

072 Community Memorial Hospital
W180 N8085 Town Hall Rd
Menomonee Falls, WI 53051
262-251-1000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 6

| Selected Utilization Statistics | FY 2005 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2005 vs. 2004 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 68.3% | 59.1% | 1.16 | 67.0% | 1.02 | 59.5% | 1.15 | 68.4% | 1.00 |
| Obstetrics | 40.5% | 41.6% | 0.97 | 41.3% | 0.98 | 42.0% | 0.97 | 40.6% | 1.00 |
| Pediatrics | 0.0% | 54.2% | N/A | 18.4% | N/A | 85.7% | N/A | 0.0% | N/A |
| Total Hospital | 60.1% | 57.7% | 1.04 | 63.6% | 0.94 | 56.1% | 1.07 | 56.2% | 1.07 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 54.0 | 31.3 | 1.72 | 48.2 | 1.12 | 47.6 | 1.13 | 54.7 | 0.99 |
| Obstetrics | 7.3 | 5.4 | 1.35 | 6.8 | 1.07 | 8.4 | 0.87 | 7.3 | 1.00 |
| Pediatrics | 0.0 | 2.2 | N/A | 0.8 | N/A | 8.4 | N/A | 0.0 | N/A |
| Total Hospital | 110.6 | 54.6 | 2.03 | 82.2 | 1.35 | 93.0 | 1.19 | 110.1 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 3.7 | 1.03 | 3.7 | 1.03 | 3.7 | 1.03 | 4.0 | 0.96 |
| Obstetrics | 3.0 | 2.4 | 1.24 | 2.5 | 1.19 | 2.6 | 1.15 | 2.9 | 1.03 |
| Pediatrics | 0.0 | 2.5 | N/A | 1.8 | N/A | 2.4 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 4.3 | 1.01 | 4.3 | 1.01 | 4.2 | 1.03 | 4.6 | 0.94 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4,150 | 1,644 | 2.52 | 2,036 | 2.04 | 3,329 | 1.25 | 3,979 | 1.04 |
| Outpatient | 5,878 | 3,777 | 1.56 | 4,144 | 1.42 | 7,486 | 0.79 | 6,026 | 0.98 |
| Inpatient as % of All Surgeries | 41.4% | 30.3% | 1.37 | 32.9% | 1.26 | 30.8% | 1.34 | 39.8% | 1.04 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 75,725 | 84,436 | 0.90 | 128,980 | 0.59 | 164,395 | 0.46 | 77,671 | 0.97 |
| Emergency Visits | 18,465 | 15,777 | 1.17 | 22,463 | 0.82 | 25,464 | 0.73 | 17,454 | 1.06 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 31.0 | 17.4 | 1.78 | 25.4 | 1.22 | 29.5 | 1.05 | 30.0 | 1.03 |
| Nurses, Licensed | 269.4 | 173.6 | 1.55 | 220.8 | 1.22 | 311.5 | 0.86 | 266.5 | 1.01 |
| Ancillary Nursing Personnel | 46.3 | 34.8 | 1.33 | 46.2 | 1.00 | 55.1 | 0.84 | 37.5 | 1.23 |
| All Other Personnel | 593.7 | 410.2 | 1.45 | 537.1 | 1.11 | 765.1 | 0.78 | 598.3 | 0.99 |
| Total FTEs | 940.4 | 636.0 | 1.48 | 829.5 | 1.13 | 1,161.3 | 0.81 | 932.3 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 18.7 | 17.1 | 1.09 | 13.8 | 1.35 | 16.6 | 1.12 | 18.1 | 1.03 |
| Nurses, Licensed | 162.3 | 170.3 | 0.95 | 120.1 | 1.35 | 175.3 | 0.93 | 160.9 | 1.01 |
| Ancillary Nursing Personnel | 27.9 | 34.1 | 0.82 | 25.1 | 1.11 | 31.0 | 0.90 | 22.6 | 1.23 |
| All Other Personnel | 357.6 | 402.4 | 0.89 | 292.2 | 1.22 | 430.6 | 0.83 | 361.3 | 0.99 |
| Total FTEs | 566.5 | 623.8 | 0.91 | 451.3 | 1.26 | 653.6 | 0.87 | 563.0 | 1.01 |

Total Hospital:

Beds Set Up & Staffed 184
Discharges 9,306
Inpatient Days 40,358

Contract with:

Health Maintenance Organization (HMO) Yes
Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Beds Set Up & Staffed 0
Discharges 0
Inpatient Days 0

