

017 Elmbrook Memorial Hospital
 19333 W North Ave
 Brookfield, WI 53045
 262-785-2000

Type: GSM - General Medical & Surgical
 Control: Religious Organization
 Fiscal Year: 07/01/2002 to 06/30/2003

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

Selected Utilization Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2003 vs. 2002	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	77.9%	58.2%	1.34	69.3%	1.12	58.3%	1.34	48.1%	1.62
Obstetrics	81.0%	39.8%	2.04	41.0%	1.98	39.4%	2.06	43.2%	1.88
Pediatrics	0.0%	48.9%	N/A	19.6%	N/A	67.2%	N/A	0.0%	N/A
Total Hospital	90.2%	56.2%	1.61	68.1%	1.33	53.3%	1.69	48.3%	1.87
Average Census (Patients)									
Adult Medical-Surgical	57.7	31.7	1.82	43.9	1.31	48.6	1.19	53.9	1.07
Obstetrics	6.5	5.1	1.27	6.9	0.94	7.4	0.88	6.9	0.94
Pediatrics	0.0	2.0	N/A	0.8	N/A	7.4	N/A	0.0	N/A
Total Hospital	79.4	54.7	1.45	74.7	1.06	92.2	0.86	65.7	1.21
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	3.9	1.06	3.9	1.06	3.9	1.06	4.2	0.99
Obstetrics	2.6	2.4	1.06	2.5	1.02	2.5	1.02	3.0	0.85
Pediatrics	0.0	2.4	N/A	1.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.7	4.5	1.05	4.7	1.00	4.3	1.10	3.5	1.35
Surgical Operations									
Inpatient	2,552	1,579	1.62	1,723	1.48	2,793	0.91	2,987	0.85
Outpatient	5,502	3,500	1.57	3,945	1.39	6,435	0.86	10,536	0.52
Inpatient as % of All Surgeries	31.7%	31.1%	1.02	30.4%	1.04	30.3%	1.05	22.1%	1.43
Outpatient Visits									
Non-Emergency Visits	69,886	78,926	0.89	103,682	0.67	156,399	0.45	66,938	1.04
Emergency Visits	14,928	14,405	1.04	18,454	0.81	24,284	0.61	15,780	0.95
Full-Time Equivalents (FTEs)									
Administrators	17.0	16.5	1.03	17.4	0.98	31.7	0.54	17.5	0.97
Nurses, Licensed	206.3	164.2	1.26	187.2	1.10	279.4	0.74	169.3	1.22
Ancillary Nursing Personnel	119.3	57.5	2.07	66.8	1.79	103.2	1.16	109.3	1.09
All Other Personnel	333.4	379.9	0.88	414.9	0.80	711.9	0.47	319.0	1.05
Total FTEs	676.0	618.1	1.09	686.2	0.99	1,126.2	0.60	615.1	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.8	16.7	0.64	10.8	1.00	17.8	0.60	11.2	0.96
Nurses, Licensed	130.7	166.1	0.79	116.2	1.12	157.3	0.83	108.5	1.20
Ancillary Nursing Personnel	75.6	58.2	1.30	41.4	1.82	58.1	1.30	70.1	1.08
All Other Personnel	211.2	384.3	0.55	257.5	0.82	400.9	0.53	204.4	1.03
Total FTEs	428.2	625.4	0.68	425.9	1.01	634.2	0.68	394.2	1.09

Total Hospital:
 Beds Set Up & Staffed 88
 Discharges 6,145
 Inpatient Days 28,983

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 22
 Total Births 766
 Newborn Days 1,832

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2003	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	74	5,077	21,046	77.9%	57.7	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	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	8	926	2,366	81.0%	6.5	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
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	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	142	1,778	81.2%	4.9	12.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	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	17	0	17.0	Radiological Services Personnel	25	36	46.3
Physicians & Dentists	2	0	2.0	Occupational Therapists	0	6	3.8
Medical & Dental Residents	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Registered Nurses	67	217	205.3	Physical Therapists	4	7	7.8
Certified Nurse Midwives	0	0	0.0	Physical Therapy Assistants/Aides	3	12	6.8
Licensed Practical Nurses	0	1	0.4	Recreational Therapists	0	0	0.0
Ancillary Nursing Personnel	61	111	119.3	Psychologists	0	0	0.0
Physician Assistants	0	0	0.0	Social Workers	1	1	1.6
Nurse Practitioners	0	1	0.6	All Other Health Professionals	23	51	41.6
Medical Records Personnel	6	3	8.6	All Other Personnel	115	183	202.0
Pharmacy Personnel	9	10	12.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	334	639	676.0

