NEW DIMENSIONS IN HEALTH CARE EXCELLENCE

Each year the management team of Aurora Health Care measures our accomplishments against the yardstick of the corporate mission statement established by our Board of Directors in 1987. Our goal is always to provide the best possible health care with the wisest use of resources. To accomplish this we continually work to improve our quality, efficiency and productivity, making the difficult decisions regarding cost control along the way.

Perhaps our greatest challenge is to balance our two very serious and separate purposes. On one hand, we continually strive to provide the highest quality health care services in a caring and personalized manner. On the other, we endeavor to operate efficiently in a competitive marketplace. It is always a demanding process to find the right ways to balance these two purposes. Throughout this process we encounter opportunities for positive change and innovation. Our philosophy is to look for such opportunities and, when we discover them, to act on them in a cautious yet decisive manner.

In our report on 1989, we have highlighted just some of the many accomplishments and innovations produced by the dozens of departments, hundreds of programs and thousands of individuals who together form Aurora Health Care, and together are creating new dimensions in health care excellence.

G. Edwin Howe, President

STATEMENT OF MISSION AND PHILOSOPHY

Aurora Health Care is an integrated health care delivery system dedicated to serving the health care needs of Southeastern Wisconsin and the surrounding region. Health care services are inherently personal in nature, and Aurora Health Care will maintain an environment sensitive to the physical, emotional, spiritual, social, and economic needs of both those served and those who provide that service.

Aurora Health Care is concerned with the overall welfare of our community, and recognizes there is a limit to the individual and collective resources available. Therefore, it is committed to providing enlightened and progressive management to organizations which are structured and coordinated to deliver health services of highest quality at a fair and affordable price.

Aurora Health Care is committed above all else to the prevention of illness, and the provision of state-of-the-art diagnostic and treatment services when needed and where most appropriately delivered, either as in-patient care, ambulatory care, extended care, or home care.

Aurora Health Care is dedicated to the education of physicians, nurses, and allied health professionals to assure that a goal of high quality, cost effective care is maintained and that the level of health care practice remains advanced. Likewise, Aurora encourages research in clinical practice for the enhancement of quality health care delivery.

Blood pressure screening offered by St. Luke's Emergency Department Staff at the Milwaukee County Zoo — an innovative setting for delivery of preventive health services.

Dietary employees preparing lunch at Sinai Samaritan Medical Center — where diversity is fostered among employees and respected among patients and staff alike.

Aurora medical laboratory techni-cians conducting microscopic examination of blood slides — one example of consolidated staff and services aimed at reducing health care costs.

Blood pressure screening offered by St. Luke's Emergency Department Staff at the Milwaukee County Zoo — an innovative setting for delivery of preventive health services.

Dr. Fredrik Broekhuizen and OB/GYN Resident FahChe Leong, M.D., monitoring a patient in labor — community-based graduate medical education is a key component of Aurora’s mission.
The two largest not-for-profit medical centers in Wisconsin are the hubs of the Aurora Health Care organization. The formation of Sinai Samaritan Medical Center through merger in 1987 and its affiliation with St. Luke’s Medical Center has made Aurora the largest private health care provider in the state. With 5,600 full-time equivalent employees and a budget of $392 million in 1989, Aurora contributed significantly to the Milwaukee economy. As the provider of 276,000 days of inpatient care, 292,000 outpatient visits, nearly 94,000 emergency care visits, more than 98,000 home care visits and $106 million in uncompensated care, Aurora contributed mightily to the well-being of the people of southeast Wisconsin.

**Acute Care Facilities**

St. Luke’s Medical Center with 600 beds and Sinai Samaritan with 588 are the top two private acute care providers in the state not only in size but also in patient care volume. In 1989 Sinai Samaritan admitted 22,365 patients and delivered 127,999 days of care, while St. Luke’s admitted 21,662 patients and provided 148,880 days of care. Both medical centers are actively involved in medical, nursing and allied health education, clinical research, community outreach and preventive health services. By any measure, St. Luke’s and Sinai Samaritan are vital to health care delivery in Wisconsin.

**Primary Care**

In facilities stretching from the central city to Milwaukee's near south side, and from Franklin to the North Shore, Aurora delivers essential primary care services to people of all ages. Together the voluntary and faculty physicians, medical residents, nurses and support personnel in these clinics provided more than 50,000 patient care visits in 1989.
**COMPREHENSIVE HEALTH CARE DELIVERY**

### Specialized Care and Rehabilitation

Many services once available only inside the hospital are now provided in more convenient locations. Patients who need immediate care, minor surgery, mammograms, kidney dialysis, physical, occupational or voice therapy all benefit from services offered at the ambulatory care centers in the Aurora organization.

- **Franklin Medical Center**
  Immediate Care Center
  9200 West Loomis Road
  Franklin, Wisconsin
  529-9200

- **St. Luke's**
  Rehabilitation Centers
  3738 South 60th Street
  Milwaukee, Wisconsin
  546-5460

- **St. Luke's Surgery Center**
  4570 South 27th Street
  Milwaukee, Wisconsin
  649-7673

- **Coleman Soref Breast**
  Diagnostic Center
  8909 N. Port Washington Rd.
  Milwaukee, Wisconsin
  351-8422

- **Greater Milwaukee**
  Dialysis Centers
  3801 W. Wisconsin Avenue
  Milwaukee, Wisconsin
  933-5377

- **Sinai Samaritan**
  Dialysis Center
  4650 South Howell Avenue
  Milwaukee, Wisconsin
  769-3606

- **Occupational therapist Marti Schillmoeller works with a patient in St. Luke's Work Injury Program.**

- **Christine Cook, R.N., prepares a patient for eye surgery in St. Luke's convenient freestanding surgical facility.**

- **Dr. Gary Kamer splints the injured fingers of a young boy in the Franklin Immediate Care Center.**

- **Michele Petauski, R.T.R., registers a woman for a mammogram in the comfortable Coleman Soref Center.**

- **Dr. Matthew Hanna visits with his patient during her dialysis at the Wisconsin Avenue facility.**

- **Susan Tomka, R.N., coordinator of the Howell Avenue satellite, begins the dialysis treatment for a patient.**

- **Speech and language pathologist Carrie Garvalis assists her patient on the computer in St. Luke's Voice Lab.**

### Home Care

As our nation grapples with the challenge of meeting the health care needs of an aging population with limited resources, home care becomes increasingly important. Last year alone, the VNC provided more than 98,000 nursing and home health aide visits, giving their patients the gift of independence, while at the same time reducing the cost of health care.

- **Visiting Nurse Corporation**
  11333 West National Avenue
  West Allis, Wisconsin
  327-2295

- **Susan Tomka, RN., coordinator of the Howell Avenue satellite, begins the dialysis treatment for a patient.**

- **Registered nurse Wendy Wilson-Taylor warms her stethoscope before checking an infant's heart rate during a VNA home visit.**

- **Calvin Burdick, R.N., a Visiting Nurse Association case manager, shares a laugh with one of his patients in her home.**
Meeting the needs of patients and staff

The 1989 patient satisfaction surveys at St. Luke's and Sinai Samaritan showed an overwhelming majority of patients — 93% at each medical center — would not only choose that facility again for their own care, but also would recommend the medical center to their families and friends. Patients cited physicians, nurses and allied health staff, as well as the courteous treatment of visitors among their top areas of satisfaction.

As a shareholder in American Healthcare Systems, a national alliance of 37 healthcare organizations operating more than 1,000 not-for-profit facilities, Aurora strengthens its capacity to serve our community. Business cost savings allow us to spend more of our resources on direct patient care.

LINK, a computer hook-up that allows two-way communication between personal computers in our facilities and our mainframe, saved 8,650 staff hours at our medical centers last year and countless hours in doctors' offices. More than 65,000 contacts were made to retrieve patients' test results, pharmacy orders and other essential information.

Providing a full spectrum of care

Aurora's clinical facilities offered hundreds of health programs to the community in 1989. We also co-sponsored events ranging from Senior Celebration at the Zoo and the Child Health and Safety Fair at the Jewish Community Center, to the Vince Lombardi Cancer Fair and the Urban League's annual health fair.

