

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

County: Milwaukee
Analysis Area: Milwaukee County (2B)
Volume Group: N/A

Control:

		All LTAC Hospitals		FY 2024 vs.2023	
Selected Utilization Statistics	FY 2024	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)					
Acute Long-Term Care	62.4%	62.5%	1.00	63.4%	0.98
Total Hospital	62.4%	61.7%	1.01	63.4%	0.98
Average Census (Patients)					
Acute Long-Term Care	21.2	25.0	0.85	21.6	0.98
Total Hospital	21.2	27.2	0.78	21.6	0.98
Average Length of Stay (Days)					
Acute Long-Term Care	32.6	33.3	0.98	31.0	1.05
Total Hospital	32.6	33.4	0.98	31.0	1.05
Full-Time Equivalents (FTEs)					
Administrators	1.0	1.0	1.00	2.0	0.50
Nurses, Licensed	25.2	29.1	0.87	25.1	1.00
Ancillary Nursing Personnel	18.6	20.2	0.92	20.6	0.91
All Other Personnel	44.2	56.5	0.78	48.3	0.92
Total FTEs	89.0	106.8	0.83	96.0	0.93
FTEs per 100 Patient Census (Adjusted)					
Administrators	4.7	3.7	1.27	9.3	0.51
Nurses, Licensed	118.6	107.8	1.10	116.7	1.02
Ancillary Nursing Personnel	87.8	75.0	1.17	95.5	0.92
All Other Personnel	208.3	209.6	0.99	223.9	0.93
Total FTEs	419.4	396.1	1.06	445.3	0.94

Total Hospital:
Beds Set Up & Staffed 34
Discharges 238
Inpatient Days 7,767

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 12/31/2024	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	238	7,767	62.4%	21.2	32.6
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	Surgical Technicians	0	0	0.0
Registered Nurses	20	14	25.2	Respiratory Therapists	8	2	9.1
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	1.0
Ancillary Nursing Personnel	13	10	18.6	Physical Therapists	1	0	1.0
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.0
Nurse Practitioners	0	0	0.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	1	0.5
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	Social Workers	2	1	2.0
Pharmacists	2	2	2.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical LaboratoryTechnicians	0	0	0.0	Pharmacy Technicians	1	1	1.0
Surgical Personnel	0	0	0.0	Medical Coding Technicians	0	0	0.0
Directors/Managers	6	0	6.0	All Other Contracted Staff	7	0	7.0
Food Service Workers	0	0	0.0	All Other Health Professionals	6	2	6.4
Environmental Services Workers	0	0	0.0	All Other Personnel	5	2	6.0
Medical & Clinical LaboratoryTechnologists	0	0	0.0				
All Other Radiologic Personnel	0	0	0.0				
				Total	75	39	89.0
Total Active Privileged Medical Staff: 222							

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190 Select Specialty Hospital - Milwaukee - West Allis West Allis, WI 53227			All LTAC Hospitals		FY 2024 vs. 2023	
Selected Financial Statistics		FY 2024	Value	Ratio	FY 2023	Ratio
Gross Revenue as % of Total Gross Patient Revenue						
Medicare	\$89,756,980	59.4%	57.5%	1.03	55.5%	1.07
Medical Assistance	\$36,524,504	24.2%	23.9%	1.01	27.5%	0.88
Commercial	\$24,814,719	16.4%	18.6%	0.89	17.0%	0.96
All Other	\$0	0.0%	0.0%	N/A	0.0%	N/A
Deductions as % of Total Gross Patient Revenue						
Medicare	\$79,617,224	52.7%	49.8%	1.06	47.4%	1.11
Medical Assistance	\$33,369,161	22.1%	19.6%	1.13	24.5%	0.90
Commercial	\$20,698,411	13.7%	15.0%	0.91	13.6%	1.00
Bad Debt	\$104,281	0.1%	0.1%	0.47	-0.1%	N/A
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	\$133,789,077	88.5%	84.5%	1.05	85.4%	1.04
Other Revenue & Net Gains or Losses						
Other Revenue as % of Total Revenue		0.0%	0.7%	0.00	0.0%	0.17
Net Gains/Losses as % of Net Income		293.5%	13.3%	22.10	N/A	N/A
Expenses as % of Total Expenses						
Salary/Fringe Benefits	\$8,924,374	50.7%	53.2%	0.95	49.0%	1.03
Supplies & Services	\$7,058,260	40.1%	38.9%	1.03	42.1%	0.95
Capital Component	\$1,622,907	9.2%	8.0%	1.16	8.8%	1.04
Fiscal Statistics						
Operating Margin (%)		-1.7%	1.9%	N/A	-3.0%	0.58
Total Hospital Net Income (%)		0.9%	2.2%	0.39	-2.3%	N/A
Return on Equity (%)		0.7%	22.0%	0.03	-1.4%	N/A
Current Ratio		10.8	3.3	3.28	9.7	1.12
Days in Net Patient Accounts Receivable		130.3	83.5	1.56	117.6	1.11
Average Payment Period		44.2	37.4	1.18	49.0	0.90
Equity Financing (%)		87.1%	20.9%	4.17	83.3%	1.05
Long-Term Debt to Equity Ratio		0.1	0.2	0.25	0.1	0.57
Times Interest Earned		0.0	101.7	N/A	0.0	N/A
Total Asset Turnover		0.7	2.0	0.33	0.6	1.05
Average Age of Plant (Years)		16.3	11.8	1.39	17.4	0.94
Increase (Decrease) Total Net Patient Revenue		1.0%	5.6%	0.18	13.2%	0.08
Outpatient Gross Revenue (% of Total GPR)		N/A	0.1%	N/A	N/A	N/A
Net Revenue Statistics						
Inpatient Net Revenue per Discharge		\$73,157	\$73,426	1.00	\$67,203	1.09
Inpatient Net Revenue per Day		\$2,242	\$2,218	1.01	\$2,170	1.03
Outpatient Net Revenue per Visit		\$0	\$70	N/A	\$0	N/A

Income Statement	
Gross Patient Revenue (GPR)	\$151,096,203
Less Deductions	\$133,789,077
Net Patient Revenue	\$17,307,126
Plus Other Revenue	\$107
Total Revenue	\$17,307,234
Less Expenses	\$17,605,541
Non-Operating Gains/Losses	\$452,431
Net Income	\$154,124

Assets	
Cash & Cash Equivalents	\$0
Net Patient Receivables	\$6,162,382
Other Receivables	\$0
Land, Buildings & Equipment (Net)	\$1,416,530
Other Assets	\$18,434,952
Total Assets	\$26,013,864

Liabilities & Fund Balances	
Current Liabilities	\$2,082,899
Long-Term Debt	\$1,264,455
Other Liabilities	\$0
Subtotal	\$3,347,354
Unrestricted Fund Balance	\$22,666,510
Restricted Fund Balance	\$0
Total Liabilities & Fund Balance	\$26,013,864