



Elmhurst Memorial  
Healthcare

intelligent medicine by design

## Report Card to the Community

2011: A YEAR IN REVIEW



# Dear Friends and Neighbors,

## FINANCIAL HIGHLIGHTS FY 2011 (UNAUDITED)

Dollars in thousands

Gross charges	\$ 1,199,762
Other revenue	\$ 10,784
Total revenue	\$ 1,210,546
Amounts not paid by Medicare, Medicaid, managed care and other 71% of total revenue	\$ 865,133
Charity and free care 4% of total revenue	\$ 54,129
Total adjustments to revenue 76% of total revenue	\$ 919,262
Net revenue 24% of total revenue	\$ 291,284
Operating expenses	
Salaries and benefits 52% of net revenue	\$ 150,909
Other operating (excluding depreciation) 39% of net revenue	\$ 113,254
Total (excluding depreciation) 91% of net revenue	\$ 264,162
Total amount available for reinvestment 9% of net revenue	\$ 27,122

This year was a historic one for Elmhurst Memorial Healthcare and the communities we care for. After years of thoughtful planning, designing and constructing, the new Elmhurst Memorial Hospital Main Campus opened its doors in June on the corner of York Street and Roosevelt Road.

The new, world-class Hospital ushered in the beginning of a new era of healthcare in the Chicagoland area. The facility allows us to offer some of the most advanced medical technology in Illinois, including the *da Vinci*® Surgical System and the revolutionary Aquilion ONE™ CT scanner. Every detail of the Hospital helps to put our patients at the center of everything we do, from the comfortable, home-like private patient suites to the “Main Street” corridor that includes Starbucks, Walgreens and WILDFLOWER® Café led by an executive chef.

And, most importantly, our talented staff and physicians work hard each and every day to provide compassionate care to you, our patients. When it comes to healthcare for you and your family, we know that you have a choice — and we hope that you will choose Elmhurst Memorial Healthcare.

We wish you a happy and healthy 2012.

**W. PETER DANIELS**  
President/Chief Executive Officer  
Elmhurst Memorial Healthcare

**JOEL HERTER**  
Chairman  
Elmhurst Memorial Hospital  
Board of Trustees

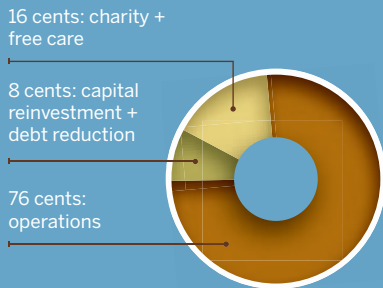
**DAVID ATCHISON**  
Chairman  
Elmhurst Memorial Healthcare  
Board of Trustees

**CHARLES GIGER, M.D.**  
President  
Elmhurst Memorial Hospital  
Medical Staff

# A year in review

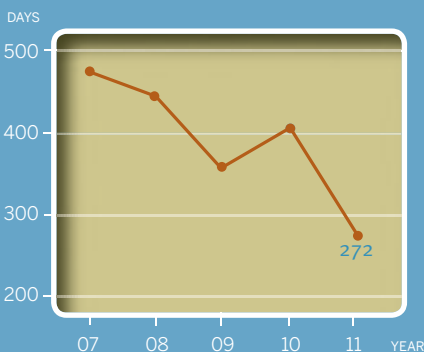
## EVERY DOLLAR WE EARN

For every dollar of revenue that Elmhurst Memorial Hospital earned to provide care in fiscal year 2011, 76 cents went toward operating the Hospital (providing salaries and benefits for our staff, purchasing supplies, maintaining our facilities and equipment, etc.). The remaining revenue represents free and charity care provided to the community, reinvestment in our buildings and equipment, and debt reduction.



## DAYS CASH ON HAND

Cash on hand is a commonly used measure of financial health indicating the number of days an organization could meet its average daily expenditures with existing liquid assets. Cash on hand at the end of fiscal year 2011 remains strong at 272 days.



## New Hospital Marks a New Beginning

After an eagerly anticipated grand opening of the new Elmhurst Memorial Hospital Main Campus near Roosevelt Road and York Street, the first 100 patients were relocated from the Hospital's Berteau Avenue Campus on June 25, 2011. The process took 20 ambulances and five hours — and marked a historic day in Elmhurst.

## Daniels Welcomed as EMHC Leader

W. Peter Daniels assumed the role of President and Chief Executive Officer of Elmhurst Memorial Healthcare (EMHC) in June, following the retirement of Leo Fronza, whose service spanned 32 years.

Daniels brought more than 25 years of hospital and healthcare leadership experience to EMHC, most recently serving as President of a Meridian Health hospital in New Jersey. While there, Daniels and his team expanded facilities, implemented new technologies, enhanced services, and improved patient and employee satisfaction.

Robert Soukup, Chairman of the Elmhurst Memorial Healthcare Board of Trustees, praised Fronza's service and expressed confidence that Daniels and his team will continue to lead Elmhurst Memorial Healthcare into the future.

## The Elmhurst Memorial Addison Health Center Grows

The new Elmhurst Memorial Hospital was not the only construction news of 2011. A groundbreaking ceremony held on October 14 signified the start of Elmhurst Memorial's Addison Health Center's renovation, scheduled for completion in summer 2012. The building will feature Prairie-style architecture and enhanced services, such as expanded laboratory services, radiology and immediate care.