Advanced diagnostic and treatment services at St. Luke's and Sinai Samaritan were repeatedly in the news in 1989. Innovations in heart care, obstetrics, emergency medicine, cancer treatment, orthopedics, rehabilitation and psychiatry are all described in their enclosed annual reports.

Our Freedom 55/65 Program for Senior Citizens launched 55/ALIVE Mature Driving Courses mid-year that were so popular they're now offered monthly at each medical center.

Consolidating to maximize efficiency

Participation in American Healthcare Systems, plus the Aurora volume, enables us to keep supply price escalation significantly lower than national averages. In 1989, price increases on 14 product groups representing $10 million in supply purchases increased 2.8% for Aurora compared to 7.5% nationally.

Further consolidation occurred in our clinical laboratories, as the medical centers' pathologists formed a single service corporation. Lab test volume increased 4%, while costs decreased 2% saving $500,000 last year.

Inventories were reduced by $75,000 through partial consolidation of the materials distribution by central services personnel throughout the Aurora system.

Supporting medical education

We expanded our affiliation with the University of Wisconsin Medical School to provide education in the Family Practice specialty area. Faculty and residents are developing innovative practice models in our primary care clinics, to improve access and reduce the cost of care in urban settings.

New relationships were established with the University of Wisconsin Pharmacy School and Marquette University Medical Technology School to increase the availability of individuals trained in these important areas.

Aurora also offered internships for future health professionals in 1989. We hired seven college-age students in the INROADS/Wisconsin Program, established field placements for ten North Division High School medical science specialty students, and hosted 100 middle and high schoolers in the Milwaukee Public Schools Health Careers Program.

Summary of Patient Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Beds</td>
<td>1,188</td>
</tr>
<tr>
<td>Inpatient Admissions</td>
<td>44,027</td>
</tr>
<tr>
<td>Inpatient Days</td>
<td>276,879</td>
</tr>
<tr>
<td>Average Length of Stay (days)</td>
<td>6.3</td>
</tr>
<tr>
<td>Physicians on Staff</td>
<td>1,365</td>
</tr>
<tr>
<td>Full-time Equivalent Residents and Fellows</td>
<td>166</td>
</tr>
<tr>
<td>Registered Nurses*</td>
<td>1,824</td>
</tr>
<tr>
<td>Full-time Equivalent Employees</td>
<td>5,605</td>
</tr>
<tr>
<td>Auxiliaries and Volunteers</td>
<td>1,309</td>
</tr>
<tr>
<td>Emergency Care Visits</td>
<td>93,991</td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>292,068</td>
</tr>
<tr>
<td>Family Practice Visits</td>
<td>29,066</td>
</tr>
<tr>
<td>Home Care Visits</td>
<td>98,222</td>
</tr>
<tr>
<td>Heart Surgeries</td>
<td>2,274</td>
</tr>
<tr>
<td>Coronary Angioplasties</td>
<td>2,674</td>
</tr>
<tr>
<td>Cardiac Catheterizations</td>
<td>7,390</td>
</tr>
<tr>
<td>Radiation Treatments for Cancer Patients</td>
<td>24,578</td>
</tr>
<tr>
<td>Inpatient Psychiatric Days</td>
<td>27,247</td>
</tr>
<tr>
<td>Total Surgical Procedures</td>
<td>25,020</td>
</tr>
<tr>
<td>Inpatient Rehabilitation Treatments</td>
<td>302,188</td>
</tr>
<tr>
<td>Births</td>
<td>5,794</td>
</tr>
</tbody>
</table>

* Includes visiting nurses

Source of Funds

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Combined Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Services</td>
<td>$305,316,764</td>
</tr>
<tr>
<td>Outpatient Services</td>
<td>95,947,828</td>
</tr>
<tr>
<td>Non-hospital Services</td>
<td>98,068,212</td>
</tr>
<tr>
<td>Total Billings</td>
<td>499,332,804</td>
</tr>
<tr>
<td>Uncompensated Care:</td>
<td></td>
</tr>
<tr>
<td>Charity Care</td>
<td>(5,255,385)</td>
</tr>
<tr>
<td>Bad Debts</td>
<td>(6,119,077)</td>
</tr>
<tr>
<td>Medicare, Medicaid and Other Third Party Allowances</td>
<td>(95,541,512)</td>
</tr>
<tr>
<td>Total Uncompensated Care</td>
<td>(106,915,975)</td>
</tr>
<tr>
<td>Net Billings</td>
<td>$392,416,830</td>
</tr>
</tbody>
</table>

Use of Funds

<table>
<thead>
<tr>
<th>Use of Funds</th>
<th>Combined Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, Fees, and Fringe Benefits</td>
<td>$181,257,967</td>
</tr>
<tr>
<td>Supplies</td>
<td>66,552,409</td>
</tr>
<tr>
<td>Purchased Medical Services</td>
<td>59,719,911</td>
</tr>
<tr>
<td>New Equipment</td>
<td>27,685,823</td>
</tr>
<tr>
<td>Maintenance, Rentals, Insurance and Other Business Expenses</td>
<td>37,490,905</td>
</tr>
<tr>
<td>Interest and Principal on Long Term Debt</td>
<td>7,683,010</td>
</tr>
<tr>
<td>Utilities</td>
<td>5,918,843</td>
</tr>
<tr>
<td>Change in Working Capital</td>
<td>6,107,962</td>
</tr>
<tr>
<td>Total Funds Applied</td>
<td>$392,416,830</td>
</tr>
</tbody>
</table>
Aurora Health Care
Board of Directors
Jae D. McGaffey, Chairman
Paul R. Oldam, Vice Chairman & Secretary/Treasurer
Stanley Kritzik, Vice Chairman
John Dragas, Vice Chairman
Donald J. Nestor, Assistant Secretary/Treasurer
Joseph J. Adamkiewicz, Jr., M.D., President, St. Luke's Medical/Dental Staff
Mark R. Ambrosius, President, St. Luke's Medical Center
J. Stephen Anderson
Donald S. Bazzard
Glenn W. Bazzard
Patricia Dalton
Jacob Goldberg, M.D., Chief of Staff, East Campus, Sinai Samaritan
Judy Gordon
Albert L. Greene, President, Sinai Samaritan Medical Center
Thomas Herz
G. Edwin Howe, President
Rev. Chester L. Johnson
Stanley M. Johnon
Bonnie Joseph
John E. Koenitzer
Charles P. LaBahn
William H. Levin, Jr.
John R. Litzow, M.D., Chief of Staff, West Campus, Sinai Samaritan
Fred G. Luber
Mary Jane Mayer, President, Visiting Nurse Corporation
Robert J. Miller
William Orenstein
Kathleen Paulsen
Emmett Peck
James Peterman
James Pious
Richard E. Rieselbach, M.D., Associate Dean, University of Wisconsin Medical School
Gary Sreelow
Myra Taxman
James T. Williams
Executive Staff
G. Edwin Howe, President
William E. Byers, Senior Vice President
Donald J. Nestor, Senior Vice President
Dennis Rakowski, Vice President
John A. Settiman, Jr., Vice President
Lorell K. Walsh, Vice President
EricHenrikson, Assistant Vice President
Honorary Board of Directors
Hope Anderson
Kenneth R. Geist
Rev. Hilton E. Grams
Donald W. Kilps
Ralph P. Levy
Eben F. Luethz
Herman O. Menck (Deceased)
Clifford F. Messinger
John R. Parker
Wilbert G. Prasse
August N. Nenner
Arthur W. Riemer
Robert A. Rieger
Everett G. Smith
Robert J. Strasserburger
Stanley York
Emeritus Officer
Kenneth S. Jamron, President Emeritus

