

**017 Wheaton Franciscan Healthcare-Elmbrook Memorial, Inc**  
 19333 West North Avenue  
 Brookfield, WI 53045  
 262-785-2000

Fiscal Year: 07/01 to 06/30  
 Type: **GMS**  
 General Medical & Surgical  
 Control: **Religious Organization**

County: **Waukesha**  
 Analysis Area: **Southeastern (2A)**  
 Volume Group: **5**

Selected Utilization Statistics	FY 2007	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2007 vs. 2006	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2006	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	67.5%	60.0%	1.12	66.7%	1.01	52.4%	1.29	75.7%	0.89
Obstetrics	66.4%	42.5%	1.56	43.4%	1.53	35.0%	1.90	61.2%	1.09
Pediatrics	0.0%	55.1%	N/A	19.7%	N/A	13.6%	N/A	0.0%	N/A
Total Hospital	64.8%	57.1%	1.13	55.2%	1.17	50.6%	1.28	73.0%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	49.9	32.2	1.55	46.1	1.08	23.4	2.13	56.0	0.89
Obstetrics	5.3	5.5	0.96	7.1	0.75	3.8	1.41	4.9	1.09
Pediatrics	0.0	2.3	N/A	0.8	N/A	0.3	N/A	0.0	N/A
Total Hospital	59.6	53.3	1.12	67.7	0.88	38.4	1.55	67.1	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	3.7	1.08	3.8	1.05	3.5	1.15	4.0	0.99
Obstetrics	2.6	2.3	1.10	2.4	1.08	2.3	1.14	2.6	0.99
Pediatrics	0.0	2.2	N/A	1.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	4.0	4.2	0.95	3.8	1.05	3.6	1.10	4.1	0.99
<b>Surgical Operations</b>									
Inpatient	2,399	1,939	1.24	1,923	1.25	1,121	2.14	2,628	0.91
Outpatient	4,991	4,175	1.20	4,862	1.03	3,072	1.62	5,477	0.91
Inpatient as % of All Surgeries	32.5%	31.7%	1.02	28.3%	1.15	26.7%	1.21	32.4%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,738	90,979	0.82	127,076	0.59	81,094	0.92	77,217	0.97
Emergency Visits	12,744	15,916	0.80	22,628	0.56	17,884	0.71	12,812	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	21.0	16.4	1.28	23.3	0.90	15.5	1.36	2.0	10.50
Nurses, Licensed	155.9	187.1	0.83	215.9	0.72	156.7	0.99	194.4	0.80
Ancillary Nursing Personnel	66.6	37.2	1.79	49.7	1.34	25.3	2.63	72.3	0.92
All Other Personnel	308.5	437.1	0.71	518.8	0.59	418.7	0.74	335.7	0.92
Total FTEs	552.0	677.8	0.81	807.7	0.68	616.1	0.90	604.4	0.91
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.4	15.7	1.04	14.2	1.16	14.8	1.11	1.4	11.64
Nurses, Licensed	121.5	179.0	0.68	131.0	0.93	149.7	0.81	136.7	0.89
Ancillary Nursing Personnel	51.9	35.6	1.46	30.2	1.72	24.2	2.15	50.9	1.02
All Other Personnel	240.5	418.1	0.58	314.7	0.76	399.9	0.60	236.0	1.02
Total FTEs	430.3	648.4	0.66	490.0	0.88	588.6	0.73	424.9	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 92  
 Discharges 5,434  
 Inpatient Days 21,761

**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 600  
 Newborn Days 1,574

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2007	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	74	4,564	18,221	67.5%	49.9	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	749	1,938	66.4%	5.3	2.6
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<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	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	130	1,603	73.2%	4.4	12.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	4	30	224	15.3%	0.6	7.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	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	21	0	21.0	Radiological Services Personnel	33	35	42.5
Physicians & Dentists	0	0	0.0	Respiratory Therapists	4	14	9.8
Medical & Dental Residents	0	0	0.0	Occupational Therapists	0	7	2.7
Registered Nurses	107	125	153.7	Occupational Therapy Assistants/Aides	1	2	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	5	7.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	3	3.8
Ancillary Nursing Personnel	47	41	66.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	2.1
Nurse Practitioners	1	5	2.2	Psychologists	1	0	1.0
Medical Records Personnel	9	6	10.4	Social Workers	0	0	0.0
Pharmacy Personnel	15	8	17.3	All Other Health Professionals	22	22	28.8
Clinical Laboratory Personnel	0	0	0.0	All Other Personnel	116	114	152.9
Surgical Personnel	24	8	28.5	<b>Total</b>	<b>411</b>	<b>397</b>	<b>552.0</b>

