University of Wisconsin Hospital and Clinics
Annual Report 2004-2005
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 and the Medical School through its various agreements, UWHC receives no financial support from the University or the State of Wisconsin.

Photo opposite page: Aerial shot of the University of Wisconsin Hospital and Clinics and surroundings taken by Don Kerkhoff / Imagewerks Studio. Computer visualization by the Zimmerman Design Group / HOK.
University of Wisconsin Hospital and Clinics’ 2004-2005 performance can only be characterized as exceptional on virtually all strategic measures of success. Ending the year with an overall patient satisfaction score in the 93rd percentile of all hospitals, being named to the Solucient’s “100 Top Hospitals” for the second time in three years and achieving an operating margin that exceeds our five-year strategic plan target in year two of the plan, UWHC’s leadership has focused its resources on the six goals articulated in the 2004-2008 Strategic Plan (see page 3) and made significant progress in each of the goal areas. As a result, UWHC is now among the national leaders in patient safety, patient satisfaction and medical innovation, not just among our academic medical center peers but among all hospitals nation-wide.

Financial Performance

Financial performance for UWHC was strong in 2004-2005, achieving an operating margin of 5.8 percent and an overall margin of 6.9 percent, exceeding requirements for an A rated hospital. Hospital admissions exceeded budget goals by 2 percent; clinic visits exceeded goal by 1.8 percent; and other patient volumes also ended the year ahead of goal. Organ transplantation had a record year, with 110 more transplants than the previous year. A significant contributor to the hospital’s outstanding volume and margin performance is the reduction of length of stay, from 6.3 days in the previous year to 5.6 days in FY 04-05. The reduction in length of stay, while the severity of cases (case mix index) continued to be high, at 1.79, highlights the success of the continuing capacity management initiative to improve the systems and services that support efficient patient flow. Consistently high regional transfers coupled with consistently low denial rates are directly related to the capacity management initiative and support our financial and regional patient growth.

Expanding Our Space

New construction dominates the skyline on West Campus, with the American Family Children’s Hospital, which broke ground in October of 2004, well underway. With more than $26 million raised from private philanthropy to date, the hospital is on its way to achieving its $41 million fundraising goal. In addition, UWHC’s emergency room expansion and elevated helipad construction are nearing completion, with occupancy planned for this fall. Although not a UWHC project, the Medical School’s Integrated Research Complex (IRC) Phase I has also begun construction, adjacent to the north entrance of the hospital. The IRC will enhance movement of translational research from the test tube to the bedside, by increasing the interaction of clinical and basic medical research staff. At the east end of the health sciences complex on West Campus, a new parking ramp opened September 1, creating adequate parking for all UWHC employees in close proximity to the hospital. After several years of off-campus parking lots and shuttles, employees can now park on campus.

Internally, the University of Wisconsin clinics lobby is undergoing major renovation, adopting a Main Street theme to provide a more welcoming environment for visitors and ambulatory patients. Radiology has expanded and remodeled to better accommodate larger and more sophisticated imaging technology. A new foodcourt style cafeteria experience will open later this fall, and the gourmet coffee bar in the clinics lobby has doubled in size. Patient and family room remodels, along with lobby and clinic remodels and moves, are in the process of transforming the 30-year-old hospital into a truly contemporary and welcoming place for patients, families and staff.

The current construction has accented the space limitations of our West Campus location. For several years, UWHC has been systematically moving ambulatory clinics and administrative
functions to off-site locations as a way to decompress hospital space. While new partnerships with Meriter Hospital and University of Wisconsin Medical Foundation are helping address the immediate demand for hospital space, the hospital’s current patient rooms are unable to meet new standards for technology and in-room family comfort. In addition, UWHC has no West Campus options for the future. Accordingly, UWHC has reached an agreement with the American Center to purchase 42 acres of land in their business park for future expansion. Program planning for that site will begin within the next year, with a number of options to be explored.

**Employee Turnover**

Vacancy rates overall and nurse vacancy rates in particular have consistently been below national averages this year. Both trends are reflective of increased recruitment efforts and improved employee satisfaction. In addition, employee turnover rates reached hospital record lows. Multi-year contracts with all four employee unions were successfully negotiated, including a four-year contract with SEIU (representing nurses). The SEIU contract included a commitment to end mandatory overtime for nurses within 18 months of the contract initiation. Beginning last winter, a nursing council structure to support the nursing professional practice model and reporting to a Nursing Executive Council was formed to bring together unit staff and managers in a team environment to improve patient care, staff satisfaction and unit operations.

