

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 2021	All LTAC Hospitals		FY 2021 vs.2020	
		Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	82.5%	64.4%	1.28	78.2%	1.06
Total Hospital	82.5%	64.2%	1.29	78.2%	1.06
Average Census (Patients)					
Acute Long-Term Care	24.7	25.9	0.95	26.6	0.93
Total Hospital	24.7	26.5	0.93	26.6	0.93
Average Length of Stay (Days)					
Acute Long-Term Care	33.7	35.1	0.96	34.5	0.98
Total Hospital	33.7	35.3	0.95	34.5	0.98
Full-Time Equivalents (FTEs)					
Administrators	1.0	4.8	0.21	1.0	1.00
Nurses, Licensed	25.8	24.1	1.07	23.5	1.10
Ancillary Nursing Personnel	14.4	16.2	0.89	18.6	0.78
All Other Personnel	40.9	63.3	0.65	42.4	0.96
Total FTEs	82.1	108.4	0.76	85.5	0.96
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.0	17.9	0.23	3.8	1.07
Nurses, Licensed	104.4	90.7	1.15	88.3	1.18
Ancillary Nursing Personnel	58.3	61.1	0.95	69.9	0.83
All Other Personnel	165.2	238.4	0.69	159.7	1.03
Total FTEs	331.9	408.1	0.81	321.7	1.03

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 268
 Inpatient Days 9,030

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 12/31/2021	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	30	268	9,030	82.5%	24.7	33.7
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	9	2	9.9
Registered Nurses	24	3	25.8	Occupational Therapists	1	1	1.3
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	1	0.3
Ancillary Nursing Personnel	11	8	14.4	Physical Therapy Assistants/Aides	1	1	1.2
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
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	2	0	2.0	All Other Personnel	12	4	13.5
Pharmacy Personnel	2	3	2.6				
Clinical Laboratory Personnel	0	0	0.0				
				Total	73	23	82.1

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Selected Financial Statistics	FY 2021		All LTAC Hospitals		FY 2021 vs. 2020	
			Value	Ratio	FY 2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$55,243,171	62.3%	52.2%	1.19	68.7%	0.91
Medical Assistance	\$11,632,255	13.1%	17.5%	0.75	18.7%	0.70
Commercial	\$21,856,713	24.6%	30.2%	0.82	12.6%	1.96
All Other	\$0	0.0%	0.1%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$43,557,908	49.1%	40.3%	1.22	52.4%	0.94
Medical Assistance	\$9,660,035	10.9%	13.8%	0.79	14.9%	0.73
Commercial	\$16,319,498	18.4%	18.6%	0.99	8.5%	2.16
Bad Debt	\$114,756	0.1%	0.3%	0.39	0.6%	0.22
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	\$69,652,197	78.5%	73.2%	1.07	76.3%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.3%	3.9%	0.07	0.6%	0.49
Net Gains/Losses as % of Net Income		79.7%	N/A	N/A	97.5%	0.82
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$8,041,422	42.5%	47.2%	0.90	42.1%	1.01
Supplies & Services	\$9,197,304	48.7%	44.5%	1.09	49.3%	0.99
Capital Component	\$1,662,339	8.8%	8.3%	1.05	8.6%	1.02
Fiscal Statistics						
Operating Margin (%)		1.2%	8.2%	0.15	0.1%	16.69
Total Hospital Net Income (%)		5.8%	8.1%	0.71	2.9%	1.99
Return on Equity (%)		4.4%	13.3%	0.33	2.0%	2.20
Current Ratio		12.0	4.8	2.50	5.6	2.13
Days in Net Patient Accounts Receivable		55.3	64.2	0.86	95.9	0.58
Average Payment Period		42.2	39.5	1.07	93.6	0.45
Equity Financing (%)		91.9%	25.7%	3.57	83.1%	1.11
Long-Term Debt to Equity Ratio		0.0	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	859.8	N/A	0.0	N/A
Total Asset Turnover		0.7	1.6	0.44	0.7	1.09
Average Age of Plant (Years)		15.5	9.9	1.56	26.3	0.59
Increase (Decrease) Total Net Patient Revenue		2.6%	6.3%	0.41	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.4%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge	\$71,622		\$78,364	0.91	\$67,620	1.06
Inpatient Net Revenue per Day	\$2,126		\$2,221	0.96	\$1,960	1.08
Outpatient Net Revenue per Visit	\$0		\$94	N/A	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,732,138	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,149,140
Less Deductions	\$69,652,197	Net Patient Receivables	\$2,889,233	Long-Term Debt	\$0
Net Patient Revenue	\$19,079,941	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$56,217			Subtotal	\$2,149,140
Total Revenue	\$19,136,158	Land, Buildings & Equipment (Net)	\$425,899	Unrestricted Fund Balance	\$24,326,748
Less Expenses	\$18,901,065	Other Assets	\$23,160,756	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$921,952			Total Liabilities & Fund Balance	\$26,475,888
Net Income	\$1,157,045	Total Assets	\$26,475,888		