



**Annual Report**  
*2002-2003*

**UW**Health  
University of Wisconsin  
Hospital and Clinics

The University of Wisconsin Hospitals and Clinics Authority (UWHCA) was created in 1995 by Chapter 233, Wisconsin Statutes, to assume operations of the University of Wisconsin Hospitals and Clinics (UWHC), effective June 29, 1996. Section 233.04(1) requires the Authority to submit an annual report to the Wisconsin Legislature on its “patient care, education, research and community service activities and accomplishments.” UWHCA is governed by a Board of Directors. The composition of the Board and means of selecting members are specified by Chapter 233, Wisconsin Statutes, which provides for 13 voting members and two non-voting members. The 13 voting members include:

- Three persons appointed by the Governor for staggered three-year terms with the approval of the state Senate
- Each co-chairperson of the State Legislature’s Joint Committee on Finance or a member of the committee designated by the co-chairperson
- Three members of the Board of Regents appointed by the President of the Board of Regents
- The Chancellor of UW-Madison
- The Dean of the UW Medical School
- The Chair of a department of the UW Medical School appointed by the Chancellor of UW-Madison
- A faculty member of a UW-Madison health professional school, other than the UW Medical School, appointed by the Chancellor of UW-Madison
- The Secretary of the Wisconsin Department of Administration or his or her designee

Two non-voting members are appointed by the Governor to represent labor organizations recognized or certified to represent employees who provide services to UWHCA. Only the voting members appointed by the Governor serve for defined terms. The other members serve until they are replaced or cease to be in the positions that qualify them for membership.

Although the Authority remains closely connected to the University through its agreements, UWHC receives no financial support from the University or the State of Wisconsin.



The University of Wisconsin Hospital and Clinics Annual Report provides an overview of the academic medical center’s operations and summarizes significant progress in several strategic areas. Guided by a five-year Strategic Plan, UWHC focused its financial and management resources to improve patient satisfaction, employee satisfaction and enhance safety and quality in what is perhaps the most dynamic health care environment in decades.

Capacity management initiatives throughout the institution continued to improve bed availability and access. Compared to the prior year, admissions increased 4.7 percent, clinic visits increased 6.5 percent, and surgical procedures increased 1.5 percent. In addition, the hospital dramatically increased the number of inter-hospital transfers accepted.

Although net revenue increased over the previous year, it did not entirely keep pace with increased volumes because reimbursement rates per unit of service from some insurance agreements and governmental payers were lower than those in the prior year, and because of changes in payer mix. In addition, expenses were above budget for agency and traveling nurses needed to increase access. As a result of these factors, net income of 4.4 percent of revenue was less than the prior year margin of 5.7 percent. Nevertheless, the 4.4 percent margin exceeded the most recent average of 4.1 percent for institutions rated “A” by Moody’s and S&P.

In 2002-2003, the hospital also completed \$56 million tax-exempt financing for various modernization and expansion projects. As part of the financing, Moody’s rated the hospital “A1 with a positive outlook” and S&P provided a rating of “A”.

For 2003-2004, management has established tools to monitor volume-related expenses and has renegotiated insurance reimbursements, where possible, to mitigate the impact of swings in payer mix and declining government reimbursement. New labor contracts and aggressive recruitment/retention programs have already reduced the patient care employee vacancy rate to 5.45 percent and the overall employee vacancy rate to 3.1 percent. UWHC has set a goal to further reduce the number of agency and traveling nurses by increasing the number of hospital-employed nurses. A new senior nurse executive also is being recruited to provide executive leadership for these efforts.

UWHC continues to receive accolades at the local and national level. In the local market, UW Hospital received the Consumer’s Choice Award in National

Research Corporation's 2003 consumer survey. Nationally, UWHC was one of two finalists among four hospitals honored with the American Hospital Quest for Quality Award, presented by the American Hospital Association. UWHC was again listed in *U.S. News and World Report's* "America's Best Hospitals" in nine specialties this year, and was cited among the nation's 100 Most Wired by *Hospitals and Health Networks* magazine. Thirty-two UW Health physicians were listed in Castle Connolly's *America's Top Doctors*, and 119 physicians are included on the highly regarded health information Internet site *BestDoctors.com*. The UWHC Diabetes Clinic was designated the best performer among peer institutions by University Healthcare Consortium, and the UWHC transplant program, ranked third in the nation overall, was first in kidney transplants in 2002, with continued excellence in patient care outcomes and survival, according to United Network for Organ Sharing (UNOS) data.