**Human Resources Initiatives**

Human Resources has revamped its training curriculum, including the development of a Leadership Academy that will prepare UWHC managers for positions of leadership within the organization. The organization has also continued to focus on improving employee satisfaction and retention through initiatives such as the development of a Culture of Quality Program, which includes efforts to align the strategic, economic, operational and organizational interests of UWHC, UWMF and UWMS to ensure an overarching commitment to quality and a coordinated approach to care delivery.

**Focus for the Future - Strategic Plan 2004-2008**

University of Wisconsin Hospital and Clinics’ strategic plan, *Focus for the Future*, builds on success by retaining key elements of the 2001-2005 plan while articulating new priorities and goals considered key to future growth. These goals are:

1) Achieve pre-eminence in selected, distinctive tertiary services;

2) Substantially elevate service quality and improve access for all of UWHC’s customers;

3) Realize the full potential of existing resources, including recent significant investments in the local market and primary care;

4) Produce sufficient financial performance and capital funds to meet the requirements of the strategic plan and routine operations;

5) Continue the development of on- and off-campus solutions to address future facility needs;

6) Unify the clinical and academic enterprise (UWHC, UWMF and UWMS) to speak with a single voice in the marketplace.

**The six goals are supported by nine core strategies:**

1) Achieve a culture of quality that produces superior patient care outcomes and customer service;

2) Align the strategic, economic, operational and organizational interests of UWHC, UWMF and UWMS to ensure an overarching commitment to quality and a coordinated approach to care delivery;

3) More tightly align ambulatory care across UW Health to improve services to patients and decrease costs;

4) Increase operating efficiency to maximize utilization of current resources and accommodate future capacity needs;

5) Become the ultimate employer for Madison and the region;

6) Increase the proportion of patient activity from outside the local market for both inpatient discharges and outpatient clinic visits;

7) Enhance structure and infrastructure for outreach to achieve regional alliances and promote increased inpatient and outpatient activity from outside the local market;

8) Achieve or exceed targets for financial performance to fund capital and strategic priorities;

9) Enhance service to the community through leadership in improving access for underserved populations, legislative advocacy for sound health policy and continued outreach and education.
the hospital. Employee satisfaction substantially improved in all areas except benefit satisfaction, which was already high. In recognition for their contribution to the success of UWHC, in addition to the traditional employee appreciation week activities and service awards, all non-executive employees received two performance awards—one when UWHC was again named to the Solucient “100 Top Hospitals” list and another at the end of the year, in appreciation of their performance throughout the year which resulted in outstanding patient satisfaction and hospital performance.

**Patient Satisfaction Continues**

To better align the interests of patients and their providers, UWHC and UWMF repurchased Unity Health Insurance from WellPoint, a California based health insurance provider, at the end of December 2004. A new CEO was hired to manage Unity, and UWHC and UWMF hold places on the Unity Board of Directors.

UWHC and UWMF continue to align ambulatory clinic activities and will now measure outpatient satisfaction using the same patient satisfaction survey tool that the hospital currently uses. A “Star Clinic” recognition program has been newly established that will identify clinics that excel at patient satisfaction. In addition, as a way to improve efficiency and better serve all UW Health patients, UWHC has begun the process of purchasing all UWMF pharmacies. Furthering these and other UW Health integration efforts is the decision by UWHC to migrate its outpatient medical record to the Epic System software platform currently used at UWMF. This IT transition will take several years but ultimately will create a seamless flow of electronic information among our outpatient facilities.

Details about UWHC financial performance, specific goal-related accomplishments, goals for 2005-2006 and general facts about UWHC are inserted in the pocket located at the end of this report.

**Signature Program Highlights**

Although UWHC offers a full complement of services for children and adult patients that range from primary care to multiple organ transplantation, some of its programs are particularly distinctive in the region. As a major referral hospital, many excellent community hospitals and physicians throughout the state rely on UWHC to provide services that can’t efficiently be offered in a community setting. Some of these programs are highlighted on pages 10-23.

**Into the Future**

Continuing to advance the Wisconsin Idea, UW Health established a joint venture with Watertown Hospital and Fort HealthCare to create a UW Cancer Center at Johnson Creek, which will open later this fall. In addition, a new UW Cancer Center relationship with Affinity Health System will bring new UW Cancer Centers to St. Elizabeth’s Hospital in Appleton and Mercy Hospital in Oshkosh in 2005. UWHC and Affinity are currently supporting children’s services through the Affinity/UWHC Children’s Center.
Although FY05 has been an exceptional year for UWHC, a five-year overview is perhaps a clearer measure of the institution’s progress on strategic goals. Led by president and CEO Donna Sollenberger and her executive team mentioned on page 24 of this report, and supported by all members of the hospital’s management team and staff, UWHC has maintained focus on its articulated goals. Against a backdrop of reduced federal and state reimbursements, increased patient demands for more services and new technology, rising drug costs, and the growing number of under or uninsured patients, the hospital’s accomplishments are particularly impressive.