## Power of Prevention Still Going Strong

The Power of Prevention program continues to provide thousands of community members with free or reduced-cost screenings, thanks to funding provided by the Elmhurst Memorial Hospital Foundation's *Autumn Affair*.

## Physicians Earn High Marks

High-quality care: It is what every patient wants, and what every physician intends to deliver. ELMCARE, the Elmhurst Physician Hospital Organization, proudly earned 10 of 11 blue stars in the 2010 *Blue Star<sup>SM</sup> Hospital Report*, prepared by Blue Cross-Blue Shield of Illinois.

The report recognizes HMO contracting medical groups that document high levels of performance in providing patient care. The annual assessment is based upon national clinical practice and preventive care guidelines, such as breast cancer screenings and childhood immunizations.

## First in Illinois to Become Medical Home

"Medical home" is a term that reflects a strengthened physician-patient relationship by replacing episodic care with coordinated care and a long-term healing relationship that involves the patient's commitment to staying healthy.

A group of nine physicians from Elmhurst Clinic's Schiller Street location in Elmhurst became the first in Illinois to receive recognition from the National Committee for Quality Assurance (NCQA) for functioning as a medical home — and the number of physicians has now grown to 30.

## The Next Chapter for the Berteau Campus

The Hospital may have moved, but the Berteau Avenue Campus continues to evolve. Over the next two years, the property will be redeveloped to focus primarily on senior health and housing services.

## COMMUNITY BENEFITS

At EMHC, we're committed to reaching out to the community, and our Health Education Programs are one example of how we do that. Last year, we offered more than 200 community education programs and events. We also provided translation services for those patients and their families who needed them. In fiscal year 2011, we spent more than \$94 million on improving the health of the community with a generous financial assistance policy that exceeds the standards recommended by the Illinois Hospital Association. The state of Illinois requires hospitals to file a community benefits report each year and specifies the areas of data that need to be provided. If you'd like a complete copy of EMHC's community benefit report, you can visit [www.emhc.org](http://www.emhc.org).

Language assistance services	\$ 86,456
Government-sponsored indigent healthcare <sup>1</sup>	\$ 51,767,485
Donations	\$ 1,128,864
Volunteer services	\$ 446,944
Education	\$ 70,658
Government-sponsored program services	\$ 83,840
Research	\$ 42,396
Subsidized health services <sup>2</sup>	\$ 5,636,318
Bad debts <sup>3</sup>	\$ 23,133,327
Other community benefits	\$ 4,073,645
Charity care <sup>4</sup>	\$ 8,018,875
Total	\$ 94,488,808

- 1 This figure represents the difference between reimbursement from government programs (i.e., Medicare, Medicaid) and the actual cost to provide healthcare to those populations.
- 2 Services provided in response to community needs for which the reimbursement is less than the Hospital's cost of providing the services that must be subsidized by other hospital revenue sources.
- 3 Bad debts are the billing charges for services rendered but never collected and written off as an expense.
- 4 Charity care is the cost recorded for services delivered but never billed because the Hospital makes a determination that the patient is incapable of payment.

Data from July 1, 2010 through June 30, 2011.

## QUALITY INDICATORS OF CARE

Public reporting of clinical outcomes gives consumers access to important information about the quality of care provided in hospitals. The data is available on numerous websites, helping consumers make well-informed decisions about their medical care. As an organization entrusted with providing healthcare in the community, we feel that it is our utmost responsibility to ensure the quality of care that we provide. Listed below are the percentages of patients who received selected endorsed medical interventions at EMH between January 2010 and December 2010, as compared to state and national averages during 2010.

	NATL	STATE	EMH
<b>HEART ATTACKS</b>			
Heart attack patients given aspirin at arrival	99%	99%	100%
Heart attack patients given aspirin at discharge	99%	99%	100%
Heart attack patients given ACE inhibitor or ARB for left ventricular systolic dysfunction	96%	97%	98%
Heart attack patients given smoking cessation advice/counseling	100%	100%	100%
Heart attack patients given beta blocker at discharge	98%	99%	100%
<b>HEART FAILURE</b>			
Heart failure patients given discharge instructions	90%	91%	100%
Heart failure patients given an evaluation of left ventricular systolic function	98%	99%	100%
Heart failure patients given ACE inhibitor or ARB for left ventricular systolic dysfunction	95%	95%	100%
Heart failure patients given smoking cessation advice/counseling	99%	99%	100%
<b>PNEUMONIA</b>			
Pneumonia patients assessed and given pneumococcal vaccination	94%	93%	95%
Pneumonia patients whose initial emergency room blood culture was performed prior to the administration of the first hospital dose of antibiotics	96%	97%	99%
Pneumonia patients given smoking cessation advice/counseling	98%	98%	100%
Pneumonia patients given initial antibiotic(s) within 6 hours after arrival	96%	96%	98%
Pneumonia patients given the most appropriate initial antibiotic(s)	93%	91%	89%
Pneumonia patients assessed and given influenza vaccination	91%	91%	86%

FOR MORE COMPARATIVE HOSPITAL DATA, VISIT [WWW.HOSPITALCOMPARE.HHS.GOV](http://WWW.HOSPITALCOMPARE.HHS.GOV).

[WWW.EMHC.ORG](http://WWW.EMHC.ORG)