 2010	All LTAC Hospitals		FY 2010 vs. 2009	
		Value	Ratio	FY 2009	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	84.5%	73.8%	1.15	80.0%	1.06
Total Hospital	84.5%	73.7%	1.15	80.0%	1.06
<b>Average Census (Patients)</b>					
Acute Long-Term Care	28.7	30.3	0.95	27.2	1.06
Total Hospital	28.7	30.8	0.93	27.2	1.06
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	31.5	31.6	1.00	28.1	1.12
Total Hospital	31.5	31.4	1.00	28.1	1.12
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	1.2	0.83	1.0	1.00
Nurses, Licensed	30.9	39.1	0.79	27.6	1.12
Ancillary Nursing Personnel	19.9	21.8	0.91	14.4	1.38
All Other Personnel	40.8	51.3	0.79	34.0	1.20
Total FTEs	92.6	113.5	0.82	77.0	1.20
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	3.5	3.9	0.89	3.7	0.95
Nurses, Licensed	107.7	127.0	0.85	101.4	1.06
Ancillary Nursing Personnel	69.2	70.8	0.98	52.9	1.31
All Other Personnel	141.8	166.6	0.85	125.1	1.13
Total FTEs	322.2	368.3	0.87	283.0	1.14

**Total Hospital:**  
 Beds Set Up & Staffed 34  
 Discharges 333  
 Inpatient Days 10,487

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2010	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	2	0	0	0	0.0%	0.0	0.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	34	333	10,487	84.5%	28.7	31.5
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	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	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	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	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  
4 = Contracted, 5 = Service Not Provided

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

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	Respiratory Therapists	9	1	9.0
Registered Nurses	27	4	28.6	Occupational Therapists	1	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.4
Licensed Practical Nurses	2	1	2.4	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	19	5	19.9	Physical Therapy Assistants/Aides	1	0	1.0
Physician Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Nurse Practitioners	0	0	0.0	Dietitians & Nutritionists	1	2	1.7
Certified Registered Nurse Anesthetists	0	0	0.0	Psychologists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Social Workers	0	0	0.0
Medical Records Personnel	2	0	2.0	All Other Health Professionals	8	1	8.7
Pharmacy Personnel	2	4	3.8	All Other Personnel	10	1	10.4
Clinical Laboratory Personnel	0	0	0.0	<b>Total</b>	<b>85</b>	<b>22</b>	<b>92.6</b>

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Selected Financial Statistics	All LTAC Hospitals		FY 2010 vs. 2009			
	FY 2010	Value	Ratio	FY 2009	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>						
Medicare	\$24,819,223	70.9%	59.1%	1.20	63.8%	1.11
Medical Assistance	\$514,620	1.5%	12.3%	0.12	0.0%	N/A
Commercial	\$9,694,842	27.7%	28.4%	0.98	36.2%	0.76
All Other	\$0	0.0%	0.3%	N/A	0.0%	N/A
<b>Deductions as % of Total Gross Patient Revenue</b>						
Medicare	\$13,096,717	37.4%	33.8%	1.11	32.8%	1.14
Medical Assistance	\$309,339	0.9%	8.3%	0.11	0.0%	N/A
Commercial	\$3,881,704	11.1%	13.3%	0.84	15.8%	0.70
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	\$0	0.0%	0.2%	N/A	0.0%	N/A
Total Deductions	\$17,287,760	49.4%	55.6%	0.89	48.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>						
Other Revenue as % of Total Revenue		0.1%	0.2%	0.51	0.0%	3.41
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	9.8%	N/A
<b>Expenses as % of Total Expenses</b>						
Salary/Fringe Benefits	\$6,278,275	38.9%	40.3%	0.96	39.2%	0.99
Supplies & Services	\$8,012,904	49.6%	46.5%	1.07	53.2%	0.93
Capital Component	\$1,770,002	11.0%	12.5%	0.88	7.0%	1.56
Bad Debt	\$91,363	0.6%	0.7%	0.81	0.6%	0.89
<b>Fiscal Statistics</b>						
Operating Margin (%)		9.0%	3.5%	2.57	12.8%	0.71
Total Hospital Net Income (%)		7.8%	2.7%	2.91	14.0%	0.56
Return on Equity (%)		7.3%	9.5%	0.77	13.7%	0.54
Current Ratio		11.7	0.8	15.12	8.5	1.38
Days in Net Patient Accounts Receivable		66.3	6.8	9.69	60.8	1.09
Average Payment Period		32.0	95.3	0.34	43.7	0.73
Equity Financing (%)		92.7%	32.2%	2.88	90.0%	1.03
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	3.2	N/A	0.0	N/A
Total Asset Turnover		1.0	3.6	0.27	1.0	0.99
Average Age of Plant (Years)		1.9	3.8	0.50	20.2	0.09
Increase (Decrease) Total Net Patient Revenue		4.0%	12.0%	0.33	-3.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	N/A	N/A	N/A	N/A
<b>Net Revenue Statistics</b>						
Inpatient Net Revenue per Discharge	\$53,276		\$53,109	1.00	\$48,314	1.10
Inpatient Net Revenue per Day	\$1,692		\$1,693	1.00	\$1,717	0.99
Outpatient Net Revenue per Visit	\$0		\$0	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,028,685	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,360,567
Less Deductions	\$17,287,760	Net Patient Receivables	\$3,222,504	Long-Term Debt	\$0
Net Patient Revenue	\$17,740,925	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$18,790			Subtotal	\$1,360,567
Total Revenue	\$17,759,715	Land, Buildings & Equipment (Net)	\$2,756,353	Unrestricted Fund Balance	\$17,283,174
Less Expenses	\$16,152,544	Other Assets	\$12,664,884	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$244,335			Total Liabilities & Fund Balance	\$18,643,741
Net Income	\$1,362,836	Total Assets	\$18,643,741		