St. Luke's Medical Center
Board of Directors
John Dragas, Chairman
Donald A. Zellmer, Secretary/Treasurer
Joseph J. Adamkiewicz, Jr., M.D., President, St. Luke's Medical/Dental Staff
Mark R. Ambrosius, President
Chris Bauer
Ned Bechtold
Robert F. Benz
Robert Dr. Ullo, M.D., President-Elect
St. Luke's Medical/Dental Staff
Carl L. Gosewehr
John E. Koenitzer
Victoria Schofield, R.N., Vice President for Nursing
Gary Sreelow
Lynn E. Westahl
Advisory Board of Directors
Jack W. Boettcher
William M. Chester, Jr.
Philip F. Rubenstein
Executive Staff
Mark R. Ambrosius, President
Frank J. Kalivoda, Vice President
Richard G. Klein, Vice President
Michael Panosh, Vice President
William A. Romo, Vice President
Victoria Schofield, R.N., Vice President
Frank Cammins, Asst. Vice President
Franklin Medical Center
Board of Directors
Robert Schmitt, Chairman
Kenneth Orlowski, Secretary/Treasurer
Mark R. Ambrosius, President
Vivian Guzniczak
Gary L. Kamer, M.D.
Donald A. Zellmer
Staff
Richard G. Klein, Vice President
Samaritan Health Plan
Board of Directors
Thomas J. Parker, Chairman
Carole A. Schmeda, Vice Chairman
Kevin O'Connor, Secretary
Christ M. Faulhaber, Treasurer
Lori Craig
John W. David
Thomas G. Dehn, M.D.
Raymond Ervin
Albert L. Greene
Todd J. Hammer, M.D.
G. Edwin Howe
Thomas J. Kozina, M.D.
Jeffrey L. Kubik
Thomas P. Kujawa
Donald J. Nestor
Staff
James A. Schultz, Chief Executive Officer
Aurora Health Care Ventures
Board of Directors
William M. Chester, Jr., Chairman
Ronald Shapiro, Secretary/Treasurer
Charles P. LaBahn
Dennis Rakowski, President
Howard Schnoll
Emeritus Officer
Kenneth S. Jamron, President Emeritus

Sinai Samaritan Medical Center
Board of Directors
Stanley Kritzik, Chairman
Rev. Mary Ann Neevel, Vice Chairman
Rev. Larry Brettner, Secretary
Kenneth Cooper, Treasurer (Deceased)
Joan Beglinger, R.N., Vice President for Nursing
Joseph M. Bernstein
Elvin R. Danielson
Richardo Diaz
Jacob Goldberg, M.D., Chief of Staff, East Campus, Sinai Samaritan
Albert L. Greene, President
Rev. Robert W. Horst
Henry K. Kerns
Gerald Koepke
Hon. Robert W. Landry
John R. Litzow, M.D., Chief of Staff, West Campus, Sinai Samaritan
Shari Miller
Snow Mitchell, Jr.
James F. Peterman
James Pious
Richard E. Rieselbach, M.D., Associate Dean, University of Wisconsin Medical School
James Udran
Advisory Board of Directors
John A. Archer
Ben Barkin
Flora Cohen
Calvin W. Gross
Ralph E. Houseman
Rev. William H. Kohn
Ben Marcus
Albert L. Meyer
Ruth Orenstein
Executive Staff
Albert L. Greene, President
Douglas Gery, Senior Vice President
Joan Beglinger, R.N., Vice President
John Behm, Vice President
Michael Goldman, Vice President
Lois Moore, Vice President
Jane Wilberside, Vice President
Sarah Lewis, Assistant Vice President
Dwight Morgan, Assistant Vice President
Mount Sinai Medical Center Foundation
Board of Directors
Thomas G.A. Herz, Chairman
Myra Taxman, Vice Chairman
Bonnie Joseph, Secretary
Emmett Peck, Treasurer
Stephen S. Becker
Blues Bluestone
Stanley Kritzik
Ben D. Marcus
James Pious
Suzanne Selig
Sherwood Temkin
Emeritus Officer
Ben Barkin, Chairman Emeritus

Visiting Nurse Corporation
Board of Directors
Robert F. Wheaton, Chairman
J. Stephen Anderson, Chairman-Elect
Patricia Dalton, Vice Chairman
Joanne M. Piet, Vice Chairman
D. Winterbottom, Secretary
Charles W. Morris, Treasurer
Michael P. Johnson, Assistant Treasurer
Lynn F. Bandele
Thomas L. Ducast, III
Dennis W. Hass, Secretary
William H. Levine, Jr.
Jerry G. Remmel
Patricia K. Schuyler
Barbara C. Ulrich
Jon L. Wellhoefer
Staff
Mary Jane Mayes, President

Milwaukee Heart Research Foundation
Board of Directors
Emmett Peck, Chairman/President
Brennon H. Ruple, Vice Chairman/President
John Galanis, Treasurer
Robert B. Bradley, Secretary
Joseph Bernoulli
Kenneth H. Cooper (Deceased)
Richardo Diaz
John Dragas
Albert L. Greene
Henry K. Kerns
John F. Koenitzer
Geral F. Koepke
Stanley Kritzik
Hal C. Kuehl
Sheldon B. Lubar
Fred G. Luber
Rita McDonald
Charles S. McNee
Snow Mitchell, Jr.
James Peterman
James Pious
Rev. John P. Raynor, S.J.
Howard M. Schnoll
James Udran
Principal Investigators
Robert J. Flemm, M.D. (Deceased)
Michael W. Moseson, M.D.
Donald H. Schmidt, M.D.

Aurora Foundation
Board of Directors
James T. Williams, Chairman
Donald J. Nestor, President
Gary Sreelow, Secretary/Treasurer
Duane Tate, Assistant Secretary/Treasurer
Glenn W. Bazzard
Rev. Mary Ann Nevel
William Orenstein
St. Luke's history of innovation and reputation for high quality care has resulted in consistent growth in patient care volume for several years, while statewide inpatient days have steadily declined. Continued growth in 1989 made St. Luke's the busiest medical center in southeastern Wisconsin, providing 148,880 days of inpatient care. Admissions were up in every major clinical area. During May, in fact, physicians admitted more patients than during any four-week period in St. Luke's history. Fortunately, the average length of a patient stay has been reduced primarily as a result of cost effective practice pattern changes by physicians on our staff. This enabled us to treat 21,662 inpatients in 1989 and provide 180,843 outpatient visits—increases of 33 per cent and 48 per cent over 1985—without expanding the medical center.

As the number of patients in all clinical areas continues to grow, however, we are reaching the limits of our ability to meet the community's needs by reallocating and renovating space within our facility. To accommodate the growing demand for our outpatient services in particular, we began construction last November on Phase I of a long-range facilities plan. A three-story addition to the medical center at the corner of 28th Street and Oklahoma Avenue is expected to be completed by the end of 1992. Our new main lobby will provide easier access for patients when they enter for treatment. Movement between the parking structure and St. Luke's will be simplified, and patient and visitor traffic flow throughout the medical center will be improved. The project includes expansion of Outpatient Services, Same Day Surgery and Emergency Services, and the relocation and expansion of Outpatient Oncology. Financing will come from reserves, a capital fund raising campaign and a bond issue.

A number of other capacity issues needed more immediate action. In mid-January the first of our two new cardiac catheterization laboratories opened, and the renovation of our six existing labs was completed. Thus by February, the several-year moratorium on new cardiologists obtaining catheterization privileges could be lifted. This in turn resulted in dramatic growth in cardiac services at St. Luke's—8.5 per cent in heart catheterization and 16.8 per cent in coronary angioplasty. Open heart surgeries increased significantly as well, making cardiac care our highest volume specialty area.

Similar expansion was required in our Intensive Care Units. Ten new intensive care beds were opened in September, after the care of patients recovering from angioplasty was moved to the cardiac intermediate care unit. This was crucial because diversion from St. Luke's Emergency Department, of ambulances carrying critically ill patients, was a common occurrence early in the year. As we work to fully staff these ten additional intensive care beds their availability should help us reduce diversions in 1990.

Significant strides were also made in education at St. Luke's during 1989, and several milestones were reached. Our Hyperbaric Medicine Department celebrated its 20th anniversary last year; in those years our specialists have trained more than 500 physicians, nurses, therapists and hyperbaric technicians from the United States and abroad. In our Clinical Pastoral Education Program, begun in 1968, 800 students have trained while providing patients and families at St. Luke's with 24-hour chaplaincy services. Last October, St. Luke's Family Practice Center became affiliated with the University of Wisconsin Medical School as a training site for 18 family practice residents. Family practice and internal medicine admissions have increased dramatically since 1987. Last year alone, admissions in the four Primary Care areas at St. Luke's, including Obstetrics and Pediatrics, rose an average of 13.9 per cent.