Both employee satisfaction (see sidebar on page 6) and adult inpatient satisfaction rose significantly, reflecting management's commitment to providing the best possible patient care environment. After five quarters with little change in scores on adult inpatient satisfaction surveys, an encouraging increase was observed for the third quarter of FY 03 (the most recent quarter for which data are currently available). Scores increased on 92 of 100 survey questions, and for several sections, the scores during this period were the highest UWHC has achieved since adoption of our current inpatient adult survey instrument in 1997. Impressive increases were noted for three key overall measures: Overall Hospital Rating, Likelihood of Recommending and Overall Rating of Care Given. The scores not only indicate improvement over previous UWHC patient ratings but also represent dramatic gains in our standing among other academic medical centers and other hospitals of similar size. Overall, they place us in the top 10 percent of all academic medical centers.

As the University of Wisconsin-Madison continues along the path of creating the premier health sciences campus in the nation on our west campus site, UWHC is keeping pace through its capital program to improve our more than 25-year-old clinical center. Inpatient room remodeling will be completed this year, along with improvements to many patient and family areas. We are beginning a multi-year program to update our central spaces in addition to developing plans to relocate Med Flight and expand our emergency room facilities. Most exciting, perhaps, is the initiation of planning for a new Children's Hospital connected to the main hospital complex. Energized by a \$10 million gift from American Family Insurance, UWHC and the UW Foundation are working together to secure additional donor funding while site planning and design move forward. The goal is to begin construction in 2004 with completion in late 2006. When complete, the new Children's Hospital will provide in-room space for families to stay comfortably in patient rooms, with enhanced facilities for education, recreation and treatment appropriate to contemporary child- and family-centered care.

Looking to FY 2004, UWHC faces many challenges. Cuts in the State budget for Graduate Medical Education payments will result in a reduction of more than \$6 million in payments to our hospital over the next two years. This reduction is roughly the equivalent of salaries and benefits for 90 house staff (residents) who provide specialty care in our facilities. On the other hand, we continue to see growth in the need for high-end services—such as trauma, critical care and other specialty services—provided only in tertiary care settings. Although UWHC has increased the number of staffed beds and is accepting greater numbers of regional patients, recent trends suggest demands for patient access to care are also increasing. Thus, meeting patient needs with fewer resources represents a significant challenge.

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Although Madison and Dane County have not seen the impact of the national economic downturn that some areas are facing, state, local and federal budget cuts increasingly leave those most in need of health care services outside the safety net of government programs. UWHC is working with organizations such as the Dane County Health Council to provide community-wide solutions to the need for access to health care by those without insurance. Unfortunately, as government support for indigent care remains limited, the burden to address this societal need falls increasingly on the providers of care. Serving an increasing number of uninsured patients creates financial challenges and stresses resources—for example as hospital emergency rooms treat uninsured patients whose needs would best be met in other outpatient settings to which they currently do not have access.

To address evolving health care issues locally, regionally and nationally, and to ensure that we continue to excel in our fourfold mission of patient care, education, research and community service, UWHC leadership this year began a mid-course review of our 2000-2005 Strategic Plan. Corresponding to and integrated with strategic planning activities at the UW Medical School and the UW Medical Foundation, UWHC created sub-committees in the five strategic areas of Quality, Capacity, Markets, Enterprise Unification and Financial Performance. The resulting plan update is scheduled for presentation to the UWHC Authority Board at its December 2003 meeting and will further refine organizational priorities from January 2004 to the end of FY 2005.

The following pages provide additional detail about UWHC's accomplishments during FY 2003 and the institution's goals for FY 2004. Maintaining University of Wisconsin Hospital and Clinics' position among the leaders in academic medicine while pursuing excellence in patient and employee satisfaction will require focus and commitment. The mid-course Strategic Plan review will direct the enterprise in focusing appropriate resources on key strategies for the future, based on the changing face of health care in our community and throughout the state.