Newborn Nursery:

Bassinets 18
Total Births 840
Newborn Days 1,845

072 Community Memorial Hospital
Menomonee Falls, WI 53051

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2005 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 79 | 5,146 | 19,699 | 68.3% | 54.0 | 3.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 10 | 331 | 3,479 | 95.3% | 9.5 | 10.5 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 18 | 892 | 2,663 | 40.5% | 7.3 | 3.0 |
| Psychiatric | 1 | 19 | 650 | 3,781 | 54.5% | 10.4 | 5.8 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 21 | 371 | 3,111 | 40.6% | 8.5 | 8.4 |
| Step-Down (Special Care) | 1 | 29 | 1,860 | 7,142 | 67.5% | 19.6 | 3.8 |
| Neonatal Intensive/Intermediate Care | 1 | 8 | 78 | 532 | 18.2% | 1.5 | 6.8 |
| 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.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

** Transfers, which may be estimated, refer only to those between units.

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 31 | 0 | 31.0 | Radiological Services Personnel | 19 | 35 | 30.0 |
| Physicians & Dentists | 0 | 1 | 0.6 | Respiratory Therapists | 9 | 18 | 17.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Occupational Therapists | 3 | 21 | 8.5 |
| Registered Nurses | 131 | 237 | 239.6 | Occupational Therapy Assistants/Aides | 0 | 4 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 24 | 16.8 |
| Licensed Practical Nurses | 12 | 32 | 26.2 | Physical Therapy Assistants/Aides | 2 | 22 | 9.2 |
| Ancillary Nursing Personnel | 20 | 70 | 46.3 | Recreational Therapists | 0 | 1 | 0.7 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 3 | 1.5 |
| Nurse Practitioners | 3 | 7 | 3.6 | Psychologists | 0 | 1 | 0.8 |
| Medical Records Personnel | 5 | 4 | 7.5 | Social Workers | 7 | 1 | 7.0 |
| Pharmacy Personnel | 24 | 25 | 33.6 | All Other Health Professionals | 85 | 107 | 128.6 |
| Clinical Laboratory Personnel | 25 | 25 | 33.2 | All Other Personnel | 175 | 242 | 278.8 |
| Surgical Personnel | 19 | 4 | 19.0 | | | | |
| | | | | Total | 580 | 884 | 940.4 |

