

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

Type: GMS - General Medical & Surgical
 Control: Religious Organization
 Fiscal Year: Jul 1 to Jun 30

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

Selected Utilization Statistics	FY 2004	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2004 vs. 2003	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.1%	59.8%	1.36	65.6%	1.24	58.2%	1.39	77.9%	1.04
Obstetrics	65.0%	40.6%	1.60	40.3%	1.61	39.0%	1.67	81.0%	0.80
Pediatrics	0.0%	50.6%	N/A	19.0%	N/A	78.0%	N/A	0.0%	N/A
Total Hospital	76.2%	56.6%	1.35	59.6%	1.28	53.5%	1.42	90.2%	0.84
Average Census (Patients)									
Adult Medical-Surgical	60.0	32.3	1.86	48.8	1.23	47.6	1.26	57.7	1.04
Obstetrics	5.2	5.4	0.96	7.1	0.73	7.1	0.73	6.5	0.80
Pediatrics	0.0	2.1	N/A	0.8	N/A	7.2	N/A	0.0	N/A
Total Hospital	70.1	55.0	1.28	80.2	0.87	89.2	0.79	79.4	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	3.9	1.02	3.9	1.02	3.9	1.02	4.1	0.96
Obstetrics	2.5	2.4	1.05	2.5	1.01	2.5	1.01	2.6	0.98
Pediatrics	0.0	2.4	N/A	1.8	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.5	4.4	0.79	4.3	0.81	4.2	0.83	4.7	0.74
Surgical Operations									
Inpatient	2,709	1,553	1.74	2,004	1.35	2,756	0.98	2,552	1.06
Outpatient	5,654	3,651	1.55	4,027	1.40	6,489	0.87	5,502	1.03
Inpatient as % of All Surgeries	32.4%	29.9%	1.08	33.2%	0.98	29.8%	1.09	31.7%	1.02
Outpatient Visits									
Non-Emergency Visits	70,066	80,062	0.88	124,020	0.56	159,467	0.44	69,886	1.00
Emergency Visits	13,921	14,837	0.94	21,636	0.64	24,373	0.57	14,928	0.93
Full-Time Equivalents (FTEs)									
Administrators	21.5	17.5	1.23	26.7	0.81	35.5	0.61	17.0	1.26
Nurses, Licensed	216.4	168.8	1.28	216.0	1.00	288.7	0.75	206.3	1.05
Ancillary Nursing Personnel	75.4	34.3	2.20	44.9	1.68	54.0	1.40	119.3	0.63
All Other Personnel	378.6	405.3	0.93	528.9	0.72	727.1	0.52	333.4	1.14
Total FTEs	691.8	626.0	1.11	816.4	0.85	1,105.4	0.63	676.0	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.2	17.4	0.88	15.4	0.99	20.4	0.75	10.8	1.42
Nurses, Licensed	153.4	167.9	0.91	124.5	1.23	165.4	0.93	130.7	1.17
Ancillary Nursing Personnel	53.4	34.2	1.56	25.9	2.06	30.9	1.73	75.6	0.71
All Other Personnel	268.4	403.1	0.67	304.8	0.88	416.6	0.64	211.2	1.27
Total FTEs	490.4	622.6	0.79	470.5	1.04	633.4	0.77	428.2	1.15

Total Hospital:
 Beds Set Up & Staffed 92
 Discharges 7,364
 Inpatient Days 25,669

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 752
 Newborn Days 1,769

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed Jun 30, 2004	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	5,527	21,965	81.1%	60.0	4.0
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	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	8	757	1,903	65.0%	5.2	2.5
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	5	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	6	157	1,683	76.6%	4.6	10.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	4	42	118	8.1%	0.3	2.8
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	21	1	21.5	Radiological Services Personnel	33	45	58.3
Physicians & Dentists	0	0	0.0	Respiratory Therapists	5	12	10.2
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	6	3.9
Registered Nurses	73	206	214.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	9	7.7
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	2	8	7.2
Ancillary Nursing Personnel	32	72	75.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	4	2.5
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Medical Records Personnel	7	3	9.9	Social Workers	1	1	1.5
Pharmacy Personnel	11	11	14.2	All Other Health Professionals	40	31	49.4
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	105	156	184.5
Surgical Personnel	19	13	28.5	Total	354	579	691.8