**Margin (favorable)**

**Length of Stay (favorable)**

**Employee Turnover Rates (favorable)**

**Nursing Vacancy Rates (favorable)**

**Adult Inpatient Satisfaction (favorable)**
Service to the community is not only a part of UWHC community service encompasses charity care, direct charitable giving to address the health needs of the communities we serve, and employee giving and volunteerism to benefit a wide variety of charitable organizations. To the right, two of our “Red’s Riders” show off their UW Health jerseys during a two-day, 150-mile bike ride to benefit the MS Society.

Service to the community is not only a part of UW Hospital and Clinics’ mission, it is woven through the values and actions of our organization and employees. In addition to our charity care program and our direct charitable contributions, our employees contribute their knowledge, time and passion to many causes, often leading the way for the hospital’s involvement.

**MS Bike Ride Team Gets Off to a Fast Start**

In 2001, Barbara and Jerry Ryan’s son Eric was diagnosed with multiple sclerosis (MS) at the age of 30. In 2003, Jerry, a UW Health physician, asked UW Hospital and Clinics to sponsor the MS 150 mile bike ride and to help recruit a team. In 2004, only the team’s second year, 28 “UW Health Red’s Riders” spent a Saturday and Sunday riding 150 miles and raising over $29,000 to fund research to find a cure for MS. Eric Ryan, nicknamed “Red” for his hair color, and his wife rode with the team.

**Latino Health Fair a Growing Tradition**

The 6th Annual Latino Health Fair drew more than three times the number of attendees at prior fairs. More than 600 people visited the fair, which has become a late August tradition in Madison, attracting families with culturally and linguistically relevant wellness and health information.

The health fair is a collaborative of the Latino Health Council and representatives of Madison health care provider organizations. Thirty exhibitors conducted 100 screenings, including testing for cholesterol and glucose, kidney function, body mass, and HIV as well as consultations with public health nurses and an “ask the doctor” station. UW Health participated fully, including preventive cardiology, the infectious disease clinic, department of family medicine physicians, kidney clinic nurses, social workers, and staff interpreters.

**Ralph’s World Rocks for New Children’s Hospital**

In the spring of 2005, Friends of UW Hospital and Clinics invited the community to travel to “Ralph’s World” for a day to benefit the new American Family Children’s Hospital at UW Hospital and Clinics. More than 1,100 parents and children spent the afternoon at Madison’s Memorial Union joyously singing along with Ralph, a popular children’s entertainer. Together, the Ralph’s World “residents” donated $15,600 to benefit the new hospital.

**Spotlight on Community**
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 Employee Combined Campaign (SECC), is reflected in the following summary figures:

Charity care ............................................................... $17.49 million .............................................. 21% increase
UWHC contributions to charitable organizations ................................... $227,000 ............................................. 10% increase
Organizations sponsored ...................................................................... 93 .................................................. 32% increase
Total initiatives/events sponsored ......................................................... Over 200 ............................................ 110% increase
SECC contributions by employees ....................................................... $147,000 .......................................... 31.4% increase
SECC contributors ............................................................................... 754 .............................................. 11.8% increase

HOLIDAY DRIVE TO SHARE (WITH UWMF)
Toys for Tots, toys collected ...................................................................... 1,850
Adopt-a-Family, families adopted .......................................................... 162

Share Your Holidays for Second Harvest Food Bank, meals provided ........................................................................ 149,500

Friends of UWHC Love Lights
Honored .................................................................................................. 1,808
Donors ..................................................................................................... 650
Dollars raised ......................................................................................... $22,000

Photos (left): A young doctor and her patient enjoy the Latino Health Fair; (right): Friends of UWHC’s “Ralph's World” concert culminated with the audience joining Ralph on stage.
WHC is an early adopter and national leader in the gathering and reporting of measures of clinical quality and performance. Quality information is now readily available on the UWHC web site at uwhealth.org, and UWHC currently reports data on 44 measures of quality and patient safety through a variety of national and state forums, including the University HealthSystem Consortium, the Leapfrog Group, the Wisconsin Collaborative for Healthcare Quality and the Wisconsin Health and Hospital Association.

The Quality Difference
The Quality Difference media campaign was introduced in August 2004 and continued as the theme for external advertising well into 2005, with television commercials, print ads and billboards featuring patient testimonials from three strategic service lines: heart and vascular care, transplant, and cancer services.

