

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

		All LTAC Hospitals		FY 2025 vs.2024	
Selected Utilization Statistics	FY 2025	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	69.6%	61.9%	1.12	62.4%	1.11
Total Hospital	69.6%	59.7%	1.16	62.4%	1.11
Average Census (Patients)					
Acute Long-Term Care	23.7	24.8	0.96	21.2	1.11
Total Hospital	23.7	29.0	0.82	21.2	1.11
Average Length of Stay (Days)					
Acute Long-Term Care	38.2	34.9	1.09	32.6	1.17
Total Hospital	38.2	32.0	1.20	32.6	1.17
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.0	1.00	1.0	1.00
Nurses, Licensed	24.6	29.2	0.84	25.2	0.98
Ancillary Nursing Personnel	19.3	23.8	0.81	18.6	1.03
All Other Personnel	43.1	61.7	0.70	44.2	0.98
Total FTEs	88.0	115.7	0.76	89.0	0.99
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.2	3.5	1.22	4.7	0.90
Nurses, Licensed	104.0	100.9	1.03	118.6	0.88
Ancillary Nursing Personnel	81.4	82.4	0.99	87.8	0.93
All Other Personnel	182.3	213.5	0.85	208.3	0.88
Total FTEs	372.0	400.2	0.93	419.4	0.89

Total Hospital:
Beds Set Up & Staffed 34
Discharges 226
Inpatient Days 8,635

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	34	226	8,635	69.6%	23.7	38.2
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	C	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	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	0	0	0.0
Dentists	0	0	0.0	Sonographers	0	0	0.0
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	0	0.0
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	0	0	0.0
Registered Nurses	19	18	24.6	Respiratory Therapists	8	9	10.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	1	1.1
Licensed Practical Nurses	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.1
Ancillary Nursing Personnel	13	11	19.3	Physical Therapists	1	1	1.0
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	1	3	1.0
Nurse Practitioners	0	0	0.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	1	2	1.7
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	Social Workers	1	2	1.2
Pharmacists	1	1	1.1	Psychiatric Technicians	0	0	0.0
Medical & Clinical LaboratoryTechnicians	0	0	0.0	Pharmacy Technicians	1	2	1.0
Surgical Personnel	0	0	0.0	Medical Coding Technicians	0	0	0.0
Directors/Managers	7	0	7.0	All Other Contracted Staff	13	4	13.0
Food Service Workers	0	0	0.0	All Other Health Professionals	0	0	0.0
Environmental Services Workers	0	0	0.0	All Other Personnel	3	1	3.0
Medical & Clinical LaboratoryTechnologists	0	0	0.0				
				Total	72	56	88.0
Total Active Privileged Medical Staff: 98							

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Selected Financial Statistics			All LTAC Hospitals		FY 2025 vs. 2024	
FY 2025			Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$128,343,583	61.9%	56.2%	1.10	59.4%	1.04
Medical Assistance	\$34,003,747	16.4%	22.9%	0.72	24.2%	0.68
Commercial	\$44,898,558	21.7%	20.4%	1.06	16.4%	1.32
All Other	\$0	0.0%	0.5%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$117,542,158	56.7%	50.0%	1.13	52.7%	1.08
Medical Assistance	\$30,596,639	14.8%	19.7%	0.75	22.1%	0.67
Commercial	\$41,021,858	19.8%	17.3%	1.15	13.7%	1.44
Bad Debt	\$83,419	0.0%	0.0%	3.88	0.1%	0.58
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	\$189,244,074	91.3%	87.3%	1.05	88.5%	1.03
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	3.0%	0.00	0.0%	0.33
Net Gains/Losses as % of Net Income		8,494.2%	N/A	N/A	293.5%	28.94
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$9,440,511	50.7%	52.2%	0.97	50.7%	1.00
Supplies & Services	\$7,520,362	40.4%	40.2%	1.00	40.1%	1.01
Capital Component	\$1,662,148	8.9%	7.6%	1.18	9.2%	0.97
Fiscal Statistics						
Operating Margin (%)		-3.5%	1.5%	N/A	-1.7%	2.00
Total Hospital Net Income (%)		0.0%	1.3%	0.03	0.9%	0.05
Current Ratio		10.2	4.6	2.20	10.8	0.95
Days in Net Patient Accounts Receivable		135.7	85.0	1.60	130.3	1.04
Equity Financing (%)		90.1%	17.1%	5.27	87.1%	1.03
Long-Term Debt to Equity Ratio		0.0	0.0	0.36	0.1	0.21
Times Interest Earned		0.0	790.9	N/A	0.0	N/A
Total Asset Turnover		0.7	1.6	0.44	0.7	1.08
Average Age of Plant (Years)		16.9	10.1	1.66	16.3	1.03
Increase (Decrease) Total Net Patient Revenue		4.0%	9.2%	0.44	1.0%	4.03
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)	\$207,245,888		Cash & Cash Equivalents	\$0	Current Liabilities	\$2,230,758
Less Deductions	\$189,244,074		Net Patient Receivables	\$6,691,531	Long-Term Debt	\$260,942
Net Patient Revenue	\$18,001,814		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$37				Subtotal	\$2,491,700
Total Revenue	\$18,001,851		Land, Buildings & Equipment (Net)	\$1,193,029	Unrestricted Fund Balance	\$22,673,911
Less Expenses	\$18,623,021		Other Assets	\$17,281,051	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$628,570				Total Liabilities & Fund Balance	\$25,165,611
Net Income	\$7,400		Total Assets	\$25,165,611		

