

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

Fiscal Year: 07/01 to 06/30  
Type: **GMS**  
General Medical & Surgical  
Control: **Other Not-For-Profit**

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

Selected Utilization Statistics	FY 2008	All GSM Hospitals		Analysis Area 2A		Volume Group 6		FY 2008 vs. 2007	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.2%	60.5%	1.14	68.4%	1.01	60.5%	1.14	60.3%	1.15
Obstetrics	37.9%	42.5%	0.89	41.3%	0.92	41.7%	0.91	39.9%	0.95
Pediatrics	0.0%	57.0%	N/A	18.1%	N/A	82.0%	N/A	0.0%	N/A
Total Hospital	63.9%	58.4%	1.10	59.0%	1.08	57.7%	1.11	59.0%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	61.6	31.3	1.97	49.1	1.26	51.1	1.20	59.1	1.04
Obstetrics	6.8	5.7	1.20	7.0	0.98	9.1	0.75	7.2	0.95
Pediatrics	0.0	2.4	N/A	0.8	N/A	10.4	N/A	0.0	N/A
Total Hospital	123.3	54.6	2.26	70.5	1.75	100.7	1.23	119.1	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.7	1.10	3.7	1.10	3.7	1.10	3.9	1.05
Obstetrics	2.7	2.4	1.12	2.4	1.12	2.6	1.03	2.7	0.97
Pediatrics	0.0	2.2	N/A	1.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.08	4.1	1.11	4.4	1.05	4.3	1.06
<b>Surgical Operations</b>									
Inpatient	3,833	1,970	1.95	1,769	2.17	3,267	1.17	3,960	0.97
Outpatient	5,706	4,151	1.37	4,471	1.28	6,433	0.89	5,830	0.98
Inpatient as % of All Surgeries	40.2%	32.2%	1.25	28.3%	1.42	33.7%	1.19	40.4%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	70,293	94,816	0.74	125,391	0.56	204,311	0.34	73,457	0.96
Emergency Visits	19,896	16,124	1.23	21,466	0.93	28,164	0.71	19,588	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	36.0	18.7	1.93	27.1	1.33	26.0	1.38	32.0	1.13
Nurses, Licensed	281.9	197.1	1.43	233.7	1.21	359.1	0.78	256.7	1.10
Ancillary Nursing Personnel	60.7	37.6	1.61	39.9	1.52	59.3	1.02	48.9	1.24
All Other Personnel	598.6	452.4	1.32	529.4	1.13	840.6	0.71	594.0	1.01
Total FTEs	977.1	705.8	1.38	830.2	1.18	1,284.9	0.76	931.5	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.4	17.2	1.13	16.0	1.22	13.4	1.45	18.2	1.07
Nurses, Licensed	151.9	181.8	0.84	137.5	1.10	185.0	0.82	146.0	1.04
Ancillary Nursing Personnel	32.7	34.6	0.94	23.5	1.39	30.5	1.07	27.8	1.18
All Other Personnel	322.7	417.2	0.77	311.6	1.04	433.1	0.75	337.7	0.96
Total FTEs	526.7	650.8	0.81	488.6	1.08	662.1	0.80	529.7	0.99

**Total Hospital:**  
Beds Set Up & Staffed 193  
Discharges 9,813  
Inpatient Days 45,141

**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 908  
Newborn Days 1,971

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2008	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	89	5,484	22,539	69.2%	61.6	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	173	3,205	73.0%	8.8	18.5
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	941	2,495	37.9%	6.8	2.7
<b>Psychiatric</b>	1	16	698	4,603	78.6%	12.6	6.6
<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	284	3,678	47.9%	10.0	13.0
Step-Down (Special Care)	1	29	2,228	8,345	78.6%	22.8	3.7
Neonatal Intensive/Intermediate Care	1	8	59	287	9.8%	0.8	4.9
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	36	0	36.0	Surgical Personnel	16	6	16.8
Physicians & Dentists	0	2	1.4	Radiological Services Personnel	18	37	32.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	16	12.9
Registered Nurses	153	231	266.9	Occupational Therapists	2	19	8.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	1.0
Licensed Practical Nurses	5	8	9.9	Physical Therapists	3	23	10.6
Ancillary Nursing Personnel	27	91	60.7	Physical Therapy Assistants/Aides	1	23	9.1
Physician Assistants	0	0	0.0	Recreational Therapists	0	1	0.6
Nurse Practitioners	3	1	3.6	Dietitians & Nutritionists	1	3	2.3
Certified Registered Nurse Anesthetists	1	4	1.5	Psychologists	0	1	0.8
Medical Records Personnel	5	5	6.9	Social Workers	5	6	5.6
Pharmacy Personnel	31	26	38.4	All Other Health Professionals	95	82	122.3
Clinical Laboratory Personnel	22	18	27.5	All Other Personnel	194	267	301.5
				<b>Total</b>	<b>626</b>	<b>873</b>	<b>977.1</b>