Internally, staff education regarding quality and safety standards and performance has been a strong emphasis as UWHC prepares for its triennial survey by the Joint Commission on Accreditation of Healthcare Organizations. Leaders from quality improvement and human resources developed a curriculum of quality and safety topics under the theme, Journey to Patient Care Excellence. To ensure that all topics are covered regularly in a consistent manner throughout the organization, all managers receive monthly packets of educational materials for use in staff meetings and other staff educational venues. As the Joint Commission moves in 2006 to a practice of conducting only unannounced surveys, this method of disseminating and reviewing information on quality and safety topics is planned to continue to help maintain continuous survey readiness.

UWHC’s web-based organizational dashboard has become a valuable tool for providing continuous performance measurement information to the organization’s leaders. Measures in six perspectives of overall performance are displayed with comparisons to national benchmarks and other accepted standards and best practices. The tool, which was recognized this year as a national “best performer” by the Centers for Medicare and Medicaid Services (CMS), has been expanded to include several department/service line score cards. By making data on performance readily available throughout the organization, the dashboard is intended to drive performance improvement and reinforce our strategic commitment to achieve and excel in a culture of quality.

Quality through Safety Grant Program
In 2004, UW Health introduced the innovative Quality through Safety Grant Program to support improvements in direct patient care service and quality outcomes. The program allows any provider, employee, faculty or staff member with a professional relationship, practice or established research association with UW Health to apply—with the intent that all quality efforts and projects
Now in its second year, the Quality through Safety Grant Program distributed $136,625 of grant funding in May 2005 to recipients working to bring their respective patient safety initiatives to life.

will be carried out at UW Hospital and Clinics and UW Health Ambulatory Clinics.

With prize money from UW Hospital and Clinics’ 2003 Quest through Quality Finalist Award, the grant program was created as a way to reinvest in patients, families and employees.

Twenty grants totaling $175,363 were awarded for the 2004-2005 year, with projects such as the creation of user-friendly materials to help patients understand and complete the state’s advance directive form, and the purchase of a “Chester” model of a pediatric patient that shows parents how different types of catheters work in a child’s body, and how to care for them at home.

Under the guidance of UW Hospital and Clinics’ senior vice president of medical affairs and the director of operational integration and improvement, grant recipients for fiscal year 2005-2006 were notified of their awards in May 2005. All are currently working to bring their patient safety initiatives to life.

National Recognition

National recognition suggests these efforts are succeeding, as UWHC was again named in February to Solucient’s prestigious national list of “100 Top Hospitals,” and was listed among “50 Exceptional U.S. Hospitals” in the April issue of Consumers Digest, based on data from the Leapfrog Group Hospital Survey. In addition, the July issue of U.S. News and World Report again named UWHC among “America’s Best Hospitals” in seven medical specialties. Locally, UWHC was named the Consumer’s Choice, according to the National Research Corporation, in the local market, and a state-wide consumer survey conducted by Corporate Report Wisconsin voted UW Hospital and Clinics “Best Hospital” in the state.
Children’s Hospital

Construction of the new world-class American Family Children’s Hospital (facing page) is now underway. Scheduled to open in summer 2007, this $78 million facility—architecturally designed with an “All Things Wisconsin” theme—will provide state-of-the-art care for hospitalized children and their families in a soothing, child-friendly environment.

Children’s services activity has centered around fundraising and construction of the new American Family Children’s Hospital. Programming and space planning for the new facility has engaged more than 150 staff, faculty, family members and patients over the past year. Groundbreaking took place October 18, 2004; construction is now well underway, with occupancy anticipated in summer of 2007.

Fundraising for the “No Finer Gift” campaign to build the American Family Children’s Hospital has reached $63 million of the $78 million goal. The $63 million includes $37 million in UWHC bonding and $26 million in philanthropy, including our $13 million from American Family Insurance Company to date.

To address the need for ongoing support of unique Children’s Hospital programs such as the hospital school, recreational needs and separate teen areas, UWCH formalized an aggressive annual giving program. These activities achieved an all-time high of more than $900,000 in annual giving for UW Children’s Hospital from a wide variety of community businesses, organizations and individuals. In addition, UWCH planned and conducted the first Connie and Fish Cure Kids Cancer Radiothon on WZEE-FM (Z104) raising more than $400,000 for cancer research, facilities and patient and family support.

UWCH fully implemented the Children’s Hospital Emergency Transport Ambulance (CHETA) in 2004-2005 and completed more than 75 ground transfers of sick and injured children to UWCH. UW Children’s Hospital was recognized by the Wisconsin Emergency Medical Services for Children (EMSC) Program with its Special Community Partner Award.

