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	FY 2025	All LTAC Hospitals Value	All LTAC Hospitals Ratio	FY 2025 vs.2024 FY 2024	FY 2025 vs.2024 Ratio
Occupancy Rate (%)					
Acute Long-Term Care	76.7%	61.9%	1.24	76.7%	1.00
Total Hospital	76.7%	59.7%	1.28	76.7%	1.00
Average Census (Patients)					
Acute Long-Term Care	22.2	24.8	0.90	22.2	1.00
Total Hospital	22.2	29.0	0.77	22.2	1.00
Average Length of Stay (Days)					
Acute Long-Term Care	34.3	34.9	0.98	32.4	1.06
Total Hospital	34.3	32.0	1.07	32.4	1.06
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.0	1.00	1.0	1.00
Nurses, Licensed	29.1	29.2	1.00	29.4	0.99
Ancillary Nursing Personnel	16.4	23.8	0.69	18.3	0.90
All Other Personnel	37.6	61.7	0.61	45.7	0.82
Total FTEs	84.1	115.7	0.73	94.4	0.89
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.5	3.5	1.30	4.5	1.00
Nurses, Licensed	130.9	100.9	1.30	132.1	0.99
Ancillary Nursing Personnel	73.8	82.4	0.90	82.3	0.90
All Other Personnel	169.0	213.5	0.79	205.3	0.82
Total FTEs	378.2	400.2	0.94	424.3	0.89

Total Hospital:

Beds Set Up & Staffed	29
Discharges	237
Inpatient Days	8,118

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 12/31/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	N	0	0	0	0.0%	0.0	0.0
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	N	0	0	0	0.0%	0.0	0.0
Palliative Care	N	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	H	29	237	8,118	76.7%	22.2	34.3
Other Acute	N	0	0	0	0.0%	0.0	0.0
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	N	0	0	0	0.0%	0.0	0.0
Psychiatric	N	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	N	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	N	0	0	0	0.0%	0.0	0.0
Burn Care	N	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	N	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	N	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	N	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.

* H = Service is provided in or by the Hospital, S = Service is provided by the System
C = Contracted, N = Service Not Provided

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Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0
Dentists	0	0	0.0
Medical & Dental Residents	0	0	0.0
Dental Hygienists	0	0	0.0
Registered Nurses	25	8	29.1
Certified Nurse Midwives	0	0	0.0
Licensed Practical Nurses	0	0	0.0
Ancillary Nursing Personnel	14	6	16.4
Medical Assistants	0	0	0.0
Nurse Practitioners	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0
Pharmacists	1	1	1.7
Medical & Clinical LaboratoryTechnicians	0	0	0.0
Surgical Personnel	0	0	0.0
Directors/Managers	7	0	7.0
Food Service Workers	0	0	0.0
Environmental Services Workers	0	0	0.0
Medical & Clinical LaboratoryTechnologists	0	0	0.0

Occupation	Number Full-Time	Number Part-Time	Number FTE
Radiological Services Personnel	0	0	0.0
Sonographers	0	0	0.0
Physician Assistants	0	0	0.0
All Other Radiologic Personnel	0	0	0.0
Respiratory Therapists	7	7	8.3
Occupational Therapists	1	1	1.3
Occupational Therapy Assistants/Aides	0	1	0.2
Physical Therapists	1	0	1.0
Physical Therapy Assistants/Aides	1	0	1.0
Recreational Therapists	0	0	0.0
Dietitians & Nutritionists	1	0	1.0
Psychologists	0	0	0.0
Social Workers	2	1	2.2
Psychiatric Technicians	0	0	0.0
Pharmacy Technicians	1	0	1.0
Medical Coding Technicians	0	0	0.0
All Other Contracted Staff	0	0	0.0
All Other Health Professionals	8	3	8.9
All Other Personnel	3	2	4.0
Total	**73**	**30**	**84.1**

Total Active Privileged Medical Staff: 80

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Selected Financial Statistics		FY 2025	All LTAC Hospitals Value	All LTAC Hospitals Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	$125,420,761	66.7%	56.2%	1.19	65.5%	1.02
Medical Assistance	$33,828,898	18.0%	22.9%	0.78	15.9%	1.13
Commercial	$28,787,572	15.3%	20.4%	0.75	18.6%	0.83
All Other	$0	0.0%	0.5%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	$114,001,555	60.6%	50.0%	1.21	58.3%	1.04
Medical Assistance	$30,365,923	16.1%	19.7%	0.82	13.9%	1.16
Commercial	$26,065,984	13.9%	17.3%	0.80	16.2%	0.86
Bad Debt	$128,338	0.1%	0.0%	6.57	0.1%	0.68
Charity Care	$0	0.0%	0.0%	N/A	0.0%	N/A
All Other	$0	0.0%	0.4%	N/A	0.0%	N/A
Total Deductions	$170,561,800	90.7%	87.3%	1.04	88.5%	1.02
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	3.0%	0.00	0.0%	0.58
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	$9,722,748	58.9%	52.2%	1.13	56.3%	1.05
Supplies & Services	$5,489,082	33.3%	40.2%	0.83	35.4%	0.94
Capital Component	$1,290,245	7.8%	7.6%	1.03	8.3%	0.94
Fiscal Statistics						
Operating Margin (%)		5.6%	1.5%	3.73	7.6%	0.74
Total Hospital Net Income (%)		5.3%	1.3%	4.20	6.4%	0.82
Current Ratio		2.7	4.6	0.58	2.3	1.16
Days in Net Patient Accounts Receivable		35.9	85.0	0.42	51.3	0.70
Equity Financing (%)		73.3%	17.1%	4.29	62.7%	1.17
Long-Term Debt to Equity Ratio		0.0	0.0	N/A	0.2	N/A
Times Interest Earned		0.0	790.9	N/A	0.0	N/A
Total Asset Turnover		2.5	1.6	1.55	2.7	0.94
Average Age of Plant (Years)		11.9	10.1	1.17	10.3	1.16
Increase (Decrease) Total Net Patient Revenue		-1.7%	9.2%	N/A	12.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		N/A	0.2%	N/A	N/A	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	$188,037,231	Cash & Cash Equivalents	$0	Current Liabilities	$1,843,822
Less Deductions	$170,561,800	Net Patient Receivables	$1,718,624	Long-Term Debt	$0
Net Patient Revenue	$17,475,431	Other Receivables	$0	Other Liabilities	$0
Plus Other Revenue	$246			Subtotal	$1,843,822
Total Revenue	$17,475,677	Land, Buildings & Equipment (Net)	$1,288,829		
Less Expenses	$16,502,075	Other Assets	$3,898,567	Unrestricted Fund Balance	$5,062,198
Non-Operating Gains/Losses	-$47,136			Restricted Fund Balance	$0
Net Income	$926,465	Total Assets	$6,906,020	Total Liabilities & Fund Balance	$6,906,020