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 Aycock, 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 - CHOAO
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
Wesley Woods Hospital

100 Geriatric Hospital
Long Term Acute Care Hospital
No ED/OR/ICU
“Continuum of Care”
Budd Terace
Wesley Woods Center
Organizational Chart

President & Chief Executive Officer
EMORY HEALTHCARE
John T. Fox

Chief Medical Officer
Wesley Woods Center
Joseph G. Ouslander, MD

Medical Director
Wesley Woods Hospital
Frank W. Brown, MD

Medical Director
Long Term Acute Care Hospital
Gerry Staton, MD

Medical Director
Long Term Care
Jeff Lesse, MD

Associate Administrator
Chief Human Resources Officer
Emory Hospitals
Margaret A. Blooomquist, SPHR

Associate Administrator
Chief Financial Officer
Emory Hospitals
James T. Hatcher, CPA

Associate Administrator
Clinical Performance Improvement
Rebecca Wyman

Assistant Administrator
Human Resources
Emily F. Hedges, CHSP

Assistant Administrator
Finance
Mark A. Aycock

Assistant Administrator
Health Center
Wesley Woods Clinic
JoAnn Croley

Director of Nursing
Wesley Woods Center
Vicki Davis

Director of Nursing
Wesley Woods LTAC*
Becky Provine, RN

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

Chief Operating Officer
Wesley Woods Center
Peter A. Basler, Jr.

Pastoral Services Director
Elwood H. Spackman

Wesley Woods, Inc.
CEO
Ken Weber

Budd Terrace
Administrator
Janice Langford

Health Center Administrator & WWC
Assoc. Administrator
William J. Such

SOURCE
Director
Jennifer Schuck

Wesley Woods LTAC*
Administrator
William J. Such

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

Source: Administration, Emory Hospitals

Updated September 2006
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%**

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Market Share</th>
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<tbody>
<tr>
<td>St. Joe’s</td>
<td>7%</td>
</tr>
<tr>
<td>Piedmont</td>
<td>10%</td>
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<tr>
<td>Kennestone</td>
<td>9%</td>
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<tr>
<td>Grady</td>
<td>6%</td>
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<tr>
<td>Northside</td>
<td>5%</td>
</tr>
<tr>
<td>EUH</td>
<td>4%</td>
</tr>
<tr>
<td>ECLH</td>
<td>4%</td>
</tr>
</tbody>
</table>
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

- Medicare: 43%
- Medicaid: 6%
- Blue Cross: 12%
- HMO: 21%
- PPO: 8%
- Self Pay & Other: 10%
Emory Crawford Long Hospital
FY2007 Payer Mix Information

- Medicaid: 19%
- Medicare: 37%
- Blue Cross: 9%
- HMO: 22%
- PPO: 6%
- Self Pay & Other: 7%
Emory Crawford Long Hospital
FY2007 Expense Information ($957M)

- Salaries: 36%
- Supplies: 27%
- Benefits: 9%
- Interest & Depreciation: 6%
- Utilites & Maintenance: 5%
- EU & EHC Overhead: 6%
- All Other: 11%
Emory Hospitals Cash Flow FY2007

- **Cash Generated from Operations:** $105 million
- **LESS:**
  - Debt Principal Payments: $30 million
  - Capital Expenditures: $37 million
  - Clifton Road Development: $12 million
  - WHSCAB & SOM Funding: $34 million

**Funding Total:** $113 million

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

CEO, Woodruff Health Sciences Center & Chairman of the Board, EHC
Michael M.E. Johns, MD

President and Chief Executive Officer
John T. Fox

Chief of Staff
Gary L. Teal, MBA

Chief Quality Officer
William A. Bornstein, MD, PhD

Chief Compliance Officer
Anne Adams, JD

Chief Information Officer
Dedra Cantrell

Associate Administrator
Debra Bloom, APR

President & CEO, Emory Children’s Center
Barbara J. Stoll, MD

Senior Director, Managed Care
S. Patrick Hammond

Senior Director, Marketing
Una H. Newman

Chief Human Resources Officer
Margaret A. Bloomquist

Senior Director, Risk & Insurance Svcs.
Shulamith Klein

Director, The Emory Clinic
Wright Caughman, MD

Chief Operating Officer, The Emory Clinic
Donald I. Brunn

Chief Operating Officer, Emory University Hospital
Robert J. Bachman

Chief Operating Officer, Wesley Woods Center
Pete A. Basler, Jr.

Chief Operating Officer, Emory Crawford Long Hospital
Albert K. Blackwelder

Chief Financial Officer, Emory Healthcare
James T. Hatcher, CPA

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

Executive Director, Emory Center for Pastoral Services
Elwood H. Spackman, M.Div.

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

Updated October 2006