The Children’s Hospital has recruited a new pediatric heart surgeon to revitalize its pediatric congenital heart surgery program, and Ellen Wald, MD, was named chair of the department of pediatrics and physician-in-chief at UW Children’s Hospital. She comes to Madison from Children’s Hospital of Pittsburgh and will begin at UW in January 2006.

To better meet the needs of pediatric patients seen at the UW Health/Affinity Children’s Health Center in Appleton, an innovative telemedicine program has been initiated to allow pediatric specialists to examine patients using state-of-the-art telemedicine tools. Patients can receive more regular check-ups and monitoring without the inconvenience of having to travel to Madison.

After seven operations at UW Children’s Hospital to correct a life-threatening birth defect in her diaphragm, Amelia Newman, 3, (left) is doing well and smiling a lot these days. Amelia is pictured with her siblings Zachary, 6; and Avery, 2. Their parents, Seth Newman and Kristin Huotari, look on from their front porch.
The only comprehensive cancer center in Wisconsin, UW Comprehensive Cancer Center brings to patients the latest in cancer treatment. Backed by world class research and multidisciplinary care, UWHC programs are marked by technical innovation and outstanding patient care.

In FY04, the UWCCC completed plans for the addition of two new cancer care relationships. A joint venture among University Health Care (representing both UWHC and the UW Medical Foundation), Watertown Hospital and Fort HealthCare will bring UW services to patients in the area through UW Cancer Center Johnson Creek. Scheduled to open in October 2005, this unique three-way partnership will provide direct access to UW technology and treatment options while allowing most patients to remain in their community for diagnosis and care.

In addition, planning for a new cancer center relationship with Affinity Health System was initiated in FY05, with the announcement of two new sites in the Fox Valley: UW Cancer Centers will be housed at Mercy Hospital in Oshkosh and St. Elizabeth’s Hospital in Appleton.

Internally, UWCCC has initiated outpatient satisfaction measurements, with GYN oncology, the UWHC breast center, East Clinic radiotherapy and chemotherapy all designated as star performers compared with other academic medical centers on Press Ganey patient satisfaction surveys.

To enhance the coordination of care and continue to improve patient satisfaction, three disease-specific nurse coordinators were hired to coordinate care across the outpatient setting.

Treatment technology in the form of a new Linac (linear accelerator) and simulator were added in the Radiation Oncology department. The UWCCC continues to also advance the use of Tomotherapy - a system that uses CT technology to target intensive radiation to very specific areas. Tomotherapy was developed by a UW researcher and is now being used for select applications.

Other examples of care UWHC is able to offer patients through the UWCCC include a laproscopic procedure that allows women with early stage cervical cancer to preserve their ability to carry a child and continued access to more than 200 clinical trials.

UWCCC has recently redesigned its web site, offering more detailed information for cancer patients and their families. These include information about specific cancers and treatments only available at UWCCC, physician profiles, expanded information on clinical trials and palliative care, and access to support groups and classes for cancer patients.

The University of Wisconsin Comprehensive Cancer Center was ranked 28th in the nation among all cancer centers in the US News and World Report’s “America’s Best Hospitals” rankings for 2005.

Photos: Gina Janovsky of Rockford, Illinois, smiles as she holds her son Zachary. A new UWCCC cervical cancer surgery, trachelectomy, preserved her fertility, allowing her to give birth. Opposite Page: In breakthrough research, two UWCCC scientists, Paul Bertics and Nicholas Abbott, are using liquid crystals to find new ways to diagnose specific forms of cancer. This new technology promises a way to pinpoint the most effective medication for individual types of cancer.
Heart and Vascular Care

UW heart and vascular care continues to lead the region offering new, innovative procedures and surgeries, and expanding treatment options for patients with advanced heart and vascular disease.

In June 2005, UW heart and vascular care opened a new procedure center in the hospital. Installation of one of the country’s first flat-panel detector bi-plane cath lab imaging systems along with 15 seasonally-themed suites team technological superiority with a quiet, healing environment for patients and their families.

Through advances in interventional techniques and equipment, a growing population of patients may now successfully be treated with less invasive procedures. In 2005, the cardiovascular laboratories experienced a 30-percent growth in peripheral vascular diagnostic and interventional cases. Through a collaborative effort among cardiovascular medicine, vascular surgery and interventional radiology, UWHC also became a CMS-approved site for carotid artery stenting.

With more than 10 active grants from the National Institutes of Health, our faculty continue to advise and serve on panels developing national guidelines on care and prevention of cardiovascular disease. Preventive cardiologists were in the national spotlight on two occasions in 2004-2005: The National Institutes of Health recognized UW Health’s innovative program to address the obesity epidemic when we were highlighted in a Discovery Health program run on national television; and a preventive cardiology research team studied a new skin cholesterol test, comparing it to traditional tools that identify risk for heart attacks and strokes. UWHC was also recognized by the University HealthSystem Consortium for our superior care of patients with acute myocardial infarction.