In 1989 St. Luke's launched a major effort to improve the way we manage the quality of service we provide to our patients and community. Patients' satisfaction with the treatment we provide is one of the most important overall indicators of our quality. While our patient surveys reveal a significantly higher level of overall satisfaction than national averages, this is still an area we want to improve. A task force was established to focus on service management issues; St. Luke's employees are now regularly involved in goal setting, expense control, facility planning and guest relations matters. The positive reputation St. Luke's enjoys is an asset we are working hard to protect and strengthen.

Highlights of the activities in each of our Centers of Excellence follow. While these are only a few examples of our staff's accomplishments in five areas of patient care, they are representative of our commitment to excellence. Together I believe they present a picture of a medical center that is truly building on its leadership position in service to the community.

Mark R. Ambrosius
President, June 1990
Cardiac Care

For St. Luke's Cardiac Care Center of Excellence, 1989 was a year of pioneering new non-surgical treatments, while remaining southeast Wisconsin's highest volume and lowest cost heart surgery provider.

- During last summer, cardiologists on our staff achieved several medical firsts in Wisconsin. The first successful coronary laser angioplasty (which melts away blockage in the heart arteries), the first coronary artery atherectomy (which shaves away arterial deposits), and the first balloon angioplasty to open a carotid artery of the neck were performed at St. Luke's.
- In another innovative technique, used for the first time in the Midwest, St. Luke's physicians combined a laser procedure with bypass surgery to improve the success of a complex heart surgery.
- In August, a milestone was reached — 75,000 procedures in our Cardiac Catheterization Laboratory, 29 years after pioneering catheterization in 1960.
- St. Luke's reached out to the Milwaukee community repeatedly last year. Several new programs were developed: a telecommunications service for deaf patients with heart pacemakers, a conference for area health professionals and clergy on organ donation, and the Hold On to Your Heart Festival.
- Three of our many international patients in 1989 were teenagers, one from Lithuania, and one each from the Dominican Republic and the British West Indies sponsored by the One Child at a Time program, who came to St. Luke's to undergo delicate heart valve procedures not available in their countries.

Cancer Treatment

Our Cancer Treatment Center of Excellence continued its growth in both patient care volume and clinical advances in 1989, as the link between St. Luke's and national cancer research programs grew stronger.

- Radiation therapy increased by nearly 13% to 18,838 visits last year, and patients with various abdominal cancers were successfully treated in our innovative intra-operative radiation therapy program.
- Our cancer program was selected to be the beneficiary of the Vince Lombardi Memorial Classic in 1989. During this first year, St. Luke's established a statewide Cancer Hotline and held the first annual Vince Lombardi Cancer Fair. The Classic golf tournament and walk/run raised more last year than ever before, contributing $101,207 to cancer treatment at St. Luke's and establishing a trust fund for the Clinic.
- In June cancer specialists at St. Luke's became participants in the Community Clinical Oncology Program of the National Cancer Institute, under a three-year grant to help physicians test new treatments, and make them available more quickly here in Milwaukee.
- In 1989, new weapon in the war against cancer was added to St. Luke's immunotherapy arsenal. Research on TIL therapy began early in the year, and in June immunotherapy pioneer Dr. Steven Rosenberg, from the National Cancer Institute, spoke in Milwaukee in support of our program. By November St. Luke's received FDA approval, and in December became one of five sites in the country to offer this promising new treatment.
Primary Care
The Primary Care Center of Excellence at St. Luke’s includes internal medicine and family practice admissions, and obstetrics and pediatric cases, all of which rose significantly in 1989.

- Deliveries in our Birthing Center rose 25% in 1989. At a birthday party held in August for babies born at St. Luke’s over the past two years, more than 500 infants and toddlers, and their proud parents and siblings gathered to celebrate.
- In March, St. Luke’s Endocrine Research Laboratory was awarded a $120,000 three-year grant from the National Institutes of Health to study the impact of AIDS on patients’ adrenal glands.
- Tender Loving Care, a sick child day care service offered by our Pediatrics Department, began providing care for the children of employees of First Bank System’s Wisconsin Division, under a new agreement between St. Luke’s and First Bank signed last year.

Rehabilitation Services
St. Luke’s has been providing inpatient and outpatient Rehabilitation Services for more than 25 years, and again in 1989 this Center of Excellence increased admissions to its 48-bed unit over the previous year, and developed several new and innovative programs.

- Early in the year, the Voice Lab at our Rehabilitation Center on Layton Avenue began offering a new procedure, called videostroboscopy, which produces slow motion images of patients’ vocal cords to aid the ENT physician and speech and language pathologist in the diagnosis and treatment of voice disorders.
- In November a new Rehabilitation Center was opened on Oklahoma Avenue near Highway 100 to provide convenient outpatient services for the many patients St. Luke’s treats from the West Allis area.
- Another innovative component of our Voice Improvement Program was field tested at the end of 1989. In the Foreign/Regional Accent Reduction Program, certified speech pathologists help those who speak English with strong accents to improve their pronunciation and vocabularies in order to be better understood.

Emergency Medicine
The demand for St. Luke’s Emergency Services remained strong last year, with more than 40,000 patient visits to the emergency department and adjacent Immediate Care Center.

- In 1989, with funds from the Greater Milwaukee Open, St. Luke’s purchased a cardiac monitoring system which enables our emergency physicians to medically supervise heart patients during their ambulance transport to or between hospitals.
- In September during national Emergency Medical Services Week, nurses and a physician from our Emergency Department presented a program on the consequences of drinking and driving to hundreds of high school students.
- St. Luke’s International Travelers Clinic provided overseas hundreds of travelers with the vaccinations, medications and pre- and post-travel health counseling essential to their safety abroad.
ST. LUKE’S MEDICAL CENTER

Board of Directors
John Dragisic, Chairman
Donald A. Zellmer, Secretary-Treasurer
Joseph J. Adamkiewicz, Jr., M.D., President, St. Luke’s Medical/Dental Staff
Mark R. Ambrosius, President
Chris Bauer
Ned Bechthold
Robert F. Benz
Robert DiUlio, M.D., President-Elect, St. Luke’s Medical/Dental Staff
Carl L. Gosewehr
John E. Koenitzer
Victoria Schofield, R.N. Vice President for Nursing
Gary Strelow
Lynn E. Westfahl

Advisory Board of Directors
Jack W. Boettcher
William M. Chester, Jr.
Philip F. Rubenstein

Executive Staff
Mark R. Ambrosius, President
Frank J. Kalivoda, Vice President
Richard G. Klein, Vice President
Michael Panosh, Vice President
William A. Romo, Vice President
Victoria Schofield, R.N., Vice President
Frank Cummins, Assistant Vice President

St. Luke’s Medical/Dental Staff Officers
Joseph J. Adamkiewicz, Jr., M.D., President
Robert DiUlio, M.D., President-Elect
Brian Buggy, M.D., Secretary-Treasurer
Bernard B. Rhomberg, M.D., Chief of Anesthesia
Russell C. Dabrowski, M.D., Chief of Cardiology
John E. Whitcomb, M.D., Chief of Emergency Medicine
Donald J. Chrzar, M.D., Chief of Otolaryngology - Head and Neck Surgery
Raul Mateo, M.D., Chief of Family Practice
Carmela A. Barr, M.D., Chief of Obstetrics & Gynecology
Robert W. Goldmann, M.D., Chief of Hyperbaric Medicine
Irwin Margolis, M.D., Chief of Internal Medicine
Mohammad I. Malik, M.D., Chief of Laboratory Medicine
James E. Minikel, M.D., Chief of Orthopedics
William Westley, Jr., M.D., Chief of Pediatrics
Ephrem Thoppil, M.D., Chief of Physical Medicine & Rehabilitation
Ruth K. Jansen, M.D., Chief of Psychiatry
Don R. Spiegelhoff, M.D., Chief of Radiology Services
Lawrence J. Frazin, M.D., Chief of Surgery
James Auer, M.D., Chief of Thoracic & Cardiovascular Surgery