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Selected Financial Statistics	FY 2008	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2008 vs. 2007		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2007	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$173,556,646	52.8%	41.5%	1.27	43.8%	1.21	38.0%	1.39	51.1%	1.03
Medical Assistance	\$8,198,182	2.5%	10.8%	0.23	7.4%	0.34	13.9%	0.18	2.8%	0.89
Commercial	\$135,735,719	41.3%	40.7%	1.01	43.3%	0.95	41.7%	0.99	43.0%	0.96
All Other	\$11,343,214	3.4%	7.0%	0.50	5.6%	0.62	6.4%	0.54	3.1%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$109,152,045	33.2%	26.5%	1.25	29.6%	1.12	24.7%	1.34	31.0%	1.07
Medical Assistance	\$7,099,760	2.2%	8.4%	0.26	6.0%	0.36	10.9%	0.20	2.1%	1.01
Commercial	\$38,069,426	11.6%	11.4%	1.01	13.6%	0.85	11.4%	1.01	11.2%	1.03
Charity Care	\$2,162,574	0.7%	1.6%	0.41	1.3%	0.52	1.4%	0.48	0.9%	0.75
All Other	\$4,440,075	1.4%	1.9%	0.72	1.3%	1.06	1.9%	0.71	0.6%	2.15
Total Deductions	\$160,923,880	48.9%	49.8%	0.98	51.7%	0.95	50.3%	0.97	45.9%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.5%	4.5%	0.34	3.6%	0.43	7.8%	0.20	1.7%	0.93
Net Gains/Losses as % of Net Income		109.2%	N/A	N/A	N/A	N/A	N/A	N/A	46.4%	2.35
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$80,392,832	47.8%	47.4%	1.01	45.4%	1.05	46.4%	1.03	49.3%	0.97
Supplies & Services	\$70,960,860	42.2%	39.6%	1.06	40.6%	1.04	41.3%	1.02	40.6%	1.04
Capital Component	\$13,922,188	8.3%	8.8%	0.95	8.7%	0.95	8.7%	0.95	7.6%	1.09
Bad Debt	\$2,988,567	1.8%	4.2%	0.42	5.3%	0.34	3.6%	0.50	2.5%	0.71
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.3%	5.6%	0.24	8.0%	0.17	7.5%	0.18	7.0%	0.19
Total Hospital Net Income (%)		-17.3%	3.5%	N/A	4.5%	N/A	5.0%	N/A	12.4%	N/A
Return on Equity (%)		0.0%	2.8%	N/A	3.4%	N/A	3.7%	N/A	9.8%	0.00
Current Ratio		0.8	2.9	0.27	4.1	0.19	2.4	0.32	2.1	0.38
Days in Net Patient Accounts Receivable		44.6	50.2	0.89	46.4	0.96	54.0	0.83	44.5	1.00
Average Payment Period		141.3	54.8	2.58	46.8	3.02	67.0	2.11	45.7	3.09
Equity Financing (%)		47.9%	58.1%	0.83	68.9%	0.70	55.3%	0.87	64.5%	0.74
Long-Term Debt to Equity Ratio		0.4	0.4	1.01	0.2	1.73	0.4	0.94	0.4	1.15
Times Interest Earned		-7.5	3.3	N/A	4.3	N/A	4.2	N/A	10.9	N/A
Total Asset Turnover		0.6	0.8	0.75	0.8	0.78	0.8	0.81	0.7	0.82
Average Age of Plant (Years)		8.4	9.5	0.88	10.1	0.83	9.2	0.91	8.1	1.04
Increase (Decrease) Total Net Patient Revenue		0.7%	6.3%	0.11	6.8%	0.10	7.0%	0.10	12.4%	0.06
Outpatient Gross Revenue (% of Total GPR)		33.5%	49.7%	0.67	55.8%	0.60	48.1%	0.70	32.3%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,172		\$11,228	1.00	\$9,416	1.19	\$11,467	0.97	\$11,195	1.00
Inpatient Net Revenue per Day	\$2,429		\$2,612	0.93	\$2,280	1.07	\$2,626	0.92	\$2,575	0.94
Outpatient Net Revenue per Visit	\$646		\$497	1.30	\$528	1.22	\$406	1.59	\$590	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$328,833,761	Cash & Cash Equivalents	\$12,653,981	Current Liabilities	\$61,657,765
Less Deductions	\$160,923,880	Net Patient Receivables	\$20,481,129	Long-Term Debt	\$54,571,507
Net Patient Revenue	\$167,909,881	Other Receivables	\$132,311	Other Liabilities	\$28,628,230
Plus Other Revenue	\$2,622,149			Subtotal	\$144,857,502
Total Revenue	\$170,532,030	Land, Buildings & Equipment (Net)	\$91,252,192	Unrestricted Fund Balance	\$133,358,024
Less Expenses	\$168,264,447	Other Assets	\$153,695,913	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$27,048,253	Total Assets	\$278,215,526	Total Liabilities & Fund Balance	\$278,215,526
Net Income	-\$24,780,670				