

Emory Hospitals

An Overview

- Emory University Hospital
- Emory Crawford Long Hospital
- Wesley Woods Hospital/Center
“more than a hospital”

Robert J. Bachman , Chief Operating Officer, EUH

Mark Aycock, Chief Financial Officer, Emory Hospitals

Emory Hospitals - An Overview

- Beginnings
- Current Configuration
- Leadership (Management)
- Services
- Operational Statistics

Emory University Hospital

Beginnings/Current Configuration

- Chartered in 1904/Opened as Wesley Memorial Hospital in 1905
- Moved to Emory campus in 1920s
- Currently
 - Licensed to operate 579 beds
 - Actual:
 - 360 Med/Surg Beds
 - 82 ICU Beds (new 20 bed NICU open in 1/07)
 - 52 Rehab Beds (38 in use)
 - 20 Psych Beds (18 in use)

Emory Hospitals – Leadership

■ EUH: Robert J. Bachman, COO

Mark Aycok, CFO

Susan Grant, R.N., CNO, EHC

Ira Horowitz, M.D., CMO

Nathan Spell, M.D., CQO

ECLH: Albert Blackwelder, COO

James Steinberg, CMO

Richard Gitomer, M.D., CQO

WW: Peter Basler, COO

Joseph Ouslander, M.D., CMO

Emory Healthcare - System Leadership For EHs

- John T. Fox, President/CEO
- James Hatcher, CFO
- Susan Grant, R.N., CNO
- William Bornstein, M.D., Ph.D., CQO

Emory University Hospital

12,000 surgeries (300 transplants)

700 Heart surgeries/

28,000 ED visits (>28% of pts admitted)

494 - Adjusted Average Daily Census

27,500 – Adjusted Admissions

2,700 FTEs (3,300 employees)

ALOS – **6.4** days

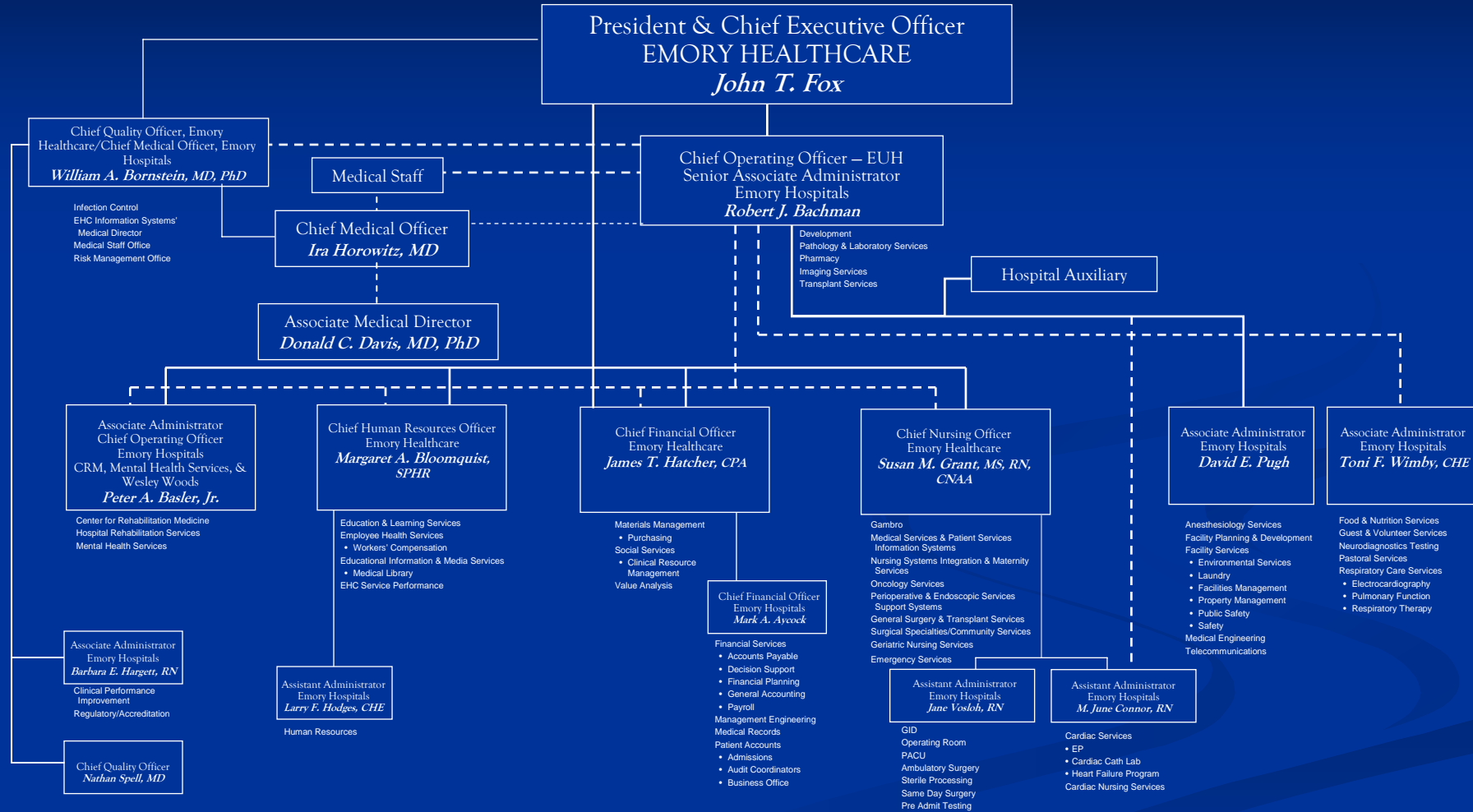
CMI – **2.15**

Emory University Hospital

Services

- Cardiology/Cardiovascular Surgery
- Oncology – WCI
- Neurology/NeuroSurgery
- Transplantation
- Orthopaedics
- The Rollins Pavilion
- No OB/No Pediatrics - CHOA

Emory University Hospital Organizational Chart



Emory Crawford Long Hospital

Licensed for 511 beds – 420 beds in service

Emergency Room - 50,000 visits/year

14,000 surgeries (IP & OP) – 1,100 cardiac

OB - 4,200 births/year

“Open Medical Staff”

Long Term Acute Care Hospital

CMI – 1.6

FTEs – 2300

Adjusted FTEs per AOB – 4.8

Adjusted Admissions – 33,000/year

ALOS – 5 days

Emory Crawford Long Hospital Organizational Chart

President & Chief Executive Officer
EMORY HEALTHCARE
John T. Fox

Chief Quality Officer, Emory
Healthcare/Chief Medical Officer,
Emory Hospitals
William A. Bornstein, MD, PhD

Chief Operating Officer – ECLH
Senior Associate Administrator
Emory Hospitals
Albert K. Blackwelder, FACHE

Medical Staff

Infection Control
EHC Information Systems
Medical Director
Medical Staff Office
Risk Management Office

Chief Medical Officer
James P. Steinberg, MD

Cardiothoracic Research Lab
Development

Hospital Auxiliary

Associate Medical Director
James K. Bennett, MD

Associate Medical Director
William M. McKinnon, MD

Associate Administrator
Chief Operating Officer
Emory Hospitals
CRM, Mental Health Services, &
Wesley Woods
Peter A. Basler, Jr.