UWHC’s advanced heart failure program expanded with the addition of two new heart failure/transplant cardiologists. In addition, our nurse coordinators now have the ability to closely follow patients at home via new web-enabled software. This assures that early signs or symptoms of heart failure are quickly identified and treated, avoiding lengthy and costly hospitalizations.

UW Hospital also became one of a few national sites, and Madison’s only site, for destination therapy with the HeartMate™ assist device. HeartMate™ is the only implantable device currently approved by the FDA for patients in end-stage heart failure who don’t qualify for heart transplantation. Our outcomes with this device, as with our entire cardiothoracic surgery program, have exceeded national benchmarks. Cardiothoracic surgery also expanded our minimally invasive surgery program with the addition of minimally invasive valve surgery and procedures to treat atrial fibrillation.

As the premier medical center in the Midwest for diagnosis, care and treatment of complex aortic disease, our cardiothoracic and vascular surgeons performed 125 complex aortic surgeries in 2004. New procedures offered at UWHC provided options for patients whom other hospitals may have deemed inoperable. For example, this past year our heart and vascular surgeons were the first in Wisconsin to place an endovascular graft for the repair of thoracic aortic aneurysms—a large fabric-covered stent is positioned through a small incision and eliminates the need for an open surgical procedure for select patients.

Physicians and surgeons practicing at UWHC offer nine outreach clinics at various locations in Wisconsin. These clinics promote strong relationships with physicians and providers practicing in those communities, and provide immense benefit to patients who can receive expert specialty care close to home.

Photo: Vascular surgeon Girma Tefera, MD (left) and interventional cardiologist Giorgio Gimelli, MD, work together to prevent strokes with carotid stents. UWHC is an approved Center for Medicare and Medicaid Services (CMS) for carotid stenting, offering the full range of options for stroke prevention.
The unique collaboration among UW Hospital and Clinics, UW Medical School and private industry has established UWHC among the national leaders in diagnostic imaging and the use of radiotherapy technology. The hospital’s ability not only to use cutting-edge imaging technology but to participate in its development enhances patient care through systems that serve to diagnose and treat patients in the most effective and efficient ways available today.

This year, the magnetic resonance imaging (MRI) department obtained two General Electric (GE) 3.0 Tesla (T) systems, which offer dramatic improvements in scan speed and image quality. With twice the magnetic strength of 1.5 T systems found in most hospitals, the doubled field strength translates into a significant reduction in the time required for scans of equivalent quality, and the ability to offer multiple diagnostic possibilities including potential for earlier detection of pathology.

Nuclear medicine physicians can now perform fusion imaging—the ability to overlay body tissue images to view minute lesions and small changes in anatomy and physiology—with the addition of the GE Hawkeye Gamma Camera. Paired with Computer Tomography (CT) scanning, this vital technology allows physicians to identify and treat diseases in the early stages and improve outcomes.

CT scanning technology is now used for vascular disease, with the acquisition of a 64-slice GE LightSpeed Volume CT scanner. The new scanner incorporates the latest in CT technology-speed of image acquisition and anatomical coverage—and allows UWHC physicians to obtain a complete angiogram within five heartbeats. Poised to be a powerful tool in the evaluation of acute and chronic cerebral vascular disease, the Volume CT also offers the potential to assist physicians in ruling out three life-threatening, critical conditions in chest pain patients: aortic dissection, pulmonary embolism and coronary artery disease.

Interventional radiology created a new digital angiography suite coupled with a 16-slice CT scanner. The 16-slice CT scanner is used to guide embolizations (removing obstructive foreign substance or blood clot), perfusions (supplying an organ or tissue with nutrients and oxygen by injecting blood or a suitable fluid into an artery) and chemotherapy treatments.

Finally, radiology acquired an upgraded OEC 9800 mobile fluoroscopy system with advanced portable vascular imaging software, which joined the existing fleet of 12 fluoroscopy systems that allow angiographic imaging to be performed on the units.

UWHC’s innovation in imaging and radiotherapy, especially in the areas of oncology, cardiology and vascular disease, is one of the many reasons UWHC’s patients outcomes are exceptional.
Neuroscience care at UW Hospital and Clinics continues to advance in program depth, reputation and close collaboration with related UW tertiary services such as radiology and pain management. Nowhere is this more evident than in UW Hospital’s endovascular services for patients at high risk for stroke due to ischemia or hemorrhage. The hospital’s depth of expertise in endovascular care is unparalleled in Wisconsin, with three highly experienced physicians primarily devoted to intracranial stenting and other neurosurgical and/or radiological interventions. The new XMR suite, which combines X-ray with MR imaging, opened in the summer of 2005 and provides more efficient access to complex imaging for patients.