Patient Service Statistics - 1989

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Beds</td>
<td>600</td>
</tr>
<tr>
<td>Inpatient Admissions</td>
<td>21,662</td>
</tr>
<tr>
<td>Days of Care</td>
<td>148,880</td>
</tr>
<tr>
<td>Average Length of Stay (days)</td>
<td>6.9</td>
</tr>
<tr>
<td>Physicians on Staff</td>
<td>651</td>
</tr>
<tr>
<td>Full-time Equivalent Employees*</td>
<td>2,233</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>34,145</td>
</tr>
<tr>
<td>Emergency Visits</td>
<td>40,165</td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>180,843</td>
</tr>
<tr>
<td>Family Practice Center Visits</td>
<td>14,457</td>
</tr>
<tr>
<td>Total Invasive Heart Procedures</td>
<td>9,024</td>
</tr>
<tr>
<td>Cardiac Rehabilitation Visits</td>
<td>20,370</td>
</tr>
<tr>
<td>Radiation Therapy and Chemotherapy</td>
<td></td>
</tr>
<tr>
<td>Treatments for Cancer Patients</td>
<td>22,886</td>
</tr>
<tr>
<td>Total Operating Room Cases</td>
<td>10,886</td>
</tr>
<tr>
<td>Hospital Same Day Surgeries</td>
<td>3,252</td>
</tr>
<tr>
<td>St. Luke’s Surgery Center Cases</td>
<td>1,693</td>
</tr>
<tr>
<td>Intensive Care Days</td>
<td>15,197</td>
</tr>
<tr>
<td>Physical Medicine and Rehabilitation Days</td>
<td>14,545</td>
</tr>
<tr>
<td>Hyperbaric Medicine Treatments</td>
<td>12,212</td>
</tr>
<tr>
<td>Births</td>
<td>778</td>
</tr>
</tbody>
</table>

*In addition approximately 200 Aurora FTEs are based at St. Luke’s Medical Center.
Community Services

Emergency Care
24-hour Emergency Service ......................... 649-6333
Immediate Care Center .............................. 649-6666

Information Lines
Doctor Referral ........................................ 649-6565
Heart Line .............................................. 649-7000
Lifeline ................................................. 649-7890
Telecommunication Device for the Deaf ................ 649-6360
Vince Lombardi Cancer Hotline (local) ............... 649-7200
(statewide) .............................................. 1-800-252-2990

Clinics
Family Practice Center ............................... 649-6732
International Travelers Clinic ....................... 649-6664
Surgery Center ........................................ 281-8760
Vince Lombardi Cancer Clinic ....................... 649-6380

Health Education
Childbirth Classes ..................................... 649-7726
Diabetes Education ................................... 649-6640
Diet & Nutrition Classes ............................. 649-6757
Pregnancy Exercise Program ......................... 649-6400
Stop Smoking Classes ................................ 649-6576
Stress Management Class ............................ 649-7111
"Wheezersize" Exercise Class ....................... 649-6576

Special Services
Birth Center ............................................ 649-6155
Blood Pressure Screening ........................... 649-7330
Breast Imaging (Mammography) ...................... 649-6076
Cholesterol Testing .................................. 649-7111
Freedom 55/65 Program for Seniors ................ 649-6994
Glaucoma Screening ................................ 649-7330
Hearing Screening .................................... 649-7772
Kidney Stone Center .................................. 649-6700
Rehabilitation Services .............................. 649-6400
Sick Child Service ..................................... 649-6523
Sleep Disorder Center ............................... 649-6573
Voice Lab .............................................. 281-8777
Work Injury Program ................................. 281-8769

Support Groups
Cancer Support Groups ............................... 649-6380
Grief Support Groups ................................ 649-7315
Heart Transplant Patient Group ...................... 649-7114
Peri-Natal Loss Support Group ...................... 649-7315
Pulmonary Patients Support Group ................... 649-6576
Sleep Apnea Support Group .......................... 649-6573
Stroke Club ............................................. 649-6400
Suicide Support Groups .............................. 649-7315
“Take Heart” for cardiac patient spouses ............ 649-7111

St. Luke’s Medical Center
2900 West Oklahoma Avenue
Milwaukee, Wisconsin 53215
(414) 649-6000

Aurora Health Care
Milwaukee, Wisconsin
© 1990 Aurora Health Care

Cover photos: (From upper left, clockwise): Occupational therapy aide Denise Cichy assists a hip surgery patient using adaptive equipment to dress herself; certified child life specialist Sue Berg works with a young girl on the Pediatric Unit; registered nurse Kathy Nesseth immunizes a patient in the International Travelers Clinic before her trip to Venezuela; immunologist Robert Petit, Ph.D., and technician Jackie Aleem, M.S., examine TIL cells being harvested in the Immunotherapy Laboratory; and cardiologist John Walker, M.D., performs coronary angioplasty in the Cardiac Catheterization Laboratory, assisted by Debra Pritchard, RTR (center), and Terri Faber, RN.
1990 Annual Report

uniting to

accomplish a

vital

mission

Sinai Samaritan Medical Center
Sinai Samaritan Medical Center admitted more patients last year than any other hospital—public or private—in the state of Wisconsin. More than 22,000 patients received inpatient care in our facilities, and in excess of 160,000 emergency and outpatient visits were provided. Furthermore, nearly 50 per cent of local hospital admissions for patients in the Medicaid program were made to Sinai Samaritan Medical Center, where the per discharge expenditure was lower than at any other facility in this county. Sinai Samaritan has become vital to the people and economy in Milwaukee.

Significant steps were taken last year to consolidate services and contain costs at Sinai Samaritan. Yet 1989 was a year that clearly demonstrated the need to make greater strides to successfully accomplish our mission as Milwaukee's only downtown medical center. Losses were cut in half in 1989 as departments held operating expenses to 1982 levels. Still, revenues fell $4.5 million short of expenses, identifying an unquestionable need for further action to enable this medical center to fill its multiple roles.

Important accomplishments were made, not only in our Centers of Excellence, which are included in the Highlights section that follows, but also in many other departments. Central to last year's progress was the approval of a new set of medical staff bylaws creating a unified medical staff. This was a complex undertaking, given Sinai Samaritan's role as the Milwaukee Clinical Campus of the University of Wisconsin Medical School, where more than 100 residents train each year. In March, Radiation Oncology was consolidated and a single Tumor Registry was formed. Utilization controls on mental health services helped save millions of dollars in Psychiatry, and the average length of stay at the medical center was reduced by one half day. Dietary, telecommunications, mail services and some laboratory functions were also merged in 1989.

As consolidations occurred, facility and equipment upgrades were made as well. In the Radiology Department, ultrasound machines, a CT scanner and a new angiography suite were installed to provide advanced imaging. The Mount Sinai Auxiliary donated $75,000 for a specialized diagnostic trauma system in the Emergency Department, and $50,000 for pediatric emergency medical equipment and a children's play area. The Good Samaritan Auxiliary made its second large contribution to the Rehabilitation Services Department for innovative therapy equipment.

While serving underinsured patients places a burden on our resources, it is entirely consistent with the religious heritages of Sinai Samaritan. Over the years when Mount Sinai, Lutheran and Deaconess hospitals decided to stay downtown, religious principles and commitments to charity were the reasons. Our board, physicians and staff remain committed to meeting the needs of the central city in a responsible manner, with adequate governmental support. In 1989 new contracts were signed with health maintenance organizations resulting in higher reimbursement for thousands of Medicaid patients. Yet the challenges remain. In our Neonatal Intensive Care Unit last year the care of 383 premature infants, 80 per cent born to Medicaid patients, left the medical center with a $1.5 million shortfall.

Sinai Samaritan made many other contributions to the Milwaukee community. The Avenues West Association, which our two campuses helped establish in 1982, presented neighborhood revitalization plans for an area west of the downtown business district. The Milwaukee Collaborative Teenage Pregnancy Prevention Project marked its first year in March, as a joint effort of the University of Wisconsin Medical School Milwaukee Clinical Campus faculty at Sinai Samaritan and several other agencies. The medical center doubled its commitment to care for Soviet Jewish immigrants in 1989, in partnership with the Jewish Federation. Finally, Sinai Samaritan continued its community health education outreach with a speakers bureau, a children's health fair, the Call-A-Nurse referral service and several health newsletters.

