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June 2016

Annual Report, 1981

Aurora Health Care

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The cover

A mosaic rendition of the doctor-disciple Luke by internationally-known artist Edmund Lewandowski graces the north exterior of the Walter Schroeder Pavilion. Located on the southeast corner of the hospital, the Schroeder Pavilion is the new home of expanded outpatient and emergency care services at St. Luke’s Hospital.
The President's Message

Nineteen eighty-one was a year in which much needed expansion of outpatient, emergency and ancillary services became a reality. The completion of the Walter Schroeder Pavilion allowed many of our departments to have sufficient space to meet their current and future responsibilities.

Early in the year the new surgical suite opened on the third floor of the Schroeder Pavilion, replacing antiquated facilities constructed to meet the uncomplicated surgical needs of a quarter of a century ago. It includes fifteen spacious operating rooms designed to accommodate the latest medical and technological advancements as well as the support facilities to meet sophisticated surgical cases performed today at St. Luke's Hospital. In 1981, 1,620 open heart procedures were performed, over three times as many as any other Wisconsin hospital and maintaining St. Luke's as one of the four or five busiest heart centers in the world.

Outpatient and emergency services are located on the second floor of the Schroeder Pavilion. Specialized tests and procedures which previously required expensive hospitalization can now more easily be done at considerable cost savings in the diagnostic and treatment center; likewise, same-day surgeries have tripled in the past three years. The increased outpatient capacity has allowed St. Luke's to reduce its bed capacity from 690 to 600 beds, which will save our community millions of dollars in the future.

Expanded cancer care was made possible with the opening of the oncology center whose facilities for both chemotherapy and radiation therapy are combined. This center complements the inpatient oncology unit which opened in 1980. The completion of the Schroeder Pavilion provides the hospital the means to meet the needs of our community in a cost effective way in the coming years. Unless there is a significant change in patient demands, we do not currently expect to see any future major building additions at our Oklahoma Avenue campus; however, we do anticipate continued program changes. The population of our primary service area continues to age, which will require enhanced geriatric programs as well as those services, such as oncology, which are needed most by the older population.

The Family Practice Center on the near south side will need to change its program as the population of this medically underserved area continues to change.

Our Franklin Medical Center Campus will need to assure easy access to cost efficient care in the southern-most parts of our service area as this area continues to be developed.

Cost of care must be mentioned in these most difficult economic times. The hospital is dedicated to pursuing the direction of minimizing costs to the community as a whole; however, this often has a perverse effect, raising the often publicized "average charge per non-government payor" of our hospital.

Our patient mix is exceedingly complex because of the large number of open heart cases we do, making our "average" high, even though our cost of care for more common cases may be comparable to other hospitals. Each time we substitute outpatient services for an inpatient stay, we save the patient money but make our averages higher. As we meet the needs of our aging community, the proportion of our government paid patients increases the amount of "cost shifting" which our private patient payors pay, further subsidizing the government. Our goal for costs is to create a balance between competition and regulation which can foster a real cost saving and not just further cost shifting.

G. Edwin Howe
President
Pictured above: A restricted drive and parking area for ambulances provides quick access to the emergency room. Kathy Altman and Audrey Fredrich, radiation therapy technicians, use the linear accelerator in giving a radiation therapy treatment. Linda Wilinski, senior histology technologist, prepares a slide of human tissue for evaluation of the cell pattern.
Above: Registered nurse Jean Mack enjoys a friendly conversation while administering chemotherapy to an outpatient in the oncology center.

Left: Speech audiometry testing is one way audiologist Marilyn Schorn conducts an evaluation to identify a patient’s hearing impairments. Far left: Bruce Yale, pharmacist, fills prescriptions for emergency room patients, outpatients and employees in the pharmacy satellite.

The Walter Schroeder Pavilion, completed in 1981, was designed to provide much-needed space for increased patient services. The photographs which illustrate this annual report represent the departments now located in the Schroeder Pavilion.
Pictured above: Each of the operating rooms in the new surgical suite can accommodate the latest medical and technological advancements. Cheryl Blaha, cardiography technician, uses a digital computer in performing an electrocardiogram. Lynn Gleisberg, radiologic technologist, uses computerized equipment to perform a skull x-ray. Right: Johnnie Mann, outpatient technician, prepares for a dental procedure in the diagnostic and treatment center.
Through improved patient services in the Walter Schroeder Pavilion, St. Luke’s Hospital is better able to meet the health care needs of the community.