**Financial Summaries**

	Unaudited FY 2003**	FY 2002
<b>University of Wisconsin Hospital and Clinics Summary of Financial Results for Fiscal Years Ended June 30, 2003 and 2002 (\$000 Omitted)</b>		
<b>Net Revenue</b> (including investment income of \$10,035 and \$10,627)	\$566,555	\$502,361
<b>Expenses</b>	(544,653)	(481,215)
<b>Net Income</b>	\$21,902	\$21,146
<b>Net Income as % of Net Revenue</b>	3.9	4.2

**University of Wisconsin Hospital and Clinics Summary of Financial Position as of June 30, 2003 and 2002 (\$000 Omitted)**

**Current Assets**

Cash	\$12,838	\$4,343
Patient and Other Accounts Receivable	82,069	77,404
Inventories	6,486	7,524
Prepaid Expenses	2,333	2,753
<b>Total Current Assets</b>	<b>\$103,726</b>	<b>\$92,024</b>

Investments	227,943	173,860
Net Property and Equipment	229,243	199,822
Other Assets	17,433	7,117
<b>Total Assets</b>	<b>\$578,345</b>	<b>\$472,823</b>

**Current Liabilities**

Current Installments of Long-Term Debt	\$2,967	\$2,845
Accounts Payable & Accrued Expenses	59,742	52,358
Estimated Payables to Medicare & Medicaid	1,556	1,544
<b>Total Current Liabilities</b>	<b>64,265</b>	<b>56,747</b>

Long-Term Debt	195,587	129,427
Other long-term liabilities	1,850	-
<b>Net Assets</b>	<b>316,643</b>	<b>286,649</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$578,345</b>	<b>\$472,823</b>

Net Days Revenue in Accounts Receivable	48	49
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Long-Term Debt to Total Capitalization	40%	32%
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\*\* UWHC is currently implementing GASB financial reporting requirements. The financial summary above does not reflect all related changes.

**Serving community needs**

UWHC’s overall commitment to the health of the community, including care provided to those without ability to pay and dollars donated directly by employees to charitable organizations through the State Employees Combined Campaign (SECC), is reflected in the following summary figures.

Charity care	.....\$11.28 million
UWHC contributions to charitable organizations	.....\$390,400
Organizations sponsored	.....75
Total initiatives/events sponsored	.....113
SECC contributions by employees	.....\$111,105
SECC contributors	.....552
Holiday giving	
Gifts to Toys for Tots	.....>700
Families adopted through Salvation Army’s Adopt-a-Family program	.....174
Meals for Second Harvest Food Bank (food and cash donations)	.....25,000

Service to the community continued to be a high priority of UW Hospital and Clinics and its employees in 2002-2003. With total community charitable contributions of nearly \$400,000, UWHC responded to the most pressing health issues in the State of Wisconsin and the communities we serve. With continuing focus on expanding access to health care, we were pleased for the first time in 2003 to support new access to dental care as well. Our contributions went to established community health care providers such as the Madison Community Health Center, and exciting new ventures such as the Ronald McDonald Care-Mobile. We also continued to emphasize public education around important health and safety issues, epitomized this year in the First Annual Prevent Event held in May at the Alliant Energy Center.

**Madison Community Health Center**

As it has since its inception, the Madison Community Health Center makes a difference in the lives of thousands of patients each year, and UW Health is an integral part of the center’s work to remove barriers to care and meet the health needs of the community.

With contributions from partners such as UW Health, the center has grown steadily, providing more than 10,000 primary health care visits each year. In FY03 UWHC donated funds totaling \$40,000 to this shining example of collaboration among health institutions, charitable organizations, businesses, government agencies and individuals. The hospital also donates goods and services and works cooperatively with the center when referrals are needed for specialty clinic or inpatient

care. The center received a major boost this year when it was granted federal health center designation. With the designation comes federal funding to expand services.

**Dental care on wheels**

UW Children’s Hospital this year became a partner in the Ronald McDonald House Care-Mobile, an exciting new initiative to help Wisconsin children who lack access to dental care. Addressing barriers of inadequate insurance, transportation and distance from available care, the 40-foot, 26,000-pound mobile unit—one of only 12 in the world—provides no-cost routine dental care to needy children of families living in 11 south-central Wisconsin counties. The vehicle is provided by Ronald McDonald House Charities, which pays up to 50 percent of its annual operating costs, and is staffed by UW Children’s Hospital.