Chief Human Resources Officer
Emory Healthcare
*Margaret A. Bloomquist,
SPHR*

Chief Financial Officer
Emory Healthcare
James T. Hatcher, CPA

Chief Nursing Officer
Emory Healthcare
*Susan M. Grant, MS, RN,
CNAA*

Associate Administrator
Emory Hospitals
Toni F. Wimby, CHE

Associate Administrator
Emory Hospitals
David E. Pugh

Hospital Rehabilitation Services
LTAC

Associate Administrator
Emory Hospitals
Barbara E. Hargett, RN

Clinical Performance
Improvement
Regulatory/Accreditation

Chief Quality Officer
Richard Gitomer, MD

Assistant Administrator
Emory Hospitals
Larry F. Hodges, CHE
Human Resources

Education & Learning Services
Employee Health Services
• Workers Compensation
Educational Information & Media Services
• Medical Library
EHC Service Performance

Financial Services
• Accounts Payable
• Decision Support
• Financial Planning
• General Accounting
• Payroll
Materials Management
• Purchasing
Social Services
• Clinical Resource
Management
Value Analysis

Chief Financial Officer
Emory Hospitals
Mark A. Aycock

Management Engineering
Medical Records
Patient Accounts
• Admissions
• Audit Coordinators
• Business Office

Gambro
Medical Services & Patient
Services Information Systems
Nursing Systems Integration &
Maternity Services
Oncology Services
Perioperative & Endoscopic
Services Support Systems
General Surgery & Transplant
Services
Surgical Specialties/Community
Services
Geriatric Nursing Services
Emergency Services

Assistant Administrator
Emory Hospitals
Jane Voslob, RN

GID
Bronchoscopy
Operating Room
PACU
Ambulatory Surgery
Sterile Processing
Same Day Surgery
Pre Admit Testing

Assistant Administrator
Emory Hospitals
M. June Connor, RN

Cardiac Services
• EP
• Cardiac Cath Lab
• Heart Failure Program
Cardiac Nursing Services

Food & Nutrition Services
Guest & Volunteer Services
Neurodiagnostics Testing
Pastoral Services
Respiratory Care Services
• Electrocardiography
• Pulmonary Function
• Respiratory Therapy

Anesthesiology Services
Facility Planning &
Development
Facility Services
• Environmental Services
• Laundry
• Facilities Management
• Property Management
• Public Safety
• Safety
Medical Engineering
Telecommunications