As 1989 drew to a close, a full 70 per cent of our patients were receiving care under the Medicare and Medicaid programs, and financial stability had not yet been achieved. It was time to aggressively pursue further consolidation and improved reimbursement. These would become our central objectives in the year ahead, along with building upon Sinai Samaritan's reputation for top quality medicine and compassionate care in the tradition of its founding heritages.

William I. Jenkins
President, June 1990
HIGHLIGHTS OF 1989

Women's Health

The Women's Health Center of Excellence showed the greatest admissions growth during 1989, as Sinai Samaritan continued to provide more obstetrical and neonatal care than any other hospital in Wisconsin.

- Births increased seven percent at the medical center last year, and Neonatal Intensive Care Unit admissions for premature and low birthweight infants requiring specialized care rose a full 24 percent.
- Early in the year a new ultrasound unit was installed in our Coleman Soref Breast Diagnostic Center. The only machine of its kind in Wisconsin, it significantly improves the accuracy of mammograms and in some cases reduces the need for biopsies.
- In May, Sinai Samaritan joined the Hunger Task Force of Milwaukee and the Milwaukee Health Department in announcing a jointly sponsored Infant Nutrition Project to fight low birthweight, infant hunger and infant mortality in Milwaukee. Our prenatal clinic and obstetrics unit then began providing nutritional assessment, education and referrals for women and infants at risk.
- Sinai Samaritan was also the sponsor of a unique Mother and Child exhibit at the Milwaukee County Museum, and a popular lecture series there on motherhood and modern medicine.
- In November, Women's Health Services announced a new program called WomenSource, staffed by nurses, educators and social workers who provide centralized information and direction on women's health needs, through a telephone service, a lending library and public lectures.

Cardiovascular Medicine

Sinai Samaritan's Cardiovascular Center of Excellence constitutes one of the busiest and most advanced heart disease treatment facilities in Southeastern Wisconsin, with electrophysiology capability second to none.

- Work continues on the Milwaukee Heart Research Project to create a totally implantable, battery-powered artificial heart as a permanent or long-term replacement for a failed human heart. With the need for donor hearts growing and their availability falling critically short, this project has become increasingly important.
- In electrophysiology, Sinai Samaritan is a Midwest and national leader. In 1989 alone our specialists performed 757 E.P. procedures to diagnose and treat patients' life-limiting and life-threatening rhythm disorders.
- In our Human Performance Laboratory, unique variations of clinical stress testing were developed that are now used in the training of elite athletes.
- Physicians at Sinai Samaritan were the first in the state to use a new procedure called transesophageal echocardiography on an awake patient, allowing a detailed examination of the structures of the heart to be conducted without the need for catheterization or anesthesia.
- Also last year, our cardiologists began using lasers to dramatically improve the success of angioplasty treatments to clear occluded arteries.
Primary Care

Our Primary Care Center of Excellence fills a vital role in Milwaukee, providing more than 100,000 patient care visits in the central city and at several off-site clinics.

- At the Medical Center, pediatric visits increased 130 percent in 1989, nearly 1500 children are treated each month.
- Mid-year we developed a new community medicine program at the Johnston Primary Care Clinic in cooperation with the Milwaukee Clinical Campus of the University of Wisconsin Medical School, to improve access to care on the near south side.
- In October, our Alzheimer's Disease Adult Day Care Program completed its first full year in operation under a four-year grant from the Robert Wood Johnson Foundation to Sinai Samaritan's Geriatric Institute. The program provides meaningful activity for clients and welcome respite for caregivers five days a week.

Orthopedics and Rehabilitation

Our Orthopedics and Rehabilitation Center of Excellence, perhaps best known for its programs of education and treatment for athletes, provides a wide range of innovative surgical and therapy services.

- Surgeons at Sinai Samaritan have begun using an orthopedic technique, new to the United States, called the Ilizarov Procedure. This method effectively stimulates healing, lengthens bones, and corrects angular deformities.
- On our new inpatient rehabilitation unit a comprehensive, interdisciplinary team of professionals was formed to provide specialized care for patients with neurologic or orthopedic impairments.
- Also in 1989, our swallowing team, which combines the expertise of speech and language pathologists and radiologists, initiated a new program to help stroke patients regain their ability to swallow.
- In April, Rehabilitation Services began offering sports physical therapy and athletic training at the Sampson Jewish Community Center. In August we developed a Hand Rehabilitation Program, and in September, a Joint Replacement Program.

Psychiatry

In 1989 Sinai Samaritan's Psychiatry Center of Excellence admitted more patients for mental health and chemical dependency treatment combined than any other private acute care or psychiatric hospital in Southeastern Wisconsin.

- In April a 12-bed geriatric psychiatry unit opened, which by year end had to be expanded to 18 beds to accommodate the unexpectedly high patient volume.
- During the summer of 1989, three new services were developed for alcohol and other drug abuse patients: a day treatment program, an evening program, and a modified residential AODA program.
- In November, Sinai Samaritan received one of eight awards given in the United States by the Roerig Visiting Professorship in Psychiatry, and sponsored the Milwaukee appearance of Arthur Barsky, author of Worried Sick: Our Troubled Quest for Wellness.
- By year end 23,836 child, adult and geriatric outpatient psychiatry visits had been provided.
### Patient Service Statistics - 1989

<table>
<thead>
<tr>
<th>Category</th>
<th>1989 Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Beds</td>
<td>588</td>
</tr>
<tr>
<td>Inpatient Admissions</td>
<td>22,365</td>
</tr>
<tr>
<td>Days of Adult Care</td>
<td>127,999</td>
</tr>
<tr>
<td>Average Length of Stay (days)</td>
<td>5.7</td>
</tr>
<tr>
<td>Physicians on Staff</td>
<td>850</td>
</tr>
<tr>
<td>Full-time Equivalent Employees*</td>
<td>2,170</td>
</tr>
<tr>
<td>Volunteer Hours</td>
<td>50,349</td>
</tr>
<tr>
<td>Emergency Visits</td>
<td>53,826</td>
</tr>
<tr>
<td>Total Outpatient Visits</td>
<td>111,225</td>
</tr>
<tr>
<td>Family Practice Center</td>
<td>14,609</td>
</tr>
<tr>
<td>Geriatrics Institute</td>
<td>11,138</td>
</tr>
<tr>
<td>Women's Health and OB/GYN Clinics</td>
<td>14,370</td>
</tr>
<tr>
<td>Pediatric and Adolescent Clinic</td>
<td>10,645</td>
</tr>
<tr>
<td>Operating Room Cases</td>
<td>13,045</td>
</tr>
<tr>
<td>Same Day Surgeries</td>
<td>10,168</td>
</tr>
<tr>
<td>Total Invasive Heart Procedures</td>
<td>3,116</td>
</tr>
<tr>
<td>Includes cardiac catheterizations, coronary angioplasty, and heart surgeries</td>
<td></td>
</tr>
<tr>
<td>Births</td>
<td>5,016</td>
</tr>
<tr>
<td>Neonatal Intensive Care Admissions</td>
<td>333</td>
</tr>
<tr>
<td>Psychiatric Inpatient Days</td>
<td>23,776</td>
</tr>
<tr>
<td>Includes adult, adolescent and geropsychiatry, and AODA patients</td>
<td></td>
</tr>
<tr>
<td>Outpatient Rehabilitation and</td>
<td></td>
</tr>
<tr>
<td>Sports Medicine Treatments</td>
<td>97,343</td>
</tr>
<tr>
<td>Radiation Therapy Treatments for cancer patients</td>
<td>5,740</td>
</tr>
</tbody>
</table>

*In addition, approximately 200 Aurora FTEs are based at Sinai Samaritan Medical Center.