072 Community Memorial Hospital
Menomonee Falls, WI 53051

| Selected Financial Statistics | FY 2005 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2005 vs. 2004 | | |
|--|---------------|-------------------|---------|---------------|---------|--------------|---------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2004 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$131,071,124 | 51.4% | 41.4% | 1.24 | 42.6% | 1.21 | 37.1% | 1.38 | 52.5% | 0.98 |
| Medical Assistance | \$7,175,078 | 2.8% | 10.2% | 0.28 | 6.9% | 0.41 | 12.4% | 0.23 | 2.6% | 1.07 |
| Commercial | \$111,285,488 | 43.6% | 41.7% | 1.05 | 46.1% | 0.95 | 45.1% | 0.97 | 43.5% | 1.00 |
| All Other | \$5,625,303 | 2.2% | 6.8% | 0.32 | 4.3% | 0.51 | 5.4% | 0.41 | 1.4% | 1.55 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$79,866,188 | 31.3% | 25.3% | 1.24 | 27.5% | 1.14 | 23.7% | 1.32 | 31.7% | 0.99 |
| Medical Assistance | \$4,811,622 | 1.9% | 7.7% | 0.24 | 5.4% | 0.35 | 9.1% | 0.21 | 1.0% | 1.86 |
| Commercial | \$24,807,652 | 9.7% | 9.7% | 1.00 | 11.7% | 0.83 | 11.0% | 0.88 | 10.7% | 0.91 |
| Charity Care | \$3,290,055 | 1.3% | 1.5% | 0.86 | 1.2% | 1.07 | 1.4% | 0.92 | 1.2% | 1.04 |
| All Other | \$939,910 | 0.4% | 1.5% | 0.25 | 0.5% | 0.74 | 1.1% | 0.33 | 0.3% | 1.25 |
| Total Deductions | \$113,715,427 | 44.6% | 45.7% | 0.98 | 46.2% | 0.96 | 46.4% | 0.96 | 45.0% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 1.8% | 4.4% | 0.40 | 2.7% | 0.65 | 7.4% | 0.24 | 2.7% | 0.65 |
| Net Gains/Losses as % of Net Income | | 14.3% | 12.3% | 1.16 | 5.1% | 2.80 | 12.2% | 1.17 | 22.7% | 0.63 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$67,604,980 | 50.0% | 47.5% | 1.05 | 46.6% | 1.07 | 47.2% | 1.06 | 51.2% | 0.98 |
| Supplies & Services | \$56,740,835 | 42.0% | 40.2% | 1.04 | 39.2% | 1.07 | 41.3% | 1.02 | 39.1% | 1.07 |
| Capital Component | \$10,326,570 | 7.6% | 8.7% | 0.88 | 9.4% | 0.81 | 8.7% | 0.88 | 9.0% | 0.85 |
| Bad Debt | \$541,295 | 0.4% | 3.6% | 0.11 | 4.7% | 0.09 | 2.8% | 0.14 | 0.8% | 0.52 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 6.1% | 7.6% | 0.80 | 12.0% | 0.51 | 8.2% | 0.74 | 9.2% | 0.66 |
| Total Hospital Net Income (%) | | 7.0% | 8.6% | 0.82 | 12.6% | 0.56 | 9.2% | 0.76 | 11.6% | 0.60 |
| Return on Equity (%) | | 5.0% | 7.2% | 0.69 | 9.7% | 0.51 | 7.8% | 0.64 | 8.6% | 0.58 |
| Current Ratio | | 1.6 | 2.8 | 0.58 | 4.0 | 0.41 | 2.3 | 0.70 | 1.9 | 0.87 |
| Days in Net Patient Accounts Receivable | | 48.9 | 51.2 | 0.96 | 49.1 | 1.00 | 54.1 | 0.90 | 42.8 | 1.14 |
| Average Payment Period | | 55.2 | 53.8 | 1.03 | 43.8 | 1.26 | 55.7 | 0.99 | 42.8 | 1.29 |
| Equity Financing (%) | | 61.6% | 58.5% | 1.05 | 66.6% | 0.93 | 55.2% | 1.12 | 62.8% | 0.98 |
| Long-Term Debt to Equity Ratio | | 0.5 | 0.4 | 1.16 | 0.3 | 1.54 | 0.5 | 0.93 | 0.5 | 0.98 |
| Times Interest Earned | | 5.6 | 6.9 | 0.81 | 11.0 | 0.51 | 6.5 | 0.86 | 6.2 | 0.91 |
| Total Asset Turnover | | 0.7 | 0.8 | 0.88 | 0.8 | 0.88 | 0.8 | 0.88 | 0.7 | 0.97 |
| Average Age of Plant (Years) | | 7.2 | 9.1 | 0.79 | 9.4 | 0.76 | 8.5 | 0.85 | 6.7 | 1.08 |
| Increase (Decrease) Total Net Patient Revenue | | 7.7% | 9.1% | 0.85 | 9.0% | 0.86 | 8.8% | 0.88 | 13.8% | 0.56 |
| Outpatient Gross Revenue (% of Total GPR) | | 33.6% | 46.6% | 0.72 | 53.0% | 0.63 | 47.8% | 0.70 | 33.5% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,859 | | \$9,724 | 1.01 | \$8,298 | 1.19 | \$9,588 | 1.03 | \$9,828 | 1.00 |
| Inpatient Net Revenue per Day | \$2,273 | | \$2,239 | 1.02 | \$1,910 | 1.19 | \$2,298 | 0.99 | \$2,138 | 1.06 |
| Outpatient Net Revenue per Visit | \$528 | | \$430 | 1.23 | \$447 | 1.18 | \$409 | 1.29 | \$474 | 1.11 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$255,156,993 | Cash & Cash Equivalents | \$4,413,441 | Current Liabilities | \$19,369,905 |
| Less Deductions | \$113,715,427 | Net Patient Receivables | \$18,960,865 | Long-Term Debt | \$58,660,157 |
| Net Patient Revenue | \$141,441,566 | Other Receivables | \$98,119 | Other Liabilities | \$716,826 |
| Plus Other Revenue | \$2,544,684 | | | Subtotal | \$78,746,888 |
| Total Revenue | \$143,986,250 | Land, Buildings & Equipment (Net) | \$94,036,542 | Unrestricted Fund Balance | \$126,560,452 |
| Less Expenses | \$135,213,680 | Other Assets | \$87,798,373 | Restricted Fund Balance | \$334,959 |
| Non-Operating Gains/Losses | \$1,458,430 | | | Total Liabilities & Fund Balance | \$205,307,340 |
| Net Income | \$10,231,000 | Total Assets | \$205,307,340 | | |