Wesley Woods Hospital

100 Geriatric Hospital

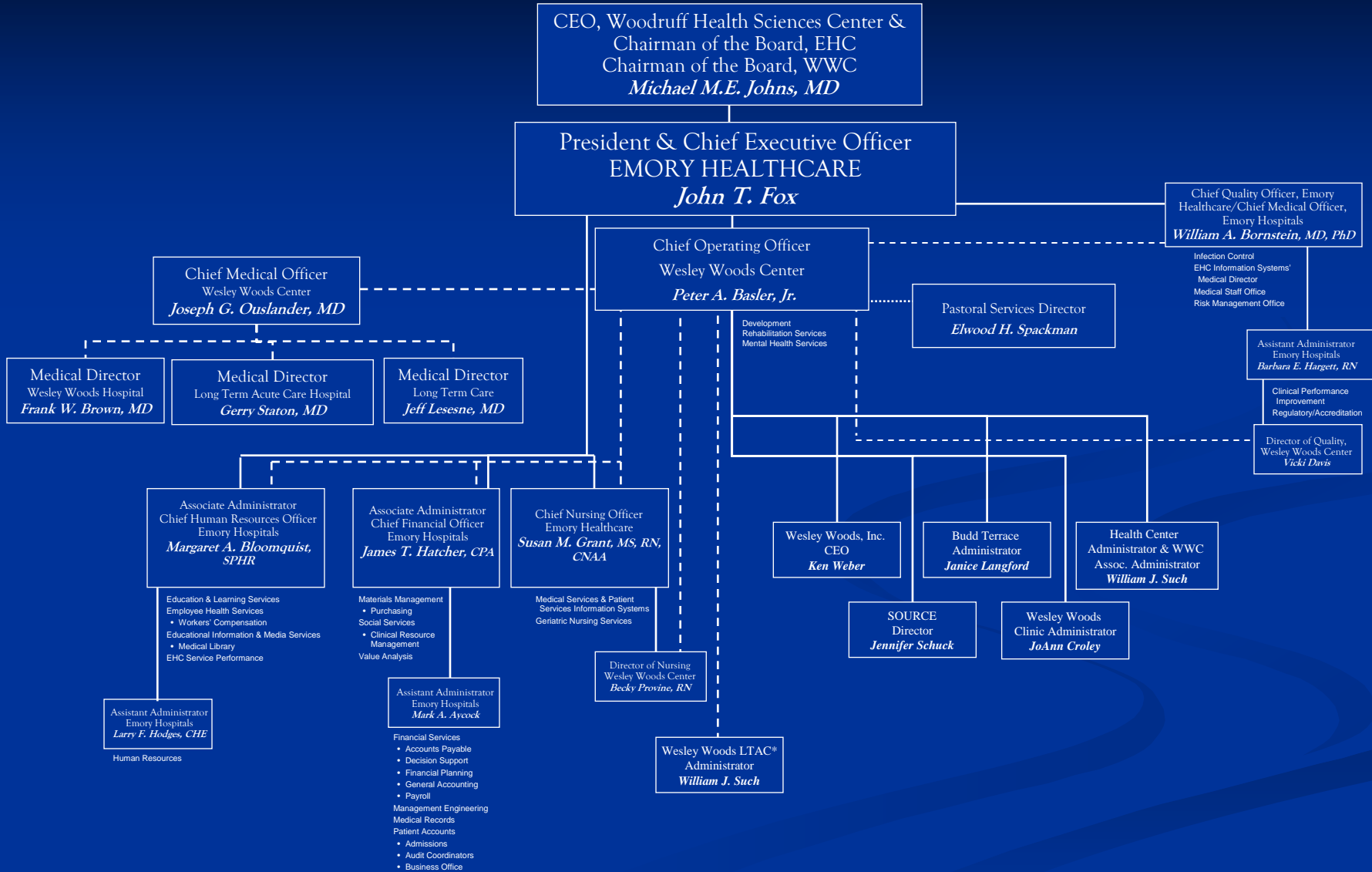
Long Term Acute Care Hospital

No ED/OR/ICU

“Continuum of Care”

Budd Terrace

Wesley Woods Center Organizational Chart



*Wesley Woods Long Term Acute Hospital (LTAC) is a separate corporate entity with a management agreement with Wesley Woods Center

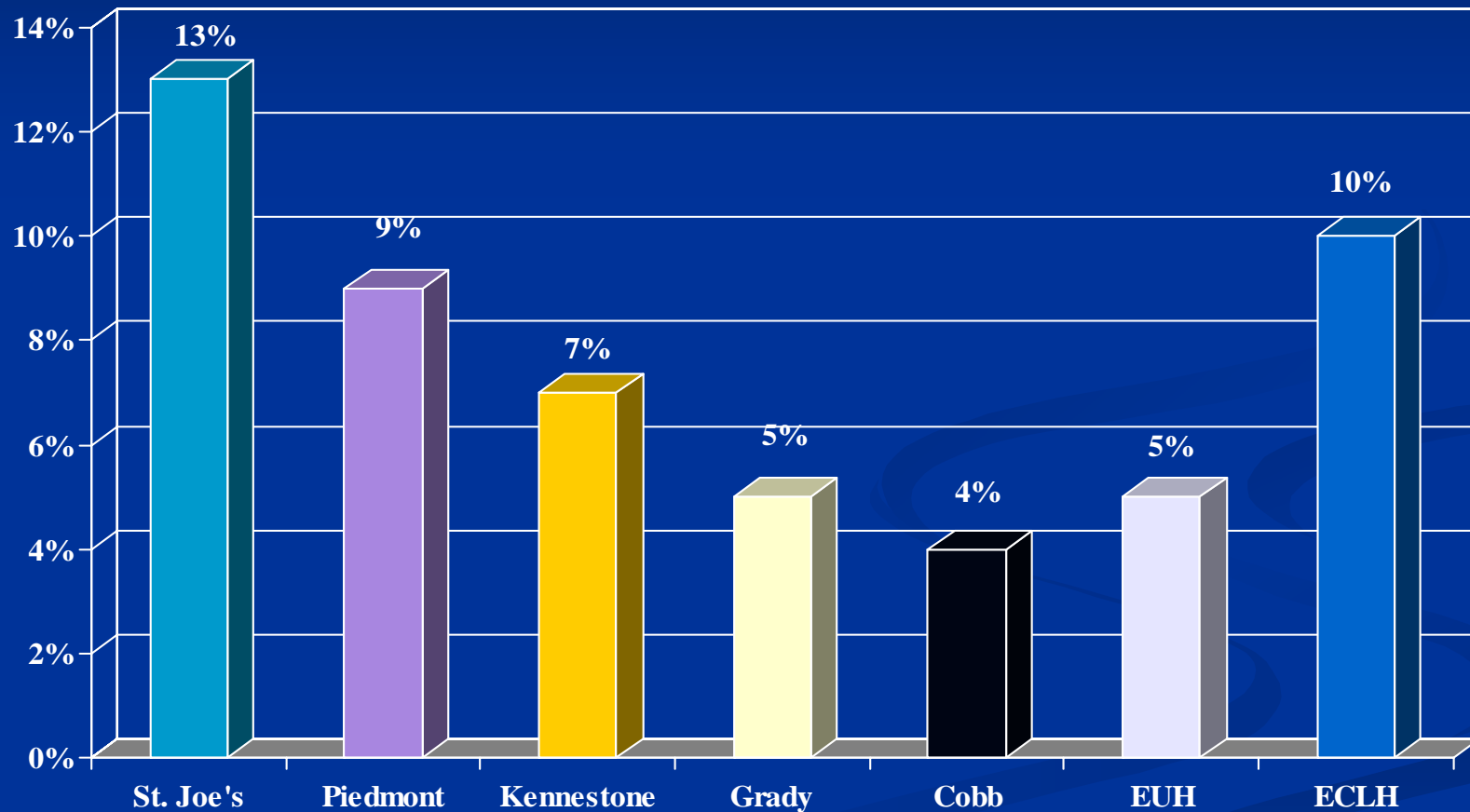
Emory Hospitals FY07 Budget

- Total Operating Revenues of \$1.025 billion from \$2.1 billion in billings
 - **Emory University Hospital \$586 million (57%)**
 - **Emory Crawford Long Hospital \$384 million (38%)**
 - **Wesley Woods Center \$55 million (5%)**
- Total Operating Expenses of \$957 million
- Operating Income of \$68 million or 6.6%