### Board of Directors

- **Stanley Kritzik**, Chairman
- **Rev. Mary Ann Neevel**, Vice-Chairman
- **Rev. Larry Bremer**, Secretary
- **Kenneth Cooper**, Treasurer (Deceased)
- **Joan Beglinger**, R.N., Vice President for Nursing
- **Joseph M. Bernstein**
- **Elvin R. Danielson**
- **Ricardo Diaz**
- **Jacob Golding, M.D., Chief of Staff, East Campus**
- **Albert L. Greene, President**
- **Rev. Robert W. Horst**
- **Henry K. Kerns**
- **Gerald Koepe**
- **Hon. Robert W. Landry**
- **John R. Litzow, M.D., Chief of Staff, West Campus**
- **Shari Miller**
- **Snow Mitchell, Jr.**
- **James F. Peterman**
- **James Plous**
- **Richard E. Rieselbach, M.D., Associate Dean, University of Wisconsin Medical School**
- **James Urdan**

### Advisory Board of Directors

- **John A. Archer**
- **Ben Barkin**
- **Flora Cohen**
- **Calvin W. Gross**
- **Ralph E Houseman**
- **Rev. William H. Kohn**
- **Ben Marcus**
- **Albert H. Meyer**
- **Ruth Orenstein**

### 1989 Executive Staff

- **Albert L. Greene, President**
- **Douglas Guy, Senior Vice President**
- **Joan Beglinger, R.N., Vice President**
- **John Behm, Vice President**
- **Michael Goldman, Vice President**
- **Lois Moore, Vice President**
- **Jane Wilbershise, Vice President**
- **Sarah Lewis, Assistant Vice President**
- **Dwight Morgan, Assistant Vice President**

### Medical Staff Officers - West Campus**

- **John R. Litzow, M.D., Chief of Staff**
- **Randle Pollard, M.D., Vice Chief of Staff**
- **Dennis Sullivan, M.D., Secretary/Treasurer**
- **Eugene Durkin, M.D., Chief of Anesthesiology**
- **Andrea Green, M.D., Chief of Emergency Medicine**
- **Luminado M. Millar, M.D., Chief of Family Practice**
- **Howard Johnson, M.D., Chief of Imaging**
- **D. Rao Prasad, M.D., Chief of Medicine**
- **LaRoyce Chambers, M.D., Chief of Obstetrics/Gynecology**
- **David LaFond, M.D., Chief of Pathology and Laboratory Medicine**
- **John M. Rohr, M.D., Chief of Psychiatry**
- **Barry Blackwell, M.D., Chairman of Psychiatry**
- **Richard Rodgers, M.D., Chief of Surgery**

### Medical Staff Officers - East Campus**

- **Jacob L. Golding, M.D., Chief of Staff**
- **Robert Saichek, M.D., Vice Chief of Staff**
- **Dennis Sullivan, M.D., Secretary/Treasurer**
- **Lawrence Howards, M.D., Chief of Anesthesiology**
- **Shantial Gandhi, M.D., Chairman of Anesthesia**
- **Paul Rehnstrom, D.O., Chief of Emergency Medicine**
- **Douglas Wendland, M.D., Chief of Family Practice**
- **Marc Hanson, M.D., Chairman of Family Practice**
- **William Mallory, M.D., Chief of Imaging**
- **Eliot Huxley, M.D., Chief of Medicine**
- **Richard Rieselbach, M.D., Chairman of Medicine**
- **Fredrik Broekhuizen, M.D., Chairman and Chief of Obstetrics/Gynecology**
- **Aaron Bodner, M.D., Associate Chief of Obstetrics/Gynecology**
- **Reuben Eisenstein, M.D., Chief of Pathology**
- **William Deshur, M.D., Chief of Surgery**
- **William L. Donegan, M.D., Chairman of Surgery**

**A merger of the Good Samaritan (West Campus) and Mount Sinai (East Campus) medical staffs was accomplished on July 1, 1989 through the adoption of new bylaws and election of new officers. The bylaws provide for a period of transition during which campus-specific department chiefs hold office. A chairman is designated in each department where graduate medical education programs are conducted.
COMMUNITY SERVICES

24-hour Emergency Service
West Campus .................................. 937-5100
East Campus ................................ 283-6666

Information Lines
Call-A-Nurse .................................. 342-7676
Sports Medicine Hotline ................. 344-8955
Telecommunication Device for the Deaf
(West Campus) ................................ 937-5052
(East Campus) ................................ 283-6330
Women’s Health Information Line ....... 344-0233

Clinics
Adolescent Health Care Center .......... 283-6140
Cardiovascular Fellow Clinic ............ 283-6690
Family Care Center ...................... 933-3600
Geriatrics Institute Outpatient Clinic ... 283-7300
Masonic Diagnostic and Treatment Center 937-5454
Metabolic Clinic ............................ 283-3527
Obstetrics and Gynecology Clinic ....... 283-7613
Outpatient AODA & Day Program ..... 937-5998
Pediatric Clinic ............................ 283-7039
Primary Care Clinic ..................... 283-7136
Psychiatry Clinic .......................... 937-5000
Variety Club Epilepsy & Neurology Clinic 283-7100

Health Education
Body Shop for ages 8-18 .................. 344-0233
Childbirth Education .................... 937-5232
Diabetes Education Class ............... 937-5091
Diet & Nutrition Classes ............... 937-5091
Sibling Preparation Class .............. 937-5232
Weight Managers ....................... 352-1895

Special Services
Adolescent Psychiatry ................... 937-5999
Alcohol and Drug Treatment Program ... 937-5384
Birth Center .............................. 937-5378
Blood Pressure Testing .................. 283-6847
Cholesterol Testing ...................... 283-6730
Coleman-Soref Breast Diagnostic Center 351-8422
Freedom 55/65 Program for Seniors
(West Campus) ......................... 937-5444
(East Campus) ......................... 283-7253
Geriatrics Institute Healthy Outlook series 283-7322
Glaucoma Screening ..................... 937-5266
Rehabilitation Services ................. 937-5241
Sexual Assault Treatment Center ....... 937-5555

Support Groups
From Generation to Generation
(for grandparents who care for grandchildren) . 937-5999
Good Samaritan Heart Club ............. 937-5241
Peri-Natal Loss Support Group ......... 937-5209
Post Renal Transplant Support Group ... 283-6299
Stroke Club ................................ 937-5397
Support Group for Victims of Sexual Assault . 963-1444

Sinai Samaritan Medical Center

West Campus
2000 West Kilbourn Avenue
Milwaukee, WI 53233
(414) 344-8800

East Campus
950 North 12th Street
Milwaukee, WI 53233
(414) 283-6000

Aurora Health Care
Milwaukee, Wisconsin

©1990 Aurora Health Care

Cover photos: (From upper left, clockwise) Physical therapist Daryl Schmidt works with a knee surgery patient at the Jewish Community Center; Dr. Mohammad Jazayeri (right) performs an electrophysiology study of a patient’s heart assisted by cardiology fellow Hoshedar Tamboli and cardiovascular technician Pat Strommen; Dr. Virginia Gennis examines a Russian immigrant assisted by a translator; infertility specialist Dr. Paul Katayama holds one of the infants conceived through in vitro fertilization; and psychiatrist John Rohr, MD, counsels a patient on the new inpatient mental health unit.
Giving the Gift of Independence

1989 ANNUAL REPORT
The challenge of providing the best in home health care, while using our human and financial resources effectively, is always before our management team. We determine our success in meeting the challenge by measuring our accomplishments against the mission established by our Board of Directors. During 1989, we successfully met our mission providing the gift of independence to more people than in the previous year.

To accomplish our mission, our home care agencies, the Visiting Nurse Association of Milwaukee and VNA Independent Living Services, worked hard to connect innovation in caregiving with innovation in business practice. In addition to finishing the year with a positive bottom line, we have made a number of important accomplishments:

- Completed our first annual operating fund drive enabling us to continue our commitment to serve persons without financial resources.
- Established VNA Community Hospice in cooperation with St. Luke's Medical Center. The Visiting Nurse Foundation provided the seed money for start-up costs.
- Installed a state-of-the-art management information system.
- Established an ethics committee.
- Became the first home health care organization to develop hazardous waste procedures.
- Enhanced the efficiencies of our medical records practices.

These accomplishments were possible because of our unequaled staff and management team, led by a Board of Directors dedicated to serving all in our community who are in need.

Our affiliation with Aurora Health Care, Inc. has provided a synergy which allows for operating efficiencies, and, most importantly, for a continuity of service to our patients.

Our service to patients has also been enhanced by our partnership with so many in the community:

- United Way funds for the 73rd year allowed us to serve over 1,500 patients in need.
- Our Milwaukee Auxiliary for the 76th year provided funds for patients' personal and service needs.
- All of the hospitals and many physicians placed their trust in us by referring patients.
- Individuals, corporations and foundations donated generously, which allowed us to expand our mission.