The comprehensive stroke program also continued its commitment to aggressive public and physician education about the need for urgent treatment of stroke symptoms. UW Hospital stroke physicians regularly serve as a resource to community physicians, who are the first link in the chain of care for patients with stroke.

In the comprehensive epilepsy program, a significant technology upgrade of EEG monitoring equipment has greatly improved the quality of images used for diagnosis and monitoring. This enhancement will directly benefit epilepsy patients who are candidates for surgery to eliminate seizures.

The department of neurology has added a pediatric neuropsychologist to assess children with behavioral, psychological or neurological difficulties. The department also added another physician specialist in neuromuscular disease and in late 2005, will add two neurologists to provide care at the headache clinic. The movement disorders program, offering both medical and surgical management, has become well-established and is now the site of an American Parkinson Disease Information and Referral Center, which provides information and support for patients with the disease. Deep-brain stimulation surgery by the program’s neurosurgeon offers effective treatment for patients with tremors and other neurological problems. Together, the two organizations have established a local support group for Parkinson patients and are actively pursuing creation of a local chapter of the American Parkinson Disease Association.

Advances in technology, the addition of highly skilled specialists, and an emphasis on creating partnerships with colleagues in related specialties have proved a powerful combination in enhancing the stature of the neurosciences at UW Hospital and Clinics. The quality of diagnostic imaging in disorders from stroke to epilepsy continues to improve, as the hospital has invested in state-of-the-art technology to enhance patient care. The depth and breadth of specialty expertise in neurology, neurosurgery and related specialties contribute to the program’s standing as a premiere tertiary center for patients.
In 2005-2006, UWHC’s department of orthopedics and rehabilitation will undertake a business planning process to determine the future direction of this highly respected program. Areas of specialization include trauma, hand and upper extremities, foot and ankle injuries, joint replacement, tumor/pathology, neurorehabilitation, musculoskeletal non-operative care, pain intervention and management, sports medicine and pediatric rehabilitation. In addition, UWHC’s spine program is recognized for its pioneering research and use of artificial disc replacement and spinal fusion. Research and clinical innovation in disc replacement continues to be a department focus.

A new surgical program to perform total elbow and shoulder replacements, as well as shoulder and wrist arthroplasties, was initiated with the hiring of a new surgeon. In addition, the pediatric orthopedic program was enhanced by the addition of a physician offering a non-surgical club foot treatment called the Ponsetti Method. Pediatric orthopedic physicians also travel to the Affinity/UW Children’s Health Center.

UWHC introduced a comprehensive sports medicine program in 1974. That program has grown to include team physician support for UW Badger athletics, a fitness center for use by patients and the general public, a pediatric fitness program and a program that provides athletic trainers for 26 high schools, club teams and sports organizations. In 2004-2005, UW sports medicine pediatric physicians piloted a program in the Stoughton schools to improve youth fitness and self-image.

Using bicycles donated by Trek, students rode and received nutritional counseling during their physical education class. The program will continue next year and appears to improve physical fitness among participants. In the coming year, UW Sports Medicine will introduce several new programs to address both general fitness and elite athlete performance.

The hospital houses a 21-bed inpatient rehabilitation unit which was completely renovated in 2004. All private, the newly remodeled patient rooms feature safe patient-handling ceiling lifts, barrier-free tables and a fully accessible model kitchen. This year, using a patient safety grant, the rehabilitation unit implemented a SMART patient-handling and movement initiative to improve patient safety and reduce falls.

Outpatient rehabilitation programs are available at several locations, including the Rehabilitation Clinic in Middleton on University Avenue and the Research Park Clinic. Two new locations opened last summer—at Princeton Club East and Princeton Club West. Services vary by location but may include neurological rehabilitation, developmental rehabilitation, musculoskeletal rehabilitation as well as sports performance and rehabilitation.
Long recognized as one of the world’s largest and most successful transplant programs, UW Hospital performed a program record 618 organ transplants in 2004, and was recognized by the U.S. Department of Health and Human Services as a best practice site for organ donation. The UW program exceeded expected survival rates for all types of organ transplants including kidney, liver, kidney-pancreas, and heart and lung, according to the most recent national statistics available.

The kidney, liver, and kidney-pancreas programs all achieved statistically significant outcomes according to the United Network for Organ Sharing. UW’s program is one of only a few in the nation with statistically superior graft survival after kidney transplant. At three years post-transplant, 85.29 percent of UW-transplanted kidneys are functioning, exceeding the national average of 81.87 percent.