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Selected Financial Statistics	FY 2003	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2003 vs. 2002		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2002	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$88,801,225	41.5%	41.6%	1.00	43.3%	0.96	38.4%	1.08	42.2%	0.98
Medical Assistance	\$3,252,872	1.5%	9.7%	0.16	6.5%	0.23	10.1%	0.15	1.2%	1.27
Commercial	\$120,649,420	56.3%	42.4%	1.33	46.3%	1.22	46.7%	1.21	55.6%	1.01
All Other	\$1,457,452	0.7%	6.2%	0.11	4.0%	0.17	4.9%	0.14	1.1%	0.62
Deductions as % of Total Gross Patient Revenue										
Medicare	\$62,180,869	29.0%	24.8%	1.17	27.0%	1.08	23.5%	1.24	27.9%	1.04
Medical Assistance	\$2,499,224	1.2%	6.7%	0.17	4.5%	0.26	6.8%	0.17	0.9%	1.30
Commercial	\$47,307,732	22.1%	9.4%	2.35	11.1%	1.99	11.6%	1.90	21.8%	1.01
Charity Care	\$1,206,894	0.6%	1.1%	0.51	0.9%	0.63	1.0%	0.56	0.3%	1.88
All Other	\$0	0.0%	1.3%	N/A	0.3%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$113,194,719	52.9%	43.3%	1.22	43.9%	1.20	44.4%	1.19	50.9%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	4.8%	0.34	3.0%	0.55	7.5%	0.22	2.0%	0.82
Net Gains/Losses as % of Net Income		0.0%	12.0%	0.00	N/A	N/A	15.2%	0.00	2.1%	0.02
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,704,799	41.4%	48.0%	0.86	47.8%	0.87	48.5%	0.85	43.2%	0.96
Supplies & Services	\$41,215,600	49.2%	40.2%	1.22	39.4%	1.25	40.0%	1.23	48.6%	1.01
Capital Component	\$6,347,097	7.6%	8.7%	0.87	9.6%	0.79	8.8%	0.86	7.7%	0.98
Bad Debt	\$1,494,763	1.8%	3.1%	0.58	3.2%	0.56	2.7%	0.66	0.5%	3.57
Fiscal Statistics										
Operating Margin (%)		18.4%	6.4%	2.87	9.9%	1.86	6.7%	2.75	19.8%	0.93
Total Hospital Net Income (%)		18.4%	7.1%	2.59	9.8%	1.88	7.8%	2.36	20.2%	0.91
Return on Equity (%)		21.8%	11.2%	1.94	13.2%	1.65	11.7%	1.86	27.8%	0.78
Current Ratio		1.2	2.5	0.47	3.0	0.39	2.6	0.45	1.1	1.06
Days in Net Patient Accounts Receivable		47.9	56.1	0.85	59.7	0.80	62.7	0.76	53.0	0.90
Average Payment Period		63.4	52.7	1.20	53.4	1.19	48.8	1.30	78.4	0.81
Equity Financing (%)		79.2%	57.8%	1.37	59.2%	1.34	59.8%	1.32	72.6%	1.09
Long-Term Debt to Equity Ratio		0.1	0.5	0.21	0.4	0.26	0.4	0.26	0.2	0.53
Times Interest Earned		34.9	5.4	6.47	7.1	4.92	6.0	5.82	25.9	1.35
Total Asset Turnover		0.9	0.9	1.04	0.8	1.17	0.9	1.04	1.0	0.94
Average Age of Plant (Years)		8.2	9.6	0.85	9.0	0.91	9.5	0.86	9.1	0.90
Increase (Decrease) Total Net Patient Revenue		12.3%	10.1%	1.22	14.8%	0.83	10.5%	1.18	N/A	N/A
Outpatient Gross Revenue (% of Total GPR)		49.7%	44.7%	1.11	51.1%	0.97	48.1%	1.03	50.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,443		\$8,772	0.73	\$7,402	0.87	\$8,121	0.79	\$5,835	1.10
Inpatient Net Revenue per Day	\$1,557		\$1,944	0.80	\$1,585	0.98	\$1,904	0.82	\$1,429	1.09
Outpatient Net Revenue per Visit	\$659		\$373	1.77	\$386	1.71	\$348	1.89	\$600	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$214,160,969	Cash & Cash Equivalents	\$2,300	Current Liabilities	\$13,675,252
Less Deductions	\$113,194,719	Net Patient Receivables	\$13,258,383	Long-Term Debt	\$9,152,105
Net Patient Revenue	\$100,966,250	Other Receivables	\$47,315	Other Liabilities	\$15,000
Plus Other Revenue	\$1,681,045			Subtotal	\$22,842,357
Total Revenue	\$102,647,295	Land, Buildings & Equipment (Net)	\$45,919,795	Unrestricted Fund Balance	\$86,780,410
Less Expenses	\$83,762,259	Other Assets	\$50,394,974	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,907			Total Liabilities & Fund Balance	\$109,622,767
Net Income	\$18,892,943	Total Assets	\$109,622,767		