**Promoting prevention**

Thousands of families were on hand for important safety messages and demonstrations at UW Health’s First Annual Prevent Event, a family safety and injury prevention fair held May 10 at the Alliant Energy Center. Close to 500 Trek Bicycle helmets were given away after being properly fitted, while educational booths and safety demonstrations provided excitement as well as education.



*Again in 2002, UWHC sponsored the annual American Heart Association Heart Walk on October 12. More than 40 UW Health teams, comprised of nearly 1,000 employees and their families and friends participated in the event, raising \$155,000 toward research funded by the AHA.*

## Focus on quality

With the national health care focus increasingly on quality of care, UWHC responded with stepped-up efforts not only to monitor quality but also to report to the community on process and outcome measures that industry and community groups have deemed meaningful.

Emphasizing core measures identified by the JCAHO and other quality indicators identified by the Leapfrog Group of providers of health benefits, UWHC this year issued its first *Quality and Safety Report* to the community. The report briefly summarizes the hospital's quality principles and programs, then presents data on selected patient care processes and outcomes in areas such as cardiovascular care, cancer care, community-acquired and hospital-acquired infections, and stroke treatment.

Developed initially in response to a request from the Fond du Lac Area Businesses on Health (FABOH), the report has been extremely well received by contracting partners and health care purchasers alike.

For a copy of the report, please contact University Health Care at (608)-265-5555, or email: [qualityinaction@hosp.wisc.edu](mailto:qualityinaction@hosp.wisc.edu).

## STRATEGIC GOAL 1: Achieve preeminence in selected, distinctive tertiary services



### 2002-2003 Accomplishments

- Named one of two finalists—and the only academic medical center hospital among four hospitals honored—for 2003 American Hospital Association's national Quest for Quality Award, honoring leadership and innovation in establishing a culture of safety and using technology in support of patient care quality and safety
- Named among top 50 hospitals in nine specialties, in *U.S. News and World Report*, "America's Best Hospitals," 2003
- Named top performing Diabetes Clinic by University Hospitals Consortium benchmarking project
- Named among "100 Most Wired Hospitals" by *Hospital and Health Networks*, 2003
- Ranked first in the nation in number of kidney transplants, according to *Clinical Transplant 2002*
- Designated as a Center of Excellence for stereotactic breast biopsy by Ethicon-endosurgery (one of two in Wisconsin)
- Developed Quality and Safety Report comparing UWHC performance with national benchmarks from JCAHO, the Leapfrog Group and others
- Hired emergency services director to integrate critical care services
- Reorganized radiology leadership and hired new administrator
- Hired vice president of UW Children's Hospital
- Worked toward consolidation of all local market pediatric neurosurgery patients into UWHC programs upon retirement of pediatric neurosurgeon at Dean/St. Marys
- Implemented core flight physician model for Med Flight, providing a permanent qualified physician team to accompany all flights
- Developed and expanded heart failure program
- Opened bladder control clinic
- Created multidisciplinary breast center
- Implemented new model to provide neuroaxial (pain management) therapy to cancer patients
- Opened dermatopathology/molecular laboratory in collaboration with new department of dermatology

- Completed ambulatory services addition, adding patient-friendly new spaces for radiology/imaging, cancer clinics and the breast center
- Added “open bore” MRI and CT at Research Park Clinic
- Expanded UW Comprehensive Cancer Center network to Riverview Hospital in Wisconsin Rapids
- Secured initial gift of \$10 million from American Family Insurance to build a new Children’s Hospital

### *2003-2004 Goals*

- Expand pediatric heart surgery program
- Implement new infant pulmonary testing service
- Complete and open new cardiovascular clinic
- Open new radiology suites to support new radiology technology, including new generation CAT, XMR and MRI
- Open linear accelerator treatment area at East Clinic
- Begin pilot implementation of computerized provider order entry
- Continue tertiary services business planning and expand key services in targeted locations, e.g., cancer and neurosciences
- Update UWHC Quality and Safety Report and send to targeted groups
- Review and update 2001-2005 Strategic Plan to reflect increased focus on tertiary services, regional development and philanthropy
- Raise 80 percent of funds needed to begin construction of new American Family Children’s Hospital