In kidney-pancreas transplant, the UW program has statistically superior rates for pancreas survival at three years. The three-year national average pancreas graft survival rate for kidney-pancreas transplant patients is 77.57 percent; UW’s actual pancreas survival rate at three years is 84.48 percent. In addition, a liver transplant patient at UW Hospital has a 94.28 percent chance of surviving one year after transplant, compared with the national average of 86.38 percent.

Other UW Hospital 2004-2005 transplant achievements include the 1,000th cardiothoracic transplant, the 6,000th kidney transplant, the 1,000th pancreas transplant, the 2,000th live-donor kidney transplant, and the 300th lung transplant.

This year the UWHC transplant team has improved transplant options for patients with kidney failure, initiating a new protocol for certain living donors that allows a greater number of patients to be eligible for kidney transplants. In addition, UWHC physicians were able to remove a long-term diabetes patient from insulin-dependence, approximately two years after UWHC’s first successful islet cell transplant.

UWHC is also a Medicare-certified center for the placement of Ventricular Assist Devices (VADS) and is the only program in the country currently performing lung transplantation for the Veterans Administration.

UWHC operates one of two Organ Procurement Organizations (OPO) in the state, serving hospitals throughout Wisconsin, Northern Illinois and Upper Michigan. The UW OPO is recognized as one of the best, with overall donation rates that frequently lead the nation. The OPO does extensive outreach and education, including the regional Doug Miller symposium, which provides education for health care professionals involved in organ donation. The UW OPO recently moved into new facilities to accommodate program expansion.

Since its founding in 1966, the UW Health transplant program has grown tremendously and now performs more than 600 organ transplants a year, making it one of the largest programs in the nation. By consistently focusing on patient success through customized, tailored care, UW Health has exceeded expected survival rates for a variety of organ transplants.

Only a handful of medical centers in the world are offering islet cell transplantation as an experimental therapy for diabetes. UW Health was the first transplant center in Wisconsin to perform an islet cell transplant in 2002, and has since removed long-term diabetes patients from insulin dependence.
UW Hospital and Clinics
Senior Administration

Donna K. Sollenberger
President, Chief Executive Officer

Gary Eiler
Senior Vice President, Chief Financial Officer

David Entwistle
Senior Vice President, Chief Operating Officer

Carl Getto, MD
Senior Vice President, Medical Affairs/Associate Dean, Hospital Affairs

Maureen McCausland, DNSc, RN, FAAN
Senior Vice President, Patient Care Services, and Chief Nursing Officer

James Roberts
Senior Vice President, General Counsel

David Berry
Vice President, Children’s Hospital

Linda Brei
Vice President, Marketing and Public Affairs

Janice Bultema
Vice President, Human Resources

Dennis Dassenko
Vice President, Chief Information Officer

Mark Hamilton
Vice President, Ambulatory Services

Connie Kinsella
Vice President, Patient Business Services

Renee Rizzo
Vice President, Finance and Controller

Thomas Thielke
Vice President, Professional and Support Services

Terry Wilkerson
Vice President, Facilities

Philip M. Farrell, MD, PhD (Secretary)
Dean, University of Wisconsin Medical School and Vice Chancellor for Medical Sciences

Charles Pruitt
Partner & Co-Managing Director, A.B. Data Limited

Marc Marotta
Secretary, State of Wisconsin Department of Administration

Kathryn A. May, DNSc, RN, FAAN
Dean, University of Wisconsin-Madison School of Nursing

Luther S. Olson, State Senate
Joint Committee on Finance

Dian Palmer
President, SEIU District 1199W/U

Layton G. Rikkers, MD
Professor and Chair, Department of Surgery, University of Wisconsin Medical School

Peggy Rosenzweig
Former State Senator

*Kenneth Viste, Jr., MD
[passed away August 21, 2005]

David Ward, State Assembly
Joint Committee on Finance

John Wiley
Chancellor, University of Wisconsin-Madison

Carol Booth
Union Representative, non-voting

Ric Choudoir
Union Representative, non-voting

Board members appointed after June 30, 2005

Thomas Loftus
Former advisor to the World Health Organization, former Ambassador to Norway, and former Speaker of the House of the Wisconsin State Legislature

2004-2005 Authority
Board Members

Patrick G. Boyle (Chair)
Chancellor Emeritus, University of Wisconsin Extension

Roger Axtell (Vice Chair)
International Business Consultant and Retired Parker Pen Executive

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Additional copies of the 2004-2005 Annual Report to the Legislature and copies of the UWHC 2004-2005 Financial Report are available from UW Hospital and Clinics Administration, (608) 263-8991. Information about UWHC and its UW Health partners also is available on the UW Health web site at www.uwhealth.org