Left: Jackie Kotowicz, orthopedic assistant, applies a fiberglass cast to a young patient. This cast material is lighter, stronger and more comfortable than plaster. Below: Tim Mikolajewski, central service assistant, documents catalog numbers of sterile solutions as he fills a nursing order. Ambulatory care admitting serves as the data base for all departments providing services for emergency patients and outpatients.
Financial Review 1981

Annual budget ... $90,736,063
Wages, fees and fringe benefits ... 56,265,025
Other expenses ... 34,471,038
Allowances ... 9,974,493
Daily cost of operations ... 249,275
Investments in land, buildings and equipment ... $90,495,419

Source of Funds
Income from patient services ... $97,533,221
Coffee shop, gift shop, cafeteria and other income ... 1,549,879
*Donations ... 724,977
Investment income ... 902,479

*In addition, $274,249 were received as designated gifts for education, research, and endowment.
Less Medicare, Medicaid, other allowances, and the inability of some patients to pay their bills in full ... $ 9,974,493

$90,736,063

Use of Funds
Wages, salaries, fees, and fringe benefits ... 856,265,025
Medical and surgical supplies ... 14,459,698
Laundry, linen, housekeeping, and general supplies ... 6,456,436
Food and dietary supplies ... 1,403,478
Fuel, water, electricity, and telephone ... 2,433,692
Interest on indebtedness ... 2,040,698
Payment on long-term indebtedness ... 1,960,000
New equipment and construction in progress ... 4,649,639
Increase in receivables, inventories, etc. ... 1,067,397

$90,736,063

These charts show a comparison of percentages of gross charges (before deductions) by payor in 1975 and 1981. The increase in Medicare percentages represents the services St. Luke's provides for the needs of the aging community.
## Statistics and Patient Services

<table>
<thead>
<tr>
<th>1981</th>
<th>1980</th>
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<tbody>
<tr>
<td>Beds</td>
<td>600</td>
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<tr>
<td>Inpatient Admissions</td>
<td>17,325</td>
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<tr>
<td>Outpatient Visits</td>
<td>92,018</td>
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<tr>
<td>Emergency Visits</td>
<td>43,917</td>
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<tr>
<td>Family Practice Visits</td>
<td>12,291</td>
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<tr>
<td>Average Length of Stay</td>
<td>9.9</td>
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<tr>
<td>Surgical Procedures</td>
<td>8,399</td>
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<tr>
<td>Open Heart Surgery Procedures</td>
<td>1,620</td>
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<tr>
<td>Laboratory Tests</td>
<td>2,118,517</td>
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<tr>
<td>Radiology Diagnostic Tests</td>
<td>116,938</td>
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<tr>
<td>Nuclear Medicine Procedures</td>
<td>7,319</td>
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<tr>
<td>Radiotherapy Visits</td>
<td>6,362</td>
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<tr>
<td>Physical Medicine Procedures</td>
<td>163,917</td>
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<tr>
<td>Electrocardiograms (EKG)</td>
<td>29,208</td>
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<tr>
<td>Electroencephalograms (EEG)</td>
<td>1,473</td>
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<tr>
<td>Cardiac Catherizations</td>
<td>2,847</td>
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<tr>
<td>Pulmonary Function Studies</td>
<td>12,589</td>
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<tr>
<td>Respiratory Therapy Treatments</td>
<td>593,502</td>
</tr>
<tr>
<td>Kidney Dialysis Treatments</td>
<td>4,681</td>
</tr>
<tr>
<td>Total Drug Doses Dispensed</td>
<td>2,082,934</td>
</tr>
<tr>
<td>Meals Served</td>
<td>771,228</td>
</tr>
<tr>
<td>Linens Laundered</td>
<td>4,143,900 lbs.</td>
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<tr>
<td>Water Used</td>
<td>110,380,116 gal.</td>
</tr>
<tr>
<td>Housekeeping Area Cleaned Per Day</td>
<td>614,500 sq. ft.</td>
</tr>
<tr>
<td>Employees: Full-time</td>
<td>2,206</td>
</tr>
<tr>
<td>Part-time</td>
<td>1,193</td>
</tr>
<tr>
<td>Full-time Equivalent</td>
<td>2,704</td>
</tr>
<tr>
<td>Volunteer Service Hours</td>
<td>.38,268</td>
</tr>
</tbody>
</table>

### Open Heart Surgeries

A total of 1,620 open heart procedures were performed in 1981, over three times as many as any other Wisconsin hospital, maintaining St. Luke's as one of the busiest heart centers in the world.
Officers
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Vice Chairman
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James T. Williams
Treasurer
G. Edwin Howe
President
Susan M. Bode
Vice President
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Assistant Secretary
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Assistant Treasurer
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Associate Administrator
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Assistant Administrator
Steven J. Fish
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Robert L. Radcliffe
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Secretary-Treasurer Joseph A. Manago, M.D.

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Laboratory Medicine Ijaz N. Qureshi, M.D.
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Otorhinolaryngology and Donald J. Chrzan, M.D.
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and Rehabilitation Ephrem Thoppil, M.D.
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Surgery John W. Bowman, M.D.
Thoracic Surgery Donald C. Mullen, M.D.