Cardiology Services

Market Share – 2004

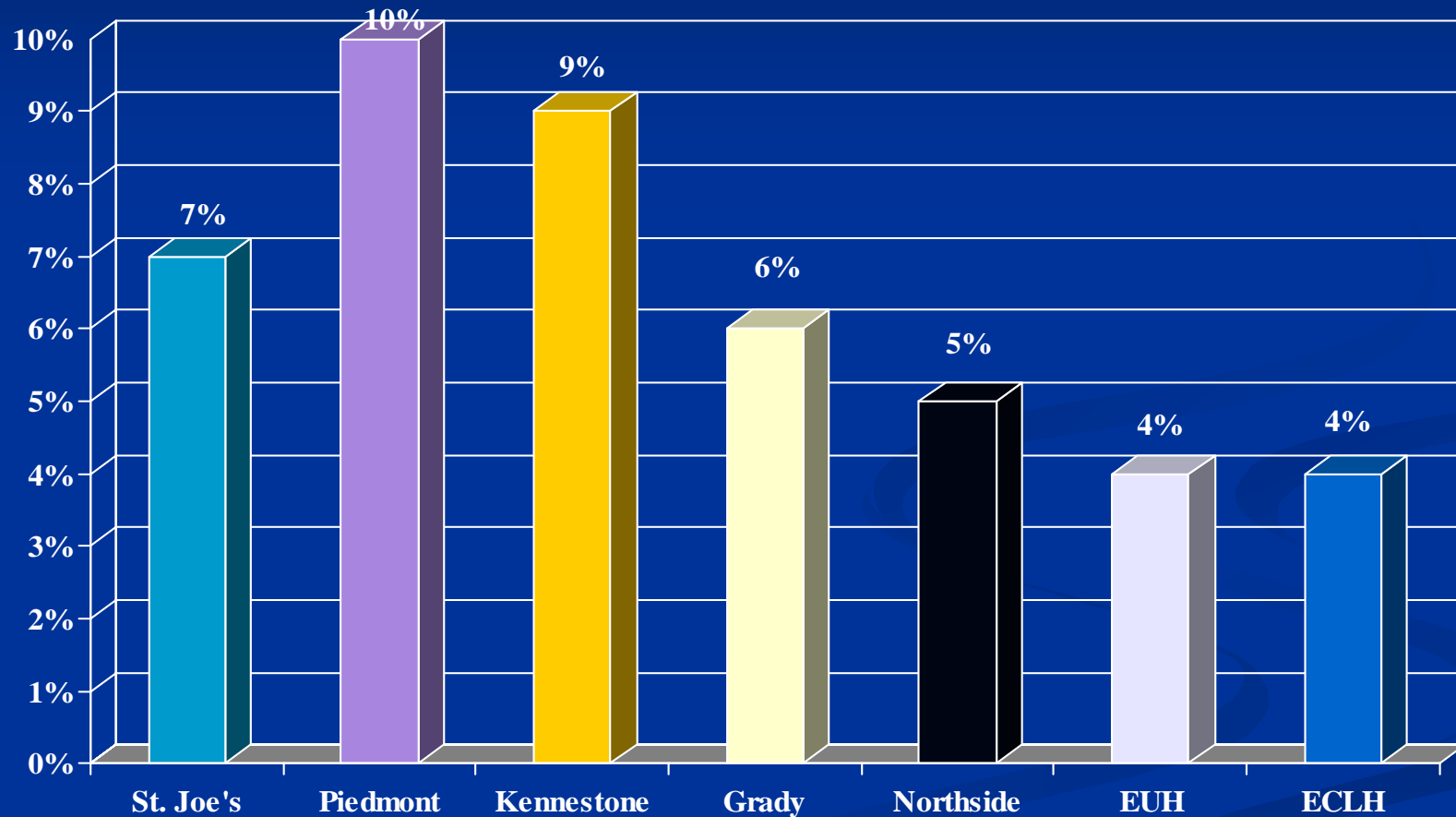
Emory Hospitals combined = 15%



Orthopaedics and Spine Services

Market Share – 2004

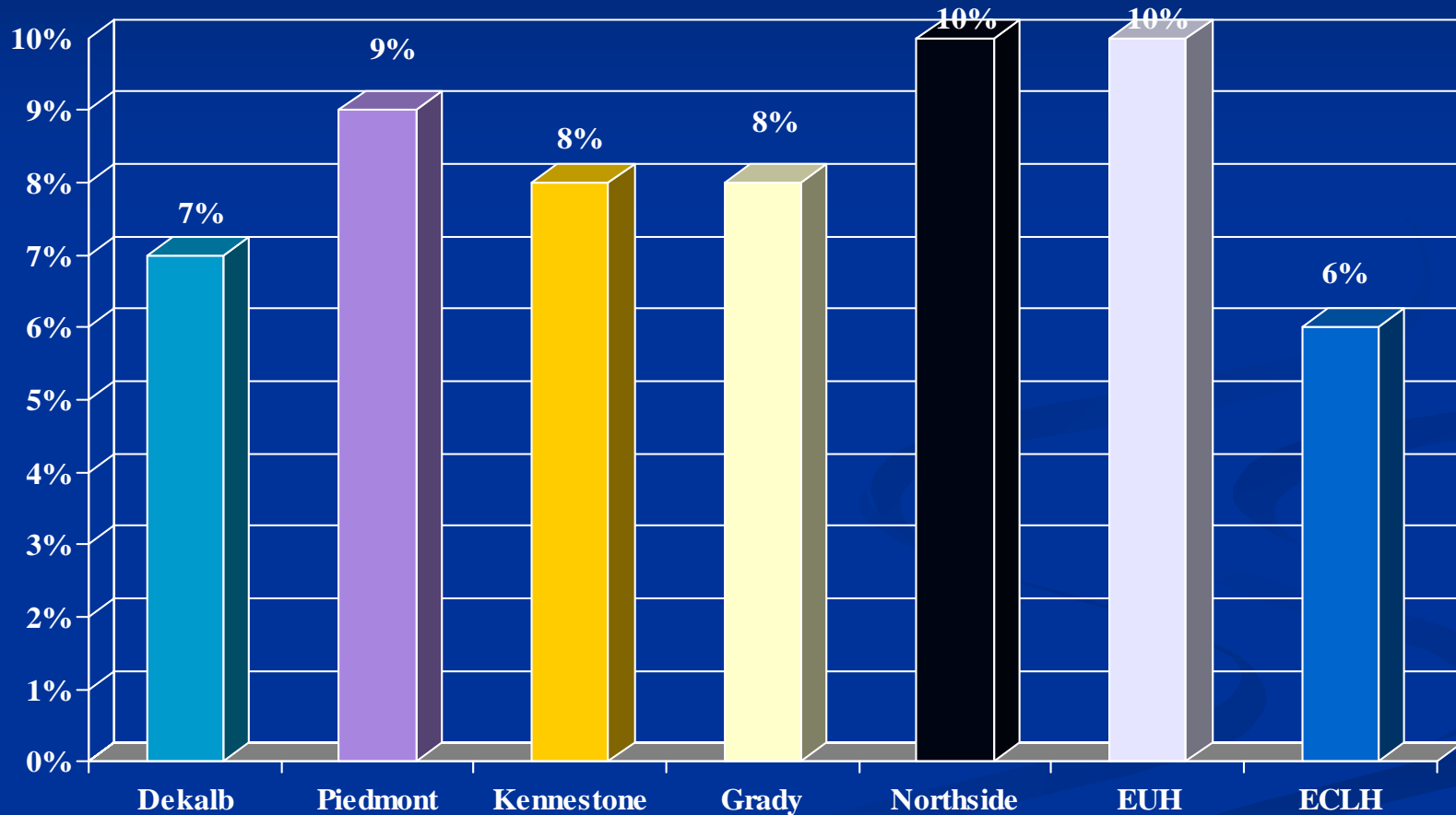
Emory Hospitals combined = 8%



Oncology Services

Market Share – 2004

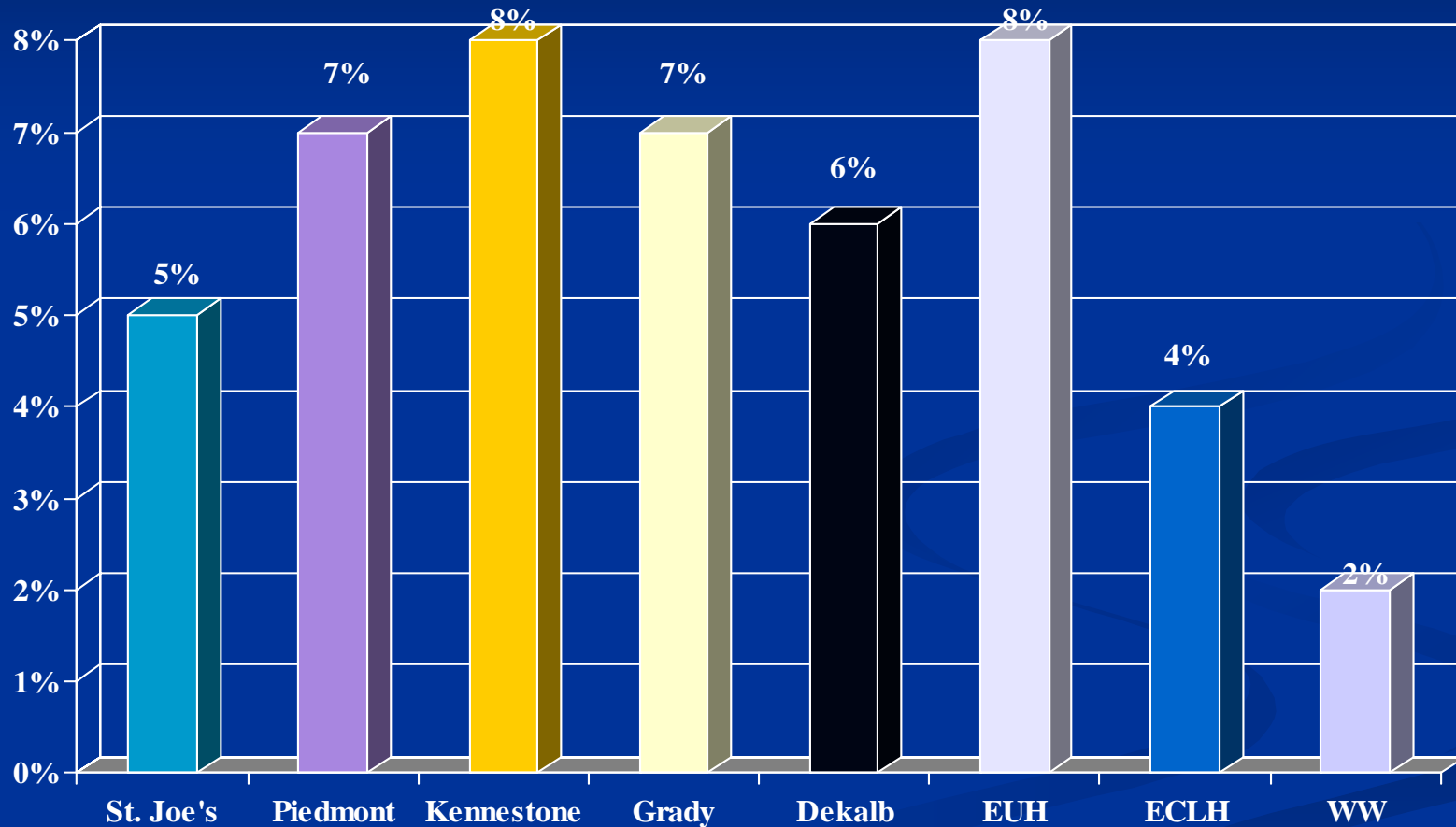
Emory Hospitals combined = 16%



Neuroscience Services

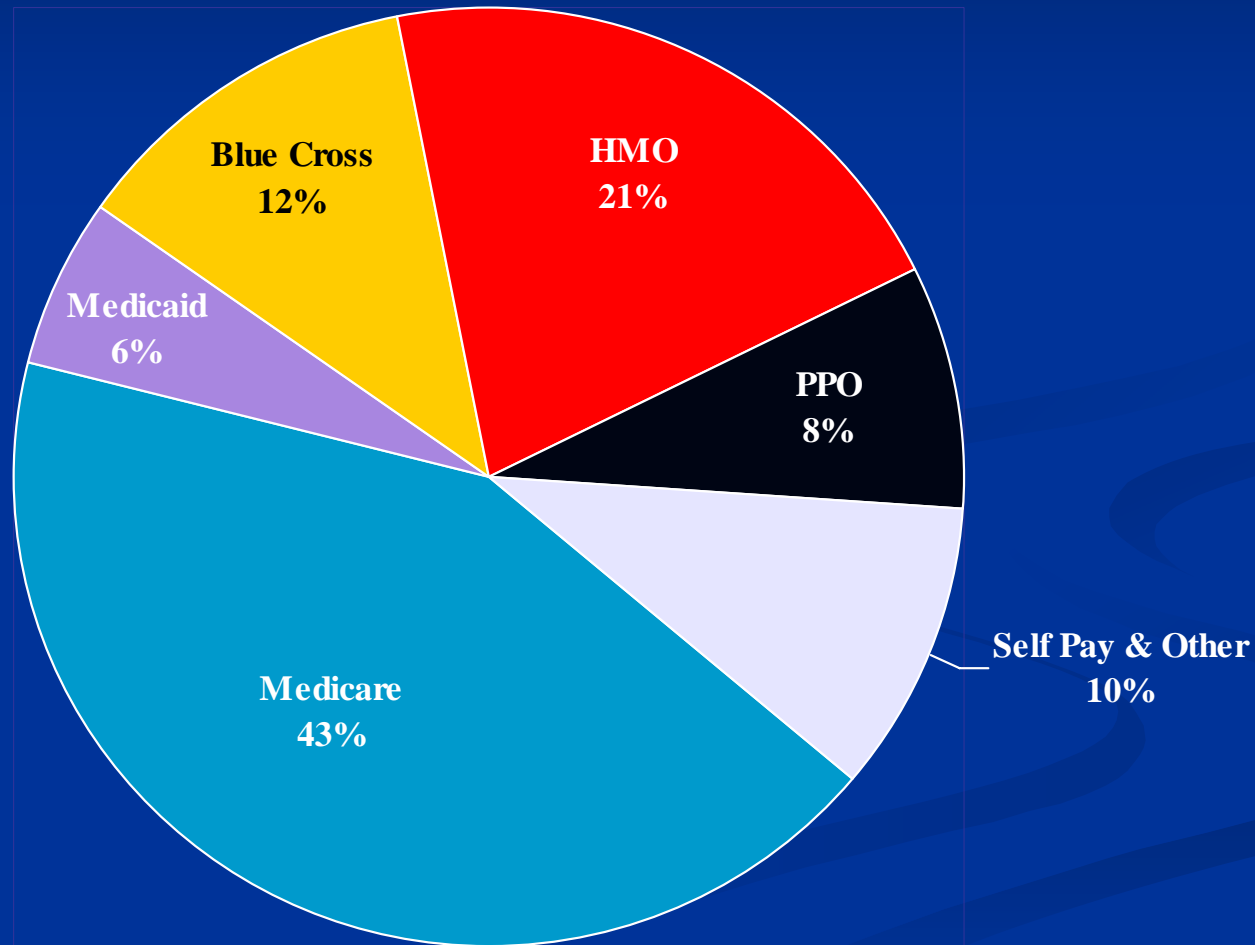
Market Share – 2004

Emory Hospitals combined = 14%



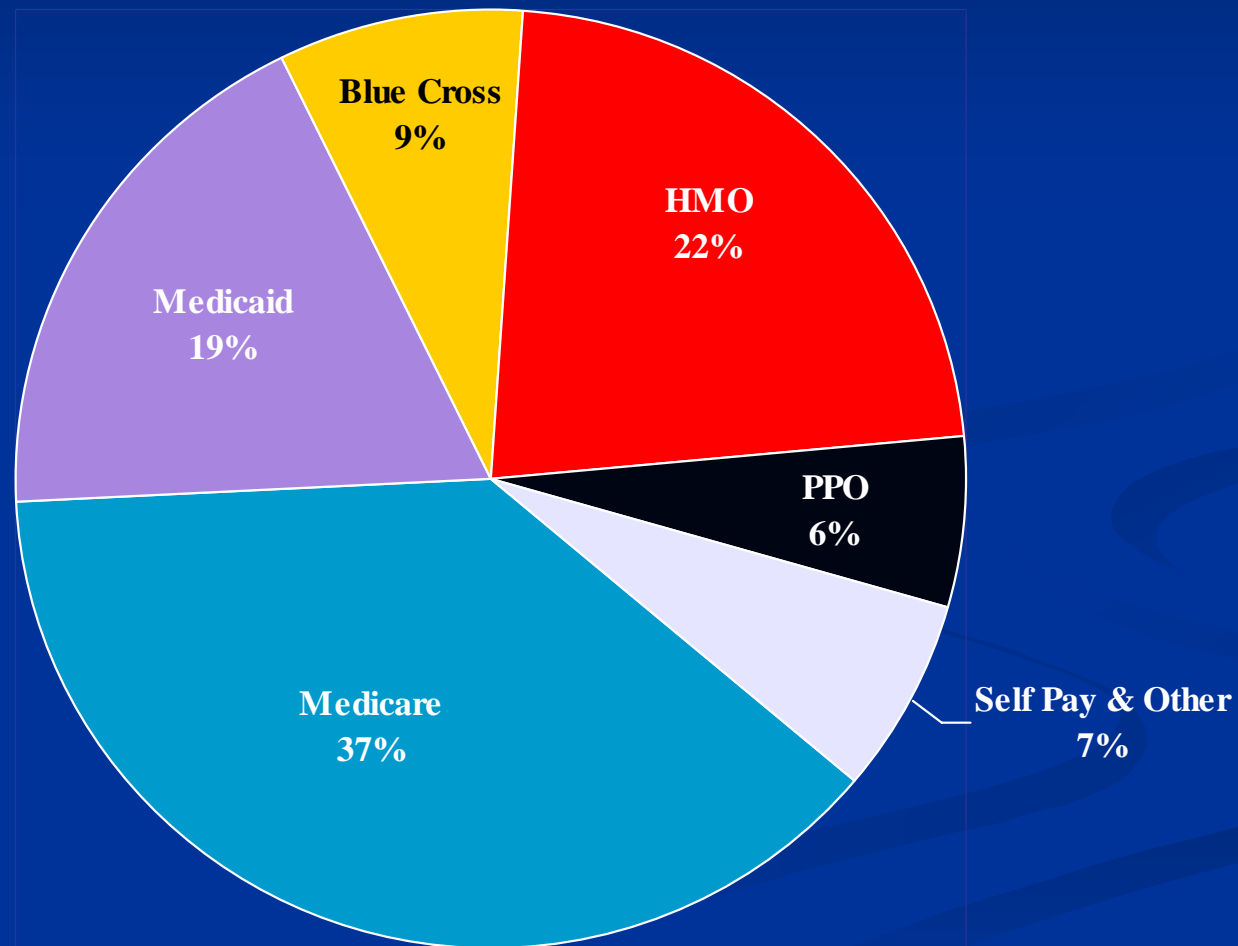