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Selected Financial Statistics	FY 2004	All GMS Hospitals		Analysis Area		Volume Group		FY 2004 vs. 2003		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2003	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$99,995,706	40.0%	41.6%	0.96	43.0%	0.93	38.2%	1.05	41.5%	0.96
Medical Assistance	\$4,417,856	1.8%	10.2%	0.17	7.0%	0.25	11.1%	0.16	1.5%	1.16
Commercial	\$143,980,693	57.6%	41.9%	1.37	46.0%	1.25	45.6%	1.26	56.3%	1.02
All Other	\$1,778,875	0.7%	6.2%	0.11	4.0%	0.18	5.1%	0.14	0.7%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$71,763,080	28.7%	25.3%	1.13	27.7%	1.04	24.1%	1.19	29.0%	0.99
Medical Assistance	\$3,840,872	1.5%	7.5%	0.20	4.9%	0.31	8.1%	0.19	1.2%	1.32
Commercial	\$56,328,839	22.5%	9.6%	2.35	11.4%	1.98	11.6%	1.94	22.1%	1.02
Charity Care	\$1,128,236	0.5%	1.1%	0.41	1.0%	0.45	1.0%	0.45	0.6%	0.80
All Other	\$31	0.0%	1.3%	0.00	0.3%	0.00	1.2%	0.00	0.0%	N/A
Total Deductions	\$133,061,058	53.2%	44.8%	1.19	45.3%	1.17	46.0%	1.16	52.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.5%	4.5%	0.33	2.7%	0.55	7.1%	0.21	1.6%	0.91
Net Gains/Losses as % of Net Income		0.0%	15.4%	0.00	10.6%	0.00	12.6%	0.00	0.0%	0.12
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$41,150,045	45.0%	48.4%	0.93	47.8%	0.94	48.5%	0.93	41.4%	1.09
Supplies & Services	\$41,258,234	45.1%	39.5%	1.14	38.3%	1.18	39.7%	1.14	49.2%	0.92
Capital Component	\$7,411,567	8.1%	8.8%	0.92	9.6%	0.84	8.7%	0.93	7.6%	1.07
Bad Debt	\$1,607,386	1.8%	3.4%	0.52	4.2%	0.42	3.0%	0.59	1.8%	0.99
Fiscal Statistics										
Operating Margin (%)		23.1%	6.5%	3.55	10.0%	2.31	7.4%	3.12	18.4%	1.26
Total Hospital Net Income (%)		23.1%	7.6%	3.04	11.0%	2.10	8.4%	2.75	18.4%	1.25
Return on Equity (%)		24.0%	11.5%	2.09	14.0%	1.71	11.7%	2.05	21.8%	1.10
Current Ratio		2.1	2.6	0.82	3.4	0.63	2.9	0.74	1.2	1.83
Days in Net Patient Accounts Receivable		52.3	52.8	0.99	58.2	0.90	57.8	0.90	47.9	1.09
Average Payment Period		36.9	53.7	0.69	49.4	0.75	49.5	0.74	63.4	0.58
Equity Financing (%)		87.4%	57.5%	1.52	62.2%	1.40	60.6%	1.44	79.2%	1.10
Long-Term Debt to Equity Ratio		0.1	0.5	0.14	0.4	0.17	0.4	0.17	0.1	0.66
Times Interest Earned		67.7	6.2	10.91	9.6	7.05	6.9	9.81	34.9	1.94
Total Asset Turnover		0.9	0.9	1.01	0.8	1.13	0.8	1.13	0.9	0.97
Average Age of Plant (Years)		7.1	9.1	0.78	9.0	0.78	9.2	0.77	8.2	0.87
Increase (Decrease) Total Net Patient Revenue		16.0%	9.1%	1.76	10.9%	1.47	9.4%	1.70	12.3%	1.29
Outpatient Gross Revenue (% of Total GPR)		50.3%	45.3%	1.11	51.5%	0.98	48.9%	1.03	49.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,904		\$9,256	0.75	\$7,742	0.89	\$8,702	0.79	\$6,443	1.07
Inpatient Net Revenue per Day	\$1,981		\$2,088	0.95	\$1,816	1.09	\$2,066	0.96	\$1,557	1.27
Outpatient Net Revenue per Visit	\$789		\$404	1.95	\$421	1.87	\$378	2.09	\$659	1.20

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$250,173,129	Cash & Cash Equivalents	\$2,375	Current Liabilities	\$8,585,872
Less Deductions	\$133,061,058	Net Patient Receivables	\$16,730,271	Long-Term Debt	\$7,963,607
Net Patient Revenue	\$117,112,071	Other Receivables	\$46,203	Other Liabilities	\$0
Plus Other Revenue	\$1,772,930			Subtotal	\$16,549,479
Total Revenue	\$118,884,998	Land, Buildings & Equipment (Net)	\$56,888,712	Unrestricted Fund Balance	\$114,472,035
Less Expenses	\$91,427,232	Other Assets	\$57,353,953	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,394			Total Liabilities & Fund Balance	\$131,021,514
Net Income	\$27,459,160	Total Assets	\$131,021,514		