### **Employee satisfaction survey shows positive changes**

In February and March 2003, 2,541 employees (49 percent) completed an employee satisfaction survey, the first since October 2000. Results clearly suggest that organizational improvement efforts are making UWHC a more satisfying place to work. In addition to gains in comparison to previous survey scores, UWHC improved significantly in its standing among other Midwestern hospitals. Highlights of the survey results include:

- Dramatic improvement on 43 of 46 survey questions.
- Continued high scores on three questions concerning medical insurance, adequacy of retirement plan and availability of manager/supervisor.
- Score increase of five points on “overall rating” of UWHC, a composite score of all survey questions.

- Score increases on two questions most highly related to overall satisfaction: likelihood of encouraging friends to apply for work at UWHC, and rating of UWHC as an employer compared to other places worked.
- Scores increased for all sections of the survey—overall facility rating, work environment, job characteristics, policies and procedures, management style, communication loop, compensation and benefits, and organizational commitment.

Department directors have reviewed the results with their staffs and developed action plans for continued improvement with the continued goal of making UWHC the health care employer of choice.



**STRATEGIC GOAL 2: Substantially elevate service quality and improve access for all of UWHC's customers**



*Planning for a new Children's Hospital was energized by a \$10 million gift from American Family Insurance.*

**2002-2003 Accomplishments**

- Cited as 2003 Consumer's Choice for best patient care in local market by National Research Corporation
- Completed Joint Commission on Accreditation of Healthcare Organizations (JCAHO) survey of hospital, clinics, and home health, ranking in top tier of all hospitals
- Improved patient satisfaction scores in key patient care areas and exceeded 90th percentile ranking for overall patient satisfaction when compared to academic medical centers
- Continued to implement HIPAA (protection of patient information) requirements and completed employee training
- Through a multifaceted capacity management program, increased average daily census by 20 beds
- Increased inpatient discharges from region by 4 percent
- Improved operation of PREP Center for patient placement and admissions services to facilitate smoother handling of non-scheduled admissions

- Opened First Day Surgery Unit next to main operating rooms
- Initiated telemedicine services for Department of Corrections
- Piloted inpatient "room service" program which allows patients to order meals from a menu at a time of their choosing
- Continued remodeling of patient room and family and public spaces
- Added soup and salad bar to hospital's University Bay Cafeteria
- Improved performance of patient escort service

**In Support of Employees**

- Reduced overall hospital vacancy rate from 8.7 percent to 3.2 percent from July 2002 to July 2003
- Reduced overall nurse vacancy rate to 6.9 percent, down from 22 percent in 2001
- Conducted an employee satisfaction survey, which showed dramatically improved scores over prior survey in 2000; satisfaction improved on 43 of 46 questions
- Sponsored variety of employee appreciation programs, including movie passes, skiing and farm outings, and annual employee appreciation week festivities
- Continued Faces of Caring media program honoring employees
- Implemented convenience card system for employees to purchase items in cafeteria and gift shop
- Received Wisconsin Manufacturers and Commerce 2003 Safety Award

- Successfully completed labor contracts with WSEU and WSP
- Participating in two-year federal grant program, Partnership for Jobs, focused on providing employee development opportunities

**2003-2004 Goals**

- Continue to implement capacity management program to increase bed availability and regional transfers; increase capacity to average daily census of 365
- Implement new "smart" IV infusion pump technology to enhance medication safety, including radio frequency connection to AcuScan (will be first hospital in country to use this integrated feature)
- Fully implement patient room service (completed July 2003)
- Implement new therapeutic intervention model for patient care in rehabilitation services
- Complete AcuScan on all units and other areas
- Offer interactive voice response system for patients and physician use in all retail pharmacies
- Deploy Palm Pilot monitoring system for document of clinical pharmacy services
- Recruit medical director for Computerized Physician Order Entry (CPOE) project
- Recruit senior vice president for nursing and patient care services
- Continue inpatient room remodeling

- Develop five-year public area renovation plan
- Complete design for Children's Hospital

