

**072 Community Memorial Hospital**  
W180 N8085 Town Hall Road  
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 2007	All <b>GMS</b> Hospitals		Analysis Area 2A		Volume Group 6		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	60.3%	60.0%	1.00	66.7%	0.90	61.4%	0.98	61.0%	0.99
Obstetrics	39.9%	42.5%	0.94	43.4%	0.92	42.2%	0.95	38.7%	1.03
Pediatrics	0.0%	55.1%	N/A	19.7%	N/A	82.3%	N/A	0.0%	N/A
Total Hospital	59.0%	57.1%	1.03	55.2%	1.07	57.5%	1.03	56.5%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	59.1	32.2	1.83	46.1	1.28	49.4	1.19	54.3	1.09
Obstetrics	7.2	5.5	1.30	7.1	1.01	8.6	0.84	7.0	1.03
Pediatrics	0.0	2.3	N/A	0.8	N/A	9.9	N/A	0.0	N/A
Total Hospital	119.1	53.3	2.24	67.7	1.76	103.2	1.15	113.1	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.7	1.07	3.8	1.03	3.8	1.05	3.8	1.03
Obstetrics	2.7	2.3	1.16	2.4	1.13	2.5	1.08	2.8	0.96
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.3	4.2	1.04	3.8	1.14	4.3	1.00	4.3	1.01
<b>Surgical Operations</b>									
Inpatient	3,960	1,939	2.04	1,923	2.06	3,476	1.14	4,189	0.95
Outpatient	5,830	4,175	1.40	4,862	1.20	7,518	0.78	5,273	1.11
Inpatient as % of All Surgeries	40.4%	31.7%	1.28	28.3%	1.43	31.6%	1.28	44.3%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	73,457	90,979	0.81	127,076	0.58	187,282	0.39	73,401	1.00
Emergency Visits	19,588	15,916	1.23	22,628	0.87	28,547	0.69	18,916	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.0	16.4	1.95	23.3	1.37	30.3	1.06	33.0	0.97
Nurses, Licensed	256.7	187.1	1.37	215.9	1.19	354.1	0.72	278.5	0.92
Ancillary Nursing Personnel	48.9	37.2	1.31	49.7	0.98	68.4	0.71	53.3	0.92
All Other Personnel	594.0	437.1	1.36	518.8	1.14	799.4	0.74	602.5	0.99
Total FTEs	931.5	677.8	1.37	807.7	1.15	1,252.3	0.74	967.3	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	18.2	15.7	1.16	14.2	1.29	15.9	1.14	20.0	0.91
Nurses, Licensed	146.0	179.0	0.82	131.0	1.11	186.0	0.78	168.7	0.87
Ancillary Nursing Personnel	27.8	35.6	0.78	30.2	0.92	35.9	0.77	32.3	0.86
All Other Personnel	337.7	418.1	0.81	314.7	1.07	419.8	0.80	364.9	0.93
Total FTEs	529.7	648.4	0.82	490.0	1.08	657.6	0.81	585.8	0.90

**Total Hospital:**  
Beds Set Up & Staffed 202  
Discharges 9,996  
Inpatient Days 43,465

**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:**  
Bassinetts 18  
Total Births 895  
Newborn Days 1,937

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2007	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	98	5,494	21,566	60.3%	59.1	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	222	3,057	69.8%	8.4	13.8
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	18	962	2,623	39.9%	7.2	2.7
<b>Psychiatric</b>	1	16	587	4,171	71.4%	11.4	7.1
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	357	3,639	47.5%	10.0	10.2
Step-Down (Special Care)	1	29	2,330	8,303	78.4%	22.7	3.6
Neonatal Intensive/Intermediate Care	1	8	66	511	17.5%	1.4	7.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	32	0	32.0	Radiological Services Personnel	18	36	30.6
Physicians & Dentists	0	1	0.6	Respiratory Therapists	8	15	13.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	2	18	8.0
Registered Nurses	131	227	244.0	Occupational Therapy Assistants/Aides	1	2	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	26	11.6
Licensed Practical Nurses	5	10	10.3	Physical Therapy Assistants/Aides	2	21	9.8
Ancillary Nursing Personnel	18	86	48.9	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	1.8
Nurse Practitioners	2	1	2.4	Psychologists	0	1	0.8
Medical Records Personnel	4	2	4.8	Social Workers	5	1	5.0
Pharmacy Personnel	32	22	39.7	All Other Health Professionals	94	93	130.6
Clinical Laboratory Personnel	23	20	29.6	All Other Personnel	185	238	289.6
Surgical Personnel	16	6	16.8	<b>Total</b>	<b>581</b>	<b>830</b>	<b>931.5</b>