Our board, management team and staff look forward to the nineties. We have established the basis from which we can develop new and innovative programming which will creatively use our resources. All of our efforts will be directed toward providing the best in home care for now and in the future.

J. Stephen Anderson  
Chairman

Mary Jane Mayer  
President
The Visiting Nurse Association—Milwaukee commitment to professional, compassionate care at home is 83 years strong, making us the oldest operating home health care agency in Wisconsin.

Here at home, we are proud to be an integral part of the community, serving our patients with warmth and compassion to promote independence, comfort and healing in the comfort of home.

We believe that home care is an important complement to traditional nursing home and hospital care. And we believe our diversity of services and superior quality of care set us apart from other area home care agencies.

Patients and their families throughout southeastern Wisconsin turn to the VNA—Milwaukee for a wide array of home care services.

While we at the VNA—Milwaukee are committed to this long-standing tradition of care, we know that the world of health care is changing rapidly. We, in turn, adapt to this constant change, to assure that our agency is ready with state-of-the-art nursing technologies and health systems. This past year saw a number of advances within our organization, including the following achievements:

- The establishment of the first Claude Pepper Caregiver of the Year Award which recognizes the efforts of a local caregiver for his or her contribution to the health and well-being of a VNA patient.
- The introduction of a Hospice Program in cooperation with St. Luke's Medical Center, made possible by seed capital from the Visiting Nurse Foundation.
- The establishment of a Medical Ethics Committee to address important issues in health care ethics as they pertain to the VNA's operations.
- The streamlining of our medical records and records processing to facilitate reimbursements from third party payor sources and to ease the flow of paperwork for our staff.
- The establishment of hazardous waste procedures. We are proud to say that we are the first home health care agency to develop such procedures, which the federal Occupational Health and Safety Administration (OSHA) is in the process of drafting.

![Visiting Nurse Association 1989 Payor Source](image)

<table>
<thead>
<tr>
<th>Payor Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>6.7%</td>
</tr>
<tr>
<td>Patient Billing</td>
<td>1.5%</td>
</tr>
<tr>
<td>Private Insurance</td>
<td>19.6%</td>
</tr>
<tr>
<td>Other</td>
<td>13.8%</td>
</tr>
<tr>
<td>Medicare</td>
<td>58.4%</td>
</tr>
</tbody>
</table>
VNA Independent Living Services (VNA ILS), a sister agency of the Visiting Nurse Association—Milwaukee, provides home care services to patients needing long-term care.

While the VNA—Milwaukee focuses on nursing and technical services, VNA ILS offers patients throughout southeastern Wisconsin a wide variety of home care services.

Founded in 1987, VNA ILS strives to help individuals live as independently as possible, using the resources of our agency, the family and the community.

In a special way, VNA ILS underscores the theme of this year's report—*Giving the Gift of Independence.* Each day of each year, home care patients throughout the area are able to enjoy this special gift, through our services and the help of family members, caregivers and community-based volunteers.

Here are some of the key services available from VNA ILS:

- Intermittent care for the medically stable patient who is chronically ill or disabled.
- Private duty care using a licensed practical nurse and home health aides.
- Mobile Meals—one to two home delivered meals available up to seven days a week, with special diets available. Mobile Meals has been a part of the community for nearly 25 years.
- Respiratory therapy to monitor the needs of respiratory patients and their prescribed equipment.
- Bath service from specially-trained home health aides.
- Sick child care service from specially-trained nannies. This in-home care is under the supervision of a registered nurse.
- Nanny service for mother, newborn and child care at home.
- Visiting Friend program where volunteers provide companionship to homebound individuals.

---

**VNA Independent Living Services 1989 Payor Source**

- Medicaid: 24.8%
- Private Insurance: 11.5%
- Other: 11.2%
- Medicare: 12.3%
- Mobile Meals: 20.2%
- Patient Billing: 20.0%
Giving the Gift of Independence

Independence. To each individual, it takes on unique significance.

Individuals requiring health care for serious or long term illnesses face choices which can directly affect their independence. Comfort, dignity, peace of mind and healing are all factors which affect health care choices, and, in turn, an individual’s independence.

We at the Visiting Nurse Corporation believe that home care enhances a patient’s challenge to remain independent when faced with these difficult health care choices.

To the elderly, chronically-ill, handicapped, rehabilitating or terminally-ill person, independence can give new meaning to life, affording a measure of comfort, dignity, peace of mind and healing.

We are proud to be able to give the wonderful gift of independence. Through the Visiting Nurse Association—Milwaukee and VNA Independent Living Services, we provide a full range of professional home health care services.

The VNA and its affiliate agencies have been giving this gift for 83 years. And while we agree that giving is an important part of our mission, we admit that what we receive from our patients is even more rewarding.

As we review 1989, we focus on Giving the Gift of Independence, as we work to provide superior home care services with the wisest, most efficient use of the resources available to us.

1989 Boards of Directors

Visiting Nurse Corporation, Inc.
Mr. J. Stephen Anderson, Chairman
Mrs. Patricia B. Dalton, Vice Chairman
Mr. D. Winthrop Hass, Vice Chairman
Mrs. Patricia K. Schuyler, Secretary
Mr. Charles W. Morris, Treasurer
Mr. Michael P. Johnson, Assistant Treasurer
Mr. Lynn F. Bardele
Mr. Thomas L. Ducrest, III
Mr. William H. Levit, Jr.
Mrs. Judy Litwin
Mr. Jerry G. Remmel
Mrs. Helen Pauly Shiely
Senator Barbara L. Ulichny
Mr. Jon L. Wellhoefer
Mr. Robert F. Whealon

Visiting Nurse Association of Milwaukee, Inc.
Mr. J. Stephen Anderson, Chairman
Mr. D. Winthrop Hass, Vice Chairman-Treasurer
Miss Mary Jane Mayer, President
Mr. Thomas L. Ducrest, III, Secretary
Mr. Lynn F. Bardele
Mr. Charles W. Morris
Mr. Jon L. Wellhoefer
Mr. Paul W. Preston

VNA Independent Living Services, Inc.
Mrs. Patricia B. Dalton, Chairman
Mrs. Patricia K. Schuyler, Vice Chairman-Treasurer
Miss Mary Jane Mayer, President
Miss Catherine Rickheim, Secretary
Mr. William H. Levit, Jr.
Mrs. Judy Litwin
Mr. Jerry G. Remmel

Visiting Nurse Foundation, Inc.
Mr. William H. Levit, Jr., President
Mrs. Sally W. Grootemaat, Vice President
Miss Mary Jane Mayer, Secretary
Mr. Paul W. Preston, Treasurer
Mrs. Robert H. Apple
Mrs. Wendy Reed Bosworth
Mr. Leonard Campbell, Jr.
Mrs. Patricia B. Dalton
Mr. Willard H. Davidson
Mr. William T. Gaus
Mr. D. Winthrop Hass
Mr. Lawrence J. Jost
Mr. Hal C. Kuehl
Mrs. Mary Ann LaBahn
Mr. Dennis W. Laudon
Mrs. Maria Schreyer
Mr. J. Stephen Anderson, ex officio
The Visiting Nurse Foundation would like to thank the corporations, foundations, friends and staff members who made contributions in support of the Visiting Nurse Association in 1989. Many contributors wish to remain anonymous, and we respect their wishes, while offering them our sincere thanks for their service and efforts on our behalf.

Available Services

**Visiting Nurse Association**
- Post-hospital care
- Care of terminally ill patients
- Intravenous therapies
- Physical therapy
- Occupational therapy
- Speech therapy
- Medical social service
- Home health aides

**VNA Independent Living Services**
- Care of medically stable, chronically ill or disabled patients—nursing and therapies.
- Private duty services, care for 4 to 24 hours per day
- Mobile Meals
- Respiratory services, providing care to respiratory patients and monitoring prescribed equipment
- Bath and personal care service
- Nanny and sick child care
- Visiting Friend program

The Visiting Nurse Association—Milwaukee and VNA Independent Living Services are non-profit organizations which are state licensed and Medicare/Medicaid certified. Both agencies are funded in part by contributions from United Way.