### *In Support of Employees*

- Successfully complete wage re-opener negotiations with SEIU 1199 (contract ratified in August, 2003); initiate and complete master contract negotiations in spring 2004
- Recruit vice president for human resources
- Implement new employee benefit programs and brown bag information sessions
- Add additional PeopleSoft functionality
- Create and implement employee referral bonus program
- Reduce RN turnover rates and continue to increase staffed bed capacity
- Enhance employee recognition efforts
- Implement GEM (Growth, Excellence and Mastery) training model for employees
- Provide leadership training through Health Care Advisory Board's Leadership Academy model and custom designed executive leadership program
- Continue active participation in Partnership for Jobs grant
- Develop media support plan for nurse recruitment and retention

## **STRATEGIC GOAL 3: Realize the full potential of existing resources, including recent significant investments in the local market and primary care**



### *2002-2003 Accomplishments*

- Increased inpatient admissions by 4.7 percent
- Increased outpatient clinic visits by 6.5 percent
- Opened retail pharmacy in Hilldale Shopping Center
- Offered SeniorMeds program to 4,000 seniors from the Colonial Club in Sun Prairie
- Enhanced efficiency of operating room utilization, increasing inpatient surgical procedures by 6.9 percent
- Staffed four new operating rooms
- Completed major redesign of form and function of web site (implemented August, 2003)
- Moved Pain Clinic to East Clinic location and improved access by 50 percent
- Completed plans for expanded Pediatric Ophthalmology, ENT and Dermatology Clinics
- Began planning for Ambulatory Surgery Center

- Recruited new director of clinical laboratories

### *2003-2004 Goals*

- Pilot direct telecommunications connection to small hospitals for cardiology services
- Continue enhancement of web services
- Redesign intranet to support enhanced communication within UWHC and between UWHC and UWMF
- Expand UW Medical School training programs in partnership with Madison Area Technical College
- Offer interactive voice response system for patients and physician use in all retail pharmacies
- Deploy Palm Pilot monitoring system for documentation of clinical pharmacy services
- Offer pharmacy benefit management services to managed care providers
- Complete comprehensive audit of human resources operations
- Develop patient care unit model that promotes multidisciplinary patient care
- Increase OR volume by 5 percent
- Eliminate laboratory duplication within clinics
- Redesign general internal medicine clinic to support new providers and Saturday clinics

*Nationally, UWHC was one of two finalists among four hospitals honored with the American Hospital Quest for Quality Award, presented by the American Hospital Association.*

**STRATEGIC GOAL 4: Produce sufficient financial performance and capital funds to meet the requirements of the strategic plan and routine operations**

**2002-2003 Accomplishments**

- Achieved margin of 4.4 percent, placing UWHC in group of hospitals rated “A” by rating agencies
- Began fundraising for Children’s Hospital and secured anchor naming gift of \$10 million from American Family Insurance
- Ended year with 48 days in accounts receivable, a national leader
- Successfully negotiated several managed care contracts to improve reimbursement
- Obtained \$60 million of tax exempt financing; placement rated “A” by Moody’s and S&P
- Dashboard created to track key performance indicators
- Decision support assumed responsibility for business planning and completed plans for oncology, transplant and cardiovascular services
- Restructured rehabilitation unit, reaching nearly 84 percent occupancy by year end, up from 61 percent
- Decreased OR inventory by \$500,000
- Through Capital Asset Management Program (CAMP) of University Healthcare Consortium, recorded \$84,000 of savings and \$230,000 of rebates
- Implemented pharmacist/physician use review program to ensure appropriate use of antibiotics and antifungals

**2003-2004 Goals**

- Achieve a 5 percent margin
- Increase cash reserves by \$7 million
- Maintain days revenue in accounts receivable at 48-50
- Develop plans for increased philanthropy; raise or receive pledges of \$15-20 million for the American Family Children’s Hospital
- Produce business plans for neurosciences and orthopedics
- Enhance monthly budget and budget variance reporting
- Increase service line reporting
- Continue to reduce use of traveler and agency nurses
- Achieve efficiency and increase external business in clinical laboratories
- Implement protocols to reduce patient days on ventilation
- Prepare bakery goods on-site
- Implement technology assessment program for capital expenditures
- Explore additional opportunities to use CAMP for capital asset management
- Improve accounting for take-home medical and surgical supplies
- Seek opportunities for cost reduction through synergies with UWMF

