

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 2006	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2006 vs. 2005	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	61.0%	59.2%	1.03	66.0%	0.92	58.1%	1.05	68.3%	0.89
Obstetrics	38.7%	41.5%	0.93	42.3%	0.92	37.7%	1.03	40.5%	0.96
Pediatrics	0.0%	52.2%	N/A	19.6%	N/A	84.0%	N/A	0.0%	N/A
Total Hospital	56.5%	57.2%	0.99	60.8%	0.93	55.7%	1.01	60.1%	0.94
Average Census (Patients)									
Adult Medical-Surgical	54.3	31.4	1.73	48.1	1.13	40.6	1.34	54.0	1.01
Obstetrics	7.0	5.3	1.32	6.8	1.03	6.4	1.09	7.3	0.96
Pediatrics	0.0	2.2	N/A	0.8	N/A	8.0	N/A	0.0	N/A
Total Hospital	113.1	53.6	2.11	81.2	1.39	81.4	1.39	110.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	3.6	1.05	3.6	1.05	3.7	1.03	3.8	0.99
Obstetrics	2.8	2.4	1.19	2.4	1.19	2.5	1.14	3.0	0.95
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.3	4.3	1.00	4.2	1.03	4.2	1.03	4.3	0.99
Surgical Operations									
Inpatient	4,189	1,903	2.20	2,019	2.07	2,574	1.63	4,150	1.01
Outpatient	5,273	4,240	1.24	4,558	1.16	6,209	0.85	5,878	0.90
Inpatient as % of All Surgeries	44.3%	31.0%	1.43	30.7%	1.44	29.3%	1.51	41.4%	1.07
Outpatient Visits									
Non-Emergency Visits	73,401	89,386	0.82	128,780	0.57	112,584	0.65	75,725	0.97
Emergency Visits	18,916	15,537	1.22	22,456	0.84	22,560	0.84	18,465	1.02
Full-Time Equivalents (FTEs)									
Administrators	33.0	17.1	1.93	33.0	1.00	29.5	1.12	31.0	1.06
Nurses, Licensed	278.5	180.9	1.54	240.0	1.16	273.4	1.02	269.4	1.03
Ancillary Nursing Personnel	53.3	35.0	1.52	45.9	1.16	46.3	1.15	46.3	1.15
All Other Personnel	602.5	419.6	1.44	552.0	1.09	614.8	0.98	593.7	1.01
Total FTEs	967.3	652.6	1.48	870.9	1.11	964.1	1.00	940.4	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	20.0	16.6	1.20	17.1	1.17	18.4	1.09	18.6	1.07
Nurses, Licensed	168.7	175.7	0.96	124.5	1.35	170.6	0.99	161.8	1.04
Ancillary Nursing Personnel	32.3	34.0	0.95	23.8	1.36	28.9	1.12	27.8	1.16
All Other Personnel	364.9	407.4	0.90	286.2	1.27	383.7	0.95	356.7	1.02
Total FTEs	585.8	633.7	0.92	451.6	1.30	601.6	0.97	564.9	1.04

Total Hospital:
Beds Set Up & Staffed 200
Discharges 9,584
Inpatient Days 41,267

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 844
Newborn Days 1,902

072 Community Memorial Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2006	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	89	5,223	19,812	61.0%	54.3	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	16	307	3,404	58.3%	9.3	11.1
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	893	2,545	38.7%	7.0	2.8
Psychiatric	1	19	690	4,226	60.9%	11.6	6.1
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	324	3,239	42.3%	8.9	10.0
Step-Down (Special Care)	1	29	2,089	7,591	71.7%	20.8	3.6
Neonatal Intensive/Intermediate Care	1	8	74	583	20.0%	1.6	7.9
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	33	0	33.0	Radiological Services Personnel	16	38	29.9
Physicians & Dentists	0	1	0.0	Respiratory Therapists	10	16	17.9
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	21	8.9
Registered Nurses	132	240	248.4	Occupational Therapy Assistants/Aides	0	2	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	23	14.8
Licensed Practical Nurses	12	31	26.1	Physical Therapy Assistants/Aides	2	20	9.9
Ancillary Nursing Personnel	25	73	53.3	Recreational Therapists	0	1	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	1.8
Nurse Practitioners	2	6	4.0	Psychologists	0	1	0.8
Medical Records Personnel	5	3	6.9	Social Workers	7	2	7.0
Pharmacy Personnel	31	21	37.4	All Other Health Professionals	84	109	126.8
Clinical Laboratory Personnel	24	21	30.2	All Other Personnel	184	244	291.6
Surgical Personnel	18	5	18.0	Total	594	881	967.3