Emory University Hospital

FY2007 Payer Mix Information



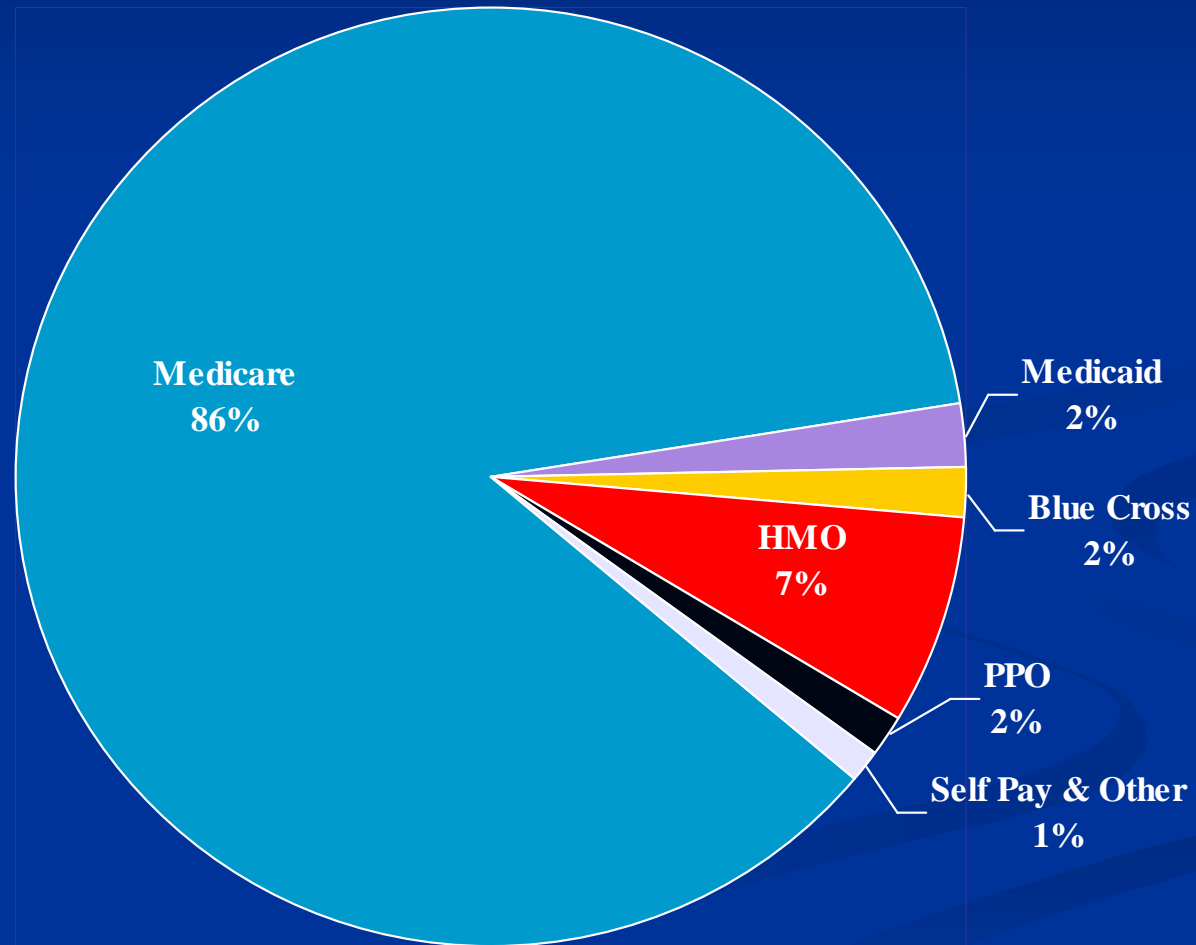
Emory Crawford Long Hospital

FY2007 Payer Mix Information



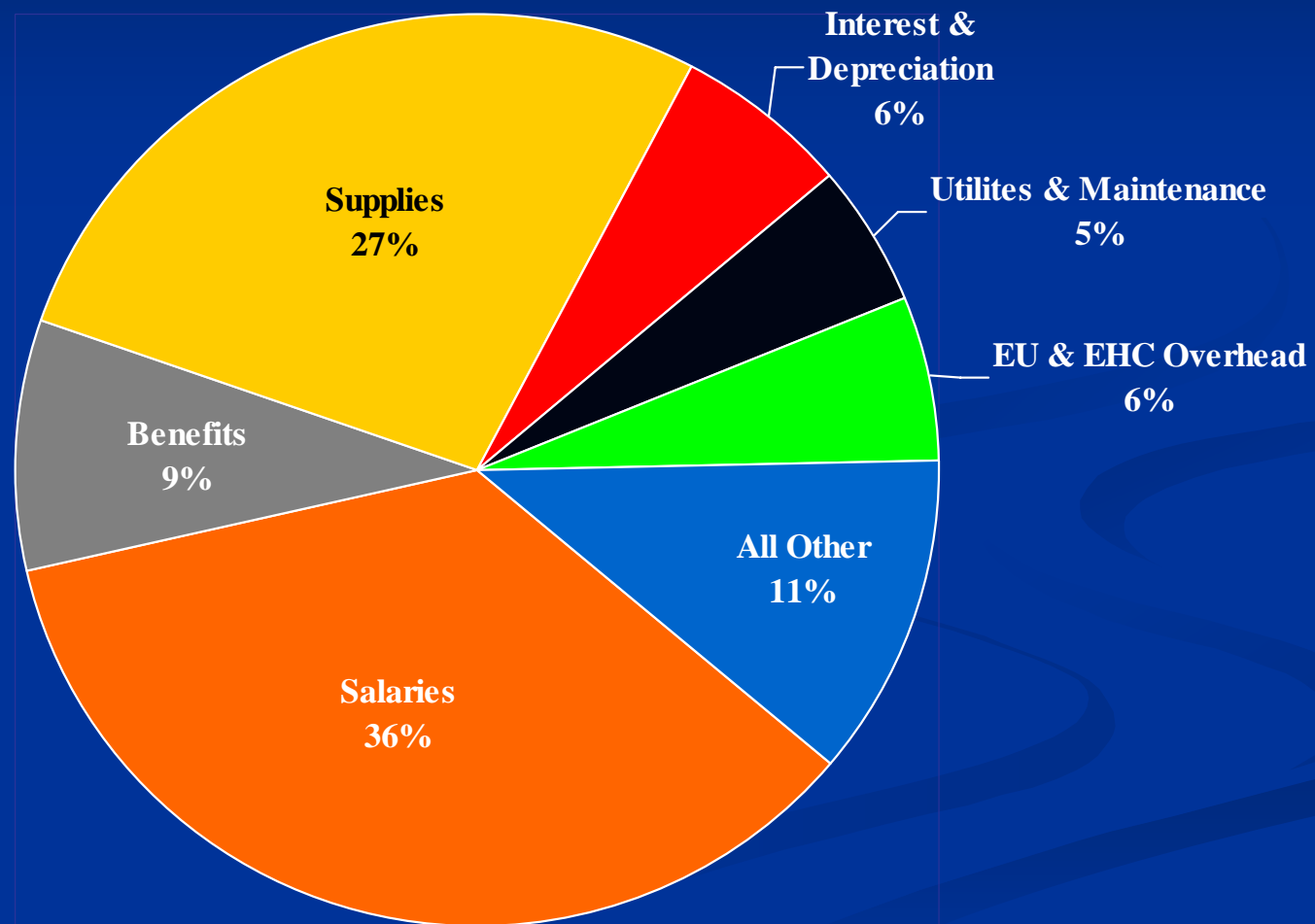
Wesley Woods Hospital

FY2007 Payer Mix Information



Emory Crawford Long Hospital

FY2007 Expense Information (\$957M)



Emory Hospitals Cash Flow FY2007

- Cash Generated from Operations: \$105 million

- LESS:

Debt Principal Payments	\$30 million