**STRATEGIC GOAL 5: Unify the clinical and academic enterprise (UWHC, UWMF and UWMS) to speak with a single voice in the market**

**2002-2003 Accomplishments**

- Restructured executive level ambulatory services positions to support all UW Health ambulatory clinics
- Opened Wisconsin Dialysis, a joint venture among UWHC, Meriter Hospital and UWMF, to provide state-of-the art dialysis services for the community
- Implemented resource utilization program in collaboration with UWMF to reduce utilization of laboratory testing, diagnostics and drugs
- Transitioned UHC clinics into UWMF
- Supported construction and administration of UW Health Portage Clinic
- Continued integration of marketing, public affairs and advertising functions
- Combined management of UWMF and UWHC charitable contributions
- Held first EMS Olympics
- Major sponsor of 2002 Heart Walk
- Actively participated in Madison Patient Initiative and Dane County Health Council
- Participated in Alliance and Quality Forum programs
- Developed legislative monitoring program with UWMF and UW Medical School

- Through joint e-health initiative, created combined UW Health second-generation Web site
- Partnered with UWMF on development of customer service training and other employee training programs
- Created media campaign to explain UW Health enterprise to public

**2003-2004 Goals**

- Continue to integrate ambulatory services
- Improve electronic access between UWHC and UWMF, including access across clinics
- Develop financial model for UWHC and UWMF clinics
- Align UW Health strategic priorities through 2003 strategic plan updates
- Develop new UW Health media campaign
- Complete community benefit report
- Formalize community contributions program
- In collaboration with UWMF and the Medical School, increase training and professional educational opportunities for UW Health physicians
- Maintain adequate training sites for medical students within UW Health and affiliated partners

**Location**

- 600 Highland Avenue, Madison
- Shares facility with UW-Madison School of Nursing, UW Medical School and UW Comprehensive Cancer Center

**History**

- Established by the Wisconsin Legislature in 1924
- First referred to as Wisconsin General Hospital, located at 1300 University Avenue
- Moved to current location in 1979
- Reorganized as public authority June 29, 1996

**Financial**

- Net revenue FY 03 . . . . . \$566.6 million
- Community (charity) care . . . . . \$11.28 million

**Statistics**

- Inpatient Admissions . . . . . 20,249 (FY 03)
- Outpatient Visits . . . . . 492,368 (FY 03)
- Emergency Department Visits . . . . . 33,274 (FY 03)
- Physicians . . . . . 933
- House Staff . . . . . 500 (residents and fellows)
- Students Trained
  - Medical School (third and fourth year) . . . . . 300
  - School of Nursing . . . . . 650
  - School of Pharmacy . . . . . 150

**Facilities**

- 471 beds
- Six intensive care units with a total of 73 beds
  - Trauma and Life Support Center (Level One) . . . . . 24 beds
  - Pediatric ICU . . . . . 18 beds
  - Cardiac ICU . . . . . 8 beds
  - Cardiothoracic surgery ICU . . . . . 8 beds
  - Burn unit . . . . . 7 beds
  - Neurosurgery ICU . . . . . 8 beds
- 20-bed psychiatric unit
- 10-bed security unit
- More than 80 outpatient clinics, including primary care

**Satellite Locations**

East Clinic, 5249 E. Terrace Dr., Madison  
 Oakwood Village Geriatric Clinic, 6209 Mineral Point Rd., Madison  
 Rehabilitation Clinics Middleton, 6630 University Ave., Middleton  
 Research Park Clinic, 621 Science Dr., Madison  
 University Station Clinic, 2880 University Ave., Madison  
 West Clinic, 451 Junction Rd., Madison  
 Wisconsin Psychiatric Institute and Clinics (WisPIC),  
 6001 Research Park Blvd., Madison