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Selected Financial Statistics			All GMS Hospitals		Analysis Area		Volume Group		FY 2007 vs. 2006	
			Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$157,705,035	51.1%	41.3%	1.24	43.0%	1.19	37.5%	1.36	53.0%	0.97
Medical Assistance	\$8,595,023	2.8%	10.5%	0.26	7.0%	0.40	13.5%	0.21	2.6%	1.06
Commercial	\$132,522,233	43.0%	41.4%	1.04	44.5%	0.96	42.9%	1.00	42.1%	1.02
All Other	\$9,585,358	3.1%	6.6%	0.47	5.0%	0.62	6.1%	0.51	2.3%	1.35
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$95,729,912	31.0%	25.8%	1.20	28.2%	1.10	23.9%	1.30	32.9%	0.94
Medical Assistance	\$6,620,356	2.1%	7.9%	0.27	5.6%	0.38	10.2%	0.21	1.7%	1.24
Commercial	\$34,656,715	11.2%	11.0%	1.02	13.1%	0.86	11.2%	1.00	10.4%	1.08
Charity Care	\$2,701,538	0.9%	1.6%	0.55	1.4%	0.62	1.4%	0.62	0.8%	1.07
All Other	\$1,936,047	0.6%	1.6%	0.39	1.2%	0.51	1.3%	0.50	0.6%	1.07
Total Deductions	\$141,644,568	45.9%	48.1%	0.95	49.5%	0.93	48.3%	0.95	46.5%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.7%	4.7%	0.35	3.7%	0.44	7.9%	0.21	1.7%	0.97
Net Gains/Losses as % of Net Income		46.4%	25.2%	1.84	20.8%	2.23	21.3%	2.18	76.1%	0.61
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$77,675,468	49.3%	47.6%	1.04	46.8%	1.05	46.3%	1.06	49.1%	1.00
Supplies & Services	\$64,021,966	40.6%	40.1%	1.01	39.3%	1.03	41.8%	0.97	41.7%	0.97
Capital Component	\$11,968,918	7.6%	8.8%	0.87	8.9%	0.85	8.7%	0.87	7.7%	0.99
Bad Debt	\$3,953,137	2.5%	3.6%	0.69	5.0%	0.50	3.2%	0.79	1.6%	1.59
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.0%	7.0%	1.01	8.9%	0.79	8.1%	0.87	1.3%	5.32
Total Hospital Net Income (%)		12.4%	9.2%	1.35	11.0%	1.13	10.1%	1.23	5.3%	2.33
Return on Equity (%)		9.8%	7.4%	1.33	8.6%	1.14	7.8%	1.25	3.9%	2.51
Current Ratio		2.1	3.1	0.66	5.8	0.36	3.3	0.62	1.9	1.09
Days in Net Patient Accounts Receivable		44.5	52.5	0.85	51.0	0.87	54.8	0.81	45.1	0.99
Average Payment Period		45.7	50.4	0.91	33.5	1.36	48.1	0.95	47.5	0.96
Equity Financing (%)		64.5%	60.8%	1.06	71.3%	0.91	60.9%	1.06	64.0%	1.01
Long-Term Debt to Equity Ratio		0.4	0.4	0.90	0.3	1.42	0.4	0.86	0.4	0.88
Times Interest Earned		10.9	7.3	1.49	9.7	1.12	7.4	1.47	4.3	2.51
Total Asset Turnover		0.7	0.8	0.94	0.8	0.97	0.8	0.98	0.7	1.06
Average Age of Plant (Years)		8.1	9.2	0.88	9.6	0.84	9.0	0.89	7.6	1.07
Increase (Decrease) Total Net Patient Revenue		12.4%	7.5%	1.66	6.7%	1.85	6.8%	1.83	4.9%	2.56
Outpatient Gross Revenue (% of Total GPR)		32.3%	49.0%	0.66	56.4%	0.57	45.8%	0.70	31.5%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,195		\$11,671	0.96	\$9,113	1.23	\$12,402	0.90	\$10,324	1.08
Inpatient Net Revenue per Day	\$2,575		\$2,752	0.94	\$2,392	1.08	\$2,855	0.90	\$2,398	1.07
Outpatient Net Revenue per Visit	\$590		\$516	1.14	\$517	1.14	\$433	1.36	\$535	1.10
<b>Income Statement</b>			<b>Assets</b>			<b>Liabilities &amp; Fund Balances</b>				
Gross Patient Revenue (GPR)	\$308,407,649		Cash & Cash Equivalents		\$8,201,342		Current Liabilities		\$18,700,408	
Less Deductions	\$141,644,568		Net Patient Receivables		\$20,317,024		Long-Term Debt		\$52,512,848	
Net Patient Revenue	\$166,763,081		Other Receivables		\$206,241		Other Liabilities		\$9,541,508	
Plus Other Revenue	\$2,805,223						Subtotal		\$80,754,764	
Total Revenue	\$169,568,304		Land, Buildings & Equipment (Net)		\$91,447,107		Unrestricted Fund Balance		\$146,951,315	
Less Expenses	\$157,619,489		Other Assets		\$107,534,365		Restricted Fund Balance		\$468,683	
Non-Operating Gains/Losses	\$10,359,081						Total Liabilities & Fund Balance		\$227,706,079	
Net Income	\$22,307,896		Total Assets		\$227,706,079					