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Capital Expenditures	\$37 million
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Clifton Road Development	\$12 million
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WHSCAB & SOM Funding	<u>\$34 million</u>
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Funding Total	\$113 million
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This is our biggest financial challenge as a health science center.

Medical Education

- ❑ Hospital, via billing from GME office, reimburses SOM for residents in accredited programs
- ❑ Hospital is then partially reimbursed for this expense from the Medicare program through the filing of an annual cost report
- ❑ Medicare has capped Emory Hospitals resident FTEs at 356
- ❑ Tightly regulated area, particularly on accounting for residents time and the location where they are working

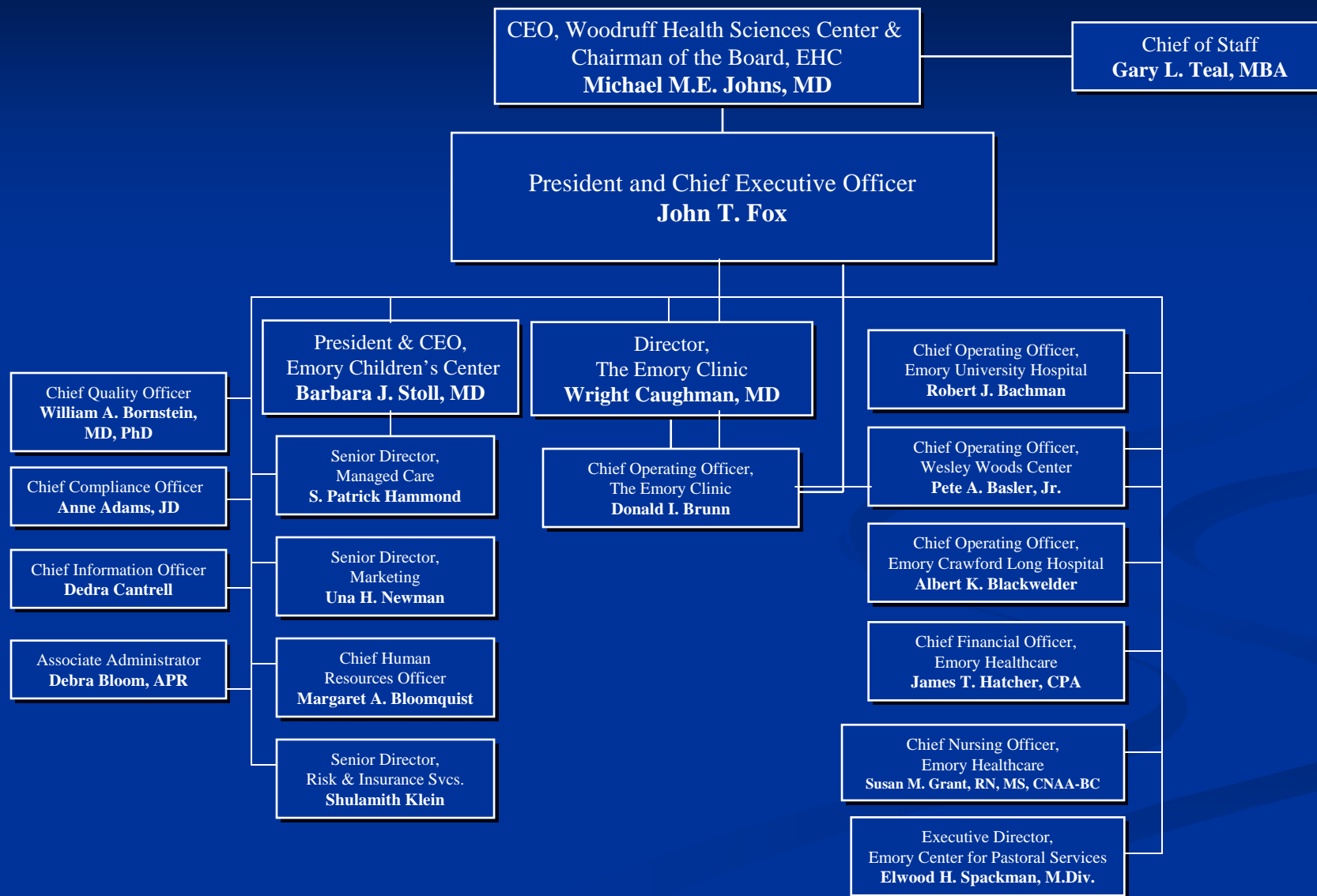
Research

- ❑ The hospitals have a standard rate of 35% of charges for research (was 40% in FY2006)
- ❑ Hospital rates change each September and a new listing of charges is provided to the Clinical Trials Office for download into the Siteminder System
- ❑ Upfront identification of research patients is a must if proper hospital billing is to occur
- ❑ Research revenues are budgeted at \$1.5 million for FY07 (0.1% of hospital revenues)

Emory Hospitals: An Overview

■ QUESTIONS

Emory Healthcare Organizational Chart



Source: Emory Healthcare, Office of the President and Chief Executive Officer

Updated October 2006