**Major Programs**

- **UW Comprehensive Cancer Center**—one of 41 federally designated centers for cancer treatment and research. Affiliated regional cancer centers at:  
 Wausau Hospital, Wausau, WI  
 Cancer Care Center, Manitowoc, WI  
 Leonard Ferguson Cancer Center, Freeport, IL  
 Beloit Memorial Hospital, Beloit, WI  
 Riverview Hospital, Wisconsin Rapids, WI
- **UW Children’s Hospital**—60-bed pediatric hospital within UW Hospital and Clinics, nationally known for treatment of children’s lung diseases, cardiac surgery and other pediatric specialties.
- **Med Flight**—critical care air transport service, established April 1985. Flights in 2002 . . . . . 1,113
- **Transplant program**—among the nation’s largest programs with patient outcomes consistently above the national average according to official 2001 statistics of the United Network for Organ Sharing (UNOS).
  - Kidney . . . . . 344
  - Pancreas . . . . . 71
  - Heart . . . . . 17
  - Liver . . . . . 95
  - Lung . . . . . 24
  - Lung/heart and other multiple organ transplants performed.
- **Ophthalmology**—leader in eye research, especially in diabetic retinopathy, age-related eye disease, ocular melanoma. Ranked second nationally in federal research support.
- **Critical care**—fully equipped emergency room; Level One trauma center; burn unit; pediatric intensive care unit; cardiac, neurosurgical and medical intensive care units.
- **Stroke Center**—offers one of the most comprehensive sets of stroke studies in the nation, including testing of multiple surgical interventions, advanced diagnostic imaging, and medications and therapeutic interventions for acute stroke and its after-effects.

**Number of Employees**

- 5,263 full-time equivalents
- 6,095 total

**Web Address** . . . . . [www.uwhealth.org](http://www.uwhealth.org)

## University of Wisconsin Hospital and Clinics Senior Administration

Donna K. Sollenberger

*President and Chief Executive Officer*

Gary Eiler

*Senior Vice President, Chief Financial Officer*

Carl Getto, MD

*Senior Vice President, Medical Affairs/Associate Dean,  
Hospital Affairs*

David Entwistle

*Chief Operating Officer*

James Roberts

*Senior Vice President, General Counsel*

Jan Feldman

*Senior Vice President, Nursing and Patient Care Services  
(Interim)*

Linda Brei

*Vice President, Marketing and Public Affairs*

Dennis Dassenko

*Vice President, Chief Information Officer*

Mark Hamilton

*Vice President, Ambulatory Services*

Thomas Thielke

*Vice President, Professional and Support Services*

Terry Wilkerson

*Vice President, Facilities*

## 2002-2003 Authority Board Members

George K. Steil, Sr. (Chairman)

*Attorney, Brennan, Steil, Basting & MacDougall, S.C.*

Patrick G. Boyle (Vice Chairman)

*Chancellor, Emeritus, University of Wisconsin Extension*

Philip M. Farrell, MD, PhD (Secretary)

*Professor & Dean, University of Wisconsin Medical School*

*Vice Chancellor for Medical Sciences, University of Wisconsin-  
Madison*

Roger Axtell

*Retired Executive, Parker Pen*

Alberta Darling

*Co-Chair, Joint Committee on Finance*

*Wisconsin State Senate*

Marc Marotta

*Secretary, Department of Administration, State of Wisconsin*

Katharyn A. May

*Professor & Dean, University of Wisconsin-Madison School  
of Nursing*

Frederic E. Mohs

*Attorney, Mobs, MacDonald, Widder, & Paradise*

Layton G. Rikkers, MD

*Chair, Department of Surgery, University of Wisconsin  
Medical School*

David Ward

*Joint Committee on Finance*

*Wisconsin State Assembly*

John Wiley

*Chancellor, University of Wisconsin-Madison*

Carol Booth

*Union Representative*

Ric Choudoir

*Union Representative*

## New Regent Appointees as of July 2003

A.J. (Nino) Amato

*President, Wisconsin Coalition of Energy Consumers*

*(replaces Roger Axtel who now serves as special liaison to the  
Board of Regents)*

Peggy Rosenzweig



University of Wisconsin  
Hospital and Clinics

Additional copies of the 2002–2003 Annual Report to the Legislature and copies of the UWHC 2002–2003 Financial Report are available from UW Hospital and Clinics Administration, (608) 263-8991. Information about UWHC and its UW Health partners is also available on the hospital's Web site at [www.uwhealth.org](http://www.uwhealth.org).