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Selected Financial Statistics	FY 2007	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	\$125,811,558	42.2%	41.3%	1.02	43.0%	0.98	44.2%	0.95	41.5%	1.02
Medical Assistance	\$7,231,932	2.4%	10.5%	0.23	7.0%	0.35	8.3%	0.29	2.2%	1.11
Commercial	\$152,338,895	51.1%	41.4%	1.23	44.5%	1.15	41.7%	1.23	54.1%	0.94
All Other	\$12,692,773	4.3%	6.6%	0.64	5.0%	0.85	5.9%	0.73	2.2%	1.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$91,709,809	30.8%	25.8%	1.19	28.2%	1.09	28.9%	1.06	30.5%	1.01
Medical Assistance	\$5,659,953	1.9%	7.9%	0.24	5.6%	0.34	6.6%	0.29	1.9%	0.98
Commercial	\$63,271,092	21.2%	11.0%	1.93	13.1%	1.62	9.9%	2.14	21.3%	0.99
Charity Care	\$1,743,429	0.6%	1.6%	0.37	1.4%	0.41	1.5%	0.39	0.7%	0.89
All Other	\$5,005,971	1.7%	1.6%	1.04	1.2%	1.38	1.1%	1.58	1.2%	1.38
Total Deductions	\$167,390,254	56.2%	48.1%	1.17	49.5%	1.13	48.1%	1.17	55.6%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.5%	4.7%	0.33	3.7%	0.41	3.8%	0.41	1.4%	1.12
Net Gains/Losses as % of Net Income		N/A	25.2%	N/A	20.8%	N/A	32.4%	N/A	0.0%	0.52
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$43,647,820	35.0%	47.6%	0.74	46.8%	0.75	51.0%	0.69	42.7%	0.82
Supplies & Services	\$70,034,781	56.2%	40.1%	1.40	39.3%	1.43	34.8%	1.62	49.0%	1.15
Capital Component	\$8,130,893	6.5%	8.8%	0.74	8.9%	0.73	9.8%	0.67	7.4%	0.88
Bad Debt	\$2,787,356	2.2%	3.6%	0.62	5.0%	0.45	4.5%	0.50	0.9%	2.52
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.1%	7.0%	0.87	8.9%	0.69	5.2%	1.18	18.2%	0.34
Total Hospital Net Income (%)		6.1%	9.2%	0.67	11.0%	0.56	7.5%	0.82	18.1%	0.34
Return on Equity (%)		4.3%	7.4%	0.59	8.6%	0.51	5.5%	0.80	13.4%	0.32
Current Ratio		3.4	3.1	1.09	5.8	0.59	2.8	1.22	3.0	1.14
Days in Net Patient Accounts Receivable		51.5	52.5	0.98	51.0	1.01	54.2	0.95	44.5	1.16
Average Payment Period		20.9	50.4	0.42	33.5	0.62	50.3	0.42	21.2	0.99
Equity Financing (%)		93.3%	60.8%	1.53	71.3%	1.31	59.0%	1.58	92.7%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	0.08	0.3	0.12	0.4	0.07	0.0	0.76
Times Interest Earned		23.6	7.3	3.23	9.7	2.43	4.9	4.85	55.0	0.43
Total Asset Turnover		0.7	0.8	0.90	0.8	0.93	0.7	1.00	0.7	0.96
Average Age of Plant (Years)		8.7	9.2	0.95	9.6	0.90	8.6	1.00	8.3	1.05
Increase (Decrease) Total Net Patient Revenue		0.2%	7.5%	0.03	6.7%	0.03	9.6%	0.02	-3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		53.5%	49.0%	1.09	56.4%	0.95	63.4%	0.84	52.8%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,680		\$11,671	0.92	\$9,113	1.17	\$8,162	1.31	\$9,366	1.14
Inpatient Net Revenue per Day	\$2,667		\$2,752	0.97	\$2,392	1.11	\$2,243	1.19	\$2,308	1.16
Outpatient Net Revenue per Visit	\$830		\$516	1.61	\$517	1.61	\$636	1.31	\$820	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$298,075,158	Cash & Cash Equivalents	\$289,579	Current Liabilities	\$6,739,161
Less Deductions	\$167,390,254	Net Patient Receivables	\$18,429,258	Long-Term Debt	\$5,260,670
Net Patient Revenue	\$130,684,904	Other Receivables	\$32,626	Other Liabilities	\$567,684
Plus Other Revenue	\$2,028,918			Subtotal	\$12,567,515
Total Revenue	\$132,713,821	Land, Buildings & Equipment (Net)	\$61,274,476	Unrestricted Fund Balance	\$174,157,866
Less Expenses	\$124,600,850	Other Assets	\$106,699,442	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,037			Total Liabilities & Fund Balance	\$186,725,381
Net Income	\$8,110,934	Total Assets	\$186,725,381		