

**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 2019 vs.2018	
	FY 2019	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>					
Acute Long-Term Care	60.0%	72.8%	0.82	65.3%	0.92
Total Hospital	60.0%	71.5%	0.84	65.3%	0.92
<b>Average Census (Patients)</b>					
Acute Long-Term Care	17.4	28.4	0.61	18.9	0.92
Total Hospital	17.4	28.6	0.61	18.9	0.92
<b>Average Length of Stay (Days)</b>					
Acute Long-Term Care	28.6	34.4	0.83	32.8	0.87
Total Hospital	28.6	34.4	0.83	32.8	0.87
<b>Full-Time Equivalents (FTEs)</b>					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	11.3	30.3	0.37	17.3	0.65
Ancillary Nursing Personnel	10.0	19.8	0.50	11.6	0.86
All Other Personnel	30.1	55.6	0.54	33.9	0.89
Total FTEs	52.5	109.5	0.48	63.9	0.82
<b>FTEs per 100 Patient Census (Adjusted)</b>					
Administrators	5.8	13.1	0.44	5.3	1.09
Nurses, Licensed	65.2	105.9	0.62	91.3	0.71
Ancillary Nursing Personnel	57.5	69.2	0.83	61.4	0.94
All Other Personnel	173.3	194.1	0.89	179.0	0.97
Total FTEs	301.8	382.3	0.79	337.1	0.90

**Total Hospital:**

Beds Set Up & Staffed 29  
 Discharges 222  
 Inpatient Days 6,346

**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	29	222	6,346	60.0%	17.4	28.6
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	5	3	5.8
Registered Nurses	9	5	11.3	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	10	0	10.0	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	8	0	8.0
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	7	1	7.3
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>48</b>	<b>11</b>	<b>52.5</b>

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Milwaukee, WI 53215			All LTAC Hospitals		FY 2019 vs. 2018		
Selected Financial Statistics			FY 2019	Value	Ratio	FY 2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$24,916,060	62.9%	51.9%	1.21	64.2%	0.98	
Medical Assistance	\$10,930,797	27.6%	25.2%	1.10	19.0%	1.45	
Commercial	\$3,785,143	9.6%	22.9%	0.42	16.7%	0.57	
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$17,511,792	44.2%	37.9%	1.17	44.8%	0.99	
Medical Assistance	\$7,611,339	19.2%	18.7%	1.03	13.9%	1.38	
Commercial	\$2,533,116	6.4%	10.7%	0.60	8.9%	0.72	
Bad Debt	\$110,218	0.3%	0.6%	0.47	0.9%	0.30	
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	\$27,766,465	70.1%	67.9%	1.03	68.6%	1.02	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.5%	1.6%	0.34	0.3%	1.54	
Net Gains/Losses as % of Net Income		20.1%	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$4,960,969	41.8%	44.2%	0.94	42.6%	0.98	
Supplies & Services	\$5,552,222	46.7%	46.6%	1.00	46.3%	1.01	
Capital Component	\$1,367,030	11.5%	9.2%	1.26	11.1%	1.04	
Fiscal Statistics							
Operating Margin (%)		0.4%	-2.4%	N/A	-3.3%	N/A	
Total Hospital Net Income (%)		0.5%	-2.0%	N/A	-2.7%	N/A	
Return on Equity (%)		0.9%	-3.0%	N/A	-7.7%	N/A	
Current Ratio		1.2	3.7	0.32	1.4	0.83	
Days in Net Patient Accounts Receivable		53.0	86.6	0.61	62.2	0.85	
Average Payment Period		48.7	50.3	0.97	53.6	0.91	
Equity Financing (%)		34.2%	9.0%	3.78	56.1%	0.61	
Long-Term Debt to Equity Ratio		1.2	0.8	1.48	0.0	N/A	
Times Interest Earned		0.0	-98.8	N/A	0.0	N/A	
Total Asset Turnover		1.8	1.5	1.24	2.8	0.65	
Average Age of Plant (Years)		4.2	9.6	0.43	2.9	1.42	
Increase (Decrease) Total Net Patient Revenue		4.6%	9.4%	0.49	6.5%	0.70	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$53,945		\$61,235	0.88	\$55,358	0.97	
Inpatient Net Revenue per Day	\$1,887		\$1,780	1.06	\$1,689	1.12	
Outpatient Net Revenue per Visit	\$0		\$41	N/A	\$0	N/A	
Income Statement			Assets		Liabilities & Fund Balances		
Gross Patient Revenue (GPR)	\$39,632,000	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,540,162		
Less Deductions	\$27,766,465	Net Patient Receivables	\$1,723,393	Long-Term Debt	\$2,753,179		
Net Patient Revenue	\$11,865,535	Other Receivables	\$0	Other Liabilities	\$0		
Plus Other Revenue	\$64,193			Subtotal	\$4,293,341		
Total Revenue	\$11,929,728	Land, Buildings & Equipment (Net)	\$1,450,170	Unrestricted Fund Balance	\$2,228,827		
Less Expenses	\$11,880,221	Other Assets	\$3,348,605	Restricted Fund Balance	\$0		
Non-Operating Gains/Losses	\$12,439			Total Liabilities & Fund Balance	\$6,522,168		
Net Income	\$61,946	Total Assets	\$6,522,168				