072 Community Memorial Hospital
Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2006	All GMS Hospitals		Analysis Area		Volume Group		FY 2006 vs. 2005		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2005	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$146,779,478	53.0%	41.4%	1.28	43.1%	1.23	39.2%	1.35	51.4%	1.03
Medical Assistance	\$7,250,509	2.6%	10.3%	0.25	7.2%	0.36	10.7%	0.24	2.8%	0.93
Commercial	\$116,612,365	42.1%	41.8%	1.01	45.1%	0.93	45.3%	0.93	43.6%	0.97
All Other	\$6,391,570	2.3%	6.5%	0.35	4.6%	0.50	4.8%	0.48	2.2%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$91,267,125	32.9%	25.6%	1.29	28.2%	1.17	25.7%	1.28	31.3%	1.05
Medical Assistance	\$4,789,528	1.7%	7.7%	0.22	5.6%	0.31	8.0%	0.22	1.9%	0.92
Commercial	\$28,764,664	10.4%	10.6%	0.98	12.4%	0.84	11.2%	0.93	9.7%	1.07
Charity Care	\$2,265,554	0.8%	1.6%	0.51	1.3%	0.63	1.2%	0.68	1.3%	0.63
All Other	\$1,630,776	0.6%	1.4%	0.42	0.7%	0.84	1.2%	0.49	0.4%	1.60
Total Deductions	\$128,717,647	46.5%	47.0%	0.99	48.2%	0.96	47.3%	0.98	44.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	4.5%	0.38	3.1%	0.55	3.9%	0.44	1.8%	0.96
Net Gains/Losses as % of Net Income		76.1%	20.7%	3.68	15.4%	4.94	19.1%	3.99	14.3%	5.34
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$73,078,836	49.1%	47.5%	1.03	48.2%	1.02	48.7%	1.01	50.0%	0.98
Supplies & Services	\$62,067,429	41.7%	40.1%	1.04	38.9%	1.07	38.8%	1.07	42.0%	0.99
Capital Component	\$11,397,634	7.7%	9.0%	0.85	8.8%	0.87	9.6%	0.80	7.6%	1.00
Bad Debt	\$2,341,955	1.6%	3.5%	0.45	4.0%	0.39	2.8%	0.56	0.4%	3.93
Fiscal Statistics										
Operating Margin (%)		1.3%	5.9%	0.22	8.7%	0.15	8.8%	0.15	6.1%	0.22
Total Hospital Net Income (%)		5.3%	7.3%	0.73	10.2%	0.52	10.7%	0.50	7.0%	0.76
Return on Equity (%)		3.9%	6.1%	0.64	8.0%	0.49	8.1%	0.48	5.0%	0.78
Current Ratio		1.9	3.0	0.63	4.7	0.40	3.3	0.57	1.6	1.17
Days in Net Patient Accounts Receivable		45.1	51.6	0.87	49.3	0.92	55.1	0.82	49.1	0.92
Average Payment Period		47.5	51.3	0.92	39.2	1.21	49.9	0.95	55.3	0.86
Equity Financing (%)		64.0%	60.2%	1.06	70.1%	0.91	64.0%	1.00	61.6%	1.04
Long-Term Debt to Equity Ratio		0.4	0.4	1.01	0.3	1.35	0.4	1.01	0.5	0.87
Times Interest Earned		4.3	6.1	0.71	9.7	0.45	7.1	0.61	5.6	0.77
Total Asset Turnover		0.7	0.8	0.88	0.8	0.88	0.7	1.00	0.7	1.00
Average Age of Plant (Years)		7.6	8.6	0.88	9.5	0.80	8.3	0.91	7.2	1.05
Increase (Decrease) Total Net Patient Revenue		4.9%	6.2%	0.78	2.3%	2.11	5.0%	0.97	7.7%	0.63
Outpatient Gross Revenue (% of Total GPR)		31.5%	48.0%	0.66	55.8%	0.56	49.2%	0.64	33.6%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,324		\$10,323	1.00	\$8,449	1.22	\$9,923	1.04	\$9,859	1.05
Inpatient Net Revenue per Day	\$2,398		\$2,382	1.01	\$2,002	1.20	\$2,387	1.00	\$2,273	1.05
Outpatient Net Revenue per Visit	\$535		\$450	1.19	\$513	1.04	\$531	1.01	\$528	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$277,033,922	Cash & Cash Equivalents	\$6,165,539	Current Liabilities	\$18,360,863
Less Deductions	\$128,717,647	Net Patient Receivables	\$18,333,938	Long-Term Debt	\$55,602,754
Net Patient Revenue	\$148,316,275	Other Receivables	\$162,244	Other Liabilities	\$3,395,140
Plus Other Revenue	\$2,569,976			Subtotal	\$77,358,757
Total Revenue	\$150,886,251	Land, Buildings & Equipment (Net)	\$92,241,635	Unrestricted Fund Balance	\$137,416,529
Less Expenses	\$148,885,854	Other Assets	\$97,871,930	Restricted Fund Balance	\$174,394
Non-Operating Gains/Losses	\$6,385,603			Total Liabilities & Fund Balance	\$214,775,286
Net Income	\$8,386,000	Total Assets	\$214,775,286		