

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 2020 vs.2019	
	FY 2020	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	78.2%	63.1%	1.24	82.0%	0.95
Total Hospital	78.2%	62.9%	1.24	82.0%	0.95
Average Census (Patients)					
Acute Long-Term Care	26.6	27.1	0.98	27.9	0.95
Total Hospital	26.6	27.7	0.96	27.9	0.95
Average Length of Stay (Days)					
Acute Long-Term Care	34.5	34.6	1.00	35.6	0.97
Total Hospital	34.5	34.8	0.99	35.6	0.97
Full-Time Equivalents (FTEs)					
Administrators	1.0	3.8	0.27	1.0	1.00
Nurses, Licensed	23.5	30.0	0.78	31.0	0.76
Ancillary Nursing Personnel	18.6	19.8	0.94	20.3	0.92
All Other Personnel	42.4	59.3	0.72	40.9	1.04
Total FTEs	85.5	112.8	0.76	93.2	0.92
FTEs per 100 Patient Census (Adjusted)					
Administrators	3.8	13.5	0.28	3.6	1.05
Nurses, Licensed	88.3	108.2	0.82	111.1	0.79
Ancillary Nursing Personnel	69.9	71.3	0.98	72.8	0.96
All Other Personnel	159.7	214.1	0.75	146.5	1.09
Total FTEs	321.7	407.3	0.79	334.0	0.96

Total Hospital:

Beds Set Up & Staffed 34
 Discharges 282
 Inpatient Days 9,727

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 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
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	282	9,727	78.2%	26.6	34.5
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	10	2	10.6
Registered Nurses	22	4	23.5	Occupational Therapists	0	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	0.9
Ancillary Nursing Personnel	15	7	18.6	Physical Therapy Assistants/Aides	1	2	1.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	3	1.3
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	10	4	11.2
Health Info Mgmt-Administrators/Technicians	2	1	2.2	All Other Personnel	7	4	9.0
Pharmacy Personnel	3	2	3.2				
Clinical Laboratory Personnel	0	0	0.0				
				Total	72	33	85.5

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West Allis, WI 53227

West Allis, WI 53227			All LTAC Hospitals		FY 2020 vs. 2019		
Selected Financial Statistics			FY 2020	Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	\$54,026,968	68.7%	55.0%	1.25	60.2%	1.14	
Medical Assistance	\$14,741,054	18.7%	23.0%	0.81	19.6%	0.96	
Commercial	\$9,888,747	12.6%	21.9%	0.57	20.2%	0.62	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Deductions as % of Total Gross Patient Revenue							
Medicare	\$41,193,211	52.4%	40.5%	1.29	44.5%	1.18	
Medical Assistance	\$11,708,158	14.9%	16.7%	0.89	14.2%	1.05	
Commercial	\$6,686,477	8.5%	12.3%	0.69	13.1%	0.65	
Bad Debt	\$464,488	0.6%	0.5%	1.09	0.9%	0.67	
Charity Care	\$0	0.0%	0.0%	N/A	0.0%	N/A	
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A	
Total Deductions	\$60,052,334	76.3%	70.1%	1.09	72.7%	1.05	
Other Revenue & Net Gains or Losses							
Other Revenue as % of Total Revenue		0.6%	2.7%	0.22	0.3%	2.05	
Net Gains/Losses as % of Net Income		97.5%	N/A	N/A	71.4%	1.37	
Expenses as % of Total Expenses							
Salary/Fringe Benefits	\$7,877,356	42.1%	47.6%	0.89	39.5%	1.07	
Supplies & Services	\$9,213,665	49.3%	43.7%	1.13	51.3%	0.96	
Capital Component	\$1,611,621	8.6%	8.7%	0.99	9.1%	0.94	
Fiscal Statistics							
Operating Margin (%)		0.1%	5.1%	0.01	0.7%	0.11	
Total Hospital Net Income (%)		2.9%	4.6%	0.63	2.3%	1.26	
Return on Equity (%)		2.0%	7.0%	0.29	1.7%	1.14	
Current Ratio		5.6	3.0	1.89	10.5	0.54	
Days in Net Patient Accounts Receivable		95.9	86.4	1.11	83.7	1.15	
Average Payment Period		93.6	69.4	1.35	45.0	2.08	
Equity Financing (%)		83.1%	12.3%	6.74	91.0%	0.91	
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.0	N/A	
Times Interest Earned		0.0	925.9	N/A	0.0	N/A	
Total Asset Turnover		0.7	1.5	0.43	0.7	0.90	
Average Age of Plant (Years)		26.3	11.7	2.25	15.5	1.69	
Increase (Decrease) Total Net Patient Revenue		0.0%	9.8%	N/A	11.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A	
Net Revenue Statistics							
Inpatient Net Revenue per Discharge	\$67,620		\$70,060	0.97	\$67,158	1.01	
Inpatient Net Revenue per Day	\$1,960		\$2,014	0.97	\$1,886	1.04	
Outpatient Net Revenue per Visit	\$0		\$205	N/A	\$0	N/A	

Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$78,656,769		Cash & Cash Equivalents	\$0	Current Liabilities	\$4,738,654
Less Deductions	\$60,052,334		Net Patient Receivables	\$4,877,148	Long-Term Debt	\$0
Net Patient Revenue	\$18,604,435		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$111,984				Subtotal	\$4,738,654
Total Revenue	\$18,716,419		Land, Buildings & Equipment (Net)	\$639,569	Unrestricted Fund Balance	\$23,360,722
Less Expenses	\$18,702,642		Other Assets	\$22,582,659	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$545,365				Total Liabilities & Fund Balance	\$28,099,376
Net Income	\$559,142		Total Assets	\$28,099,376		