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Health Care

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Health Care

Introduction

Welcome to the Capital Region Business Journal's new special section on the region's health care system.

Health care is such a vast player in the region's economy that its impact is nearly impossible to grasp completely. Direct health care services, such as doctors, hospitals, nursing homes and home health care alone provide one in every 10 jobs in the nine-county region.

But that doesn't include the jobs and the economic impact of those who support the health care system. The system has thousands of suppliers large and small, providing everything from technology support to food service.

Epic, one of the world's largest providers of data systems for large health care organizations, is one of the region's largest employers. So is WPS Health Insurance, which has a number of large federal health insurance management contracts.

Health care in this region is, to some extent, unique. In a nation where health maintenance organizations have become unpopular and are declining dramatically, this region has six strong HMOs and consumer confidence in them is very high. In a nation in which one large medical system tends to dominate its market territory, this region has many competitors — most of which have won national recognition for quality and service.

Also unique is the fact that big players in this region's health care system own their own insurance companies, which helps them streamline and coordinate both the paperwork and quality care.

The big names are familiar: Dean Health System, University of Wisconsin Hospitals and Clinics, Meriter, St. Mary's, MercyCare, Group Health Cooperative and the Monroe Clinic. But in the midst of those players are nearly 1,000 separate providers, specialists, community hospitals, independent clinics, nursing facilities and home health providers.

The regional health care system is certainly not without its challenges. Health care in America is expensive, while outcomes are — in some areas — less than impressive. And the cost of health care continues to rise, on average, at roughly triple the rate wages are rising. That cost inflation is simply not sustainable — and everyone in health care knows it.

But that's a challenge facing all of America, not just this region. We enjoyed this chance to take a closer look at one of the most significant parts of this region's economy.

— Mike Flaherty

Capital Region
Health Care

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Health Care

Overview

It's no secret that health

care in the United States is big business, now accounting for nearly one-sixth of the nation's economic output.

It's also no secret that health care is a central part of the *Capital Region Business Journal's* nine-county region, as health care employment ranks at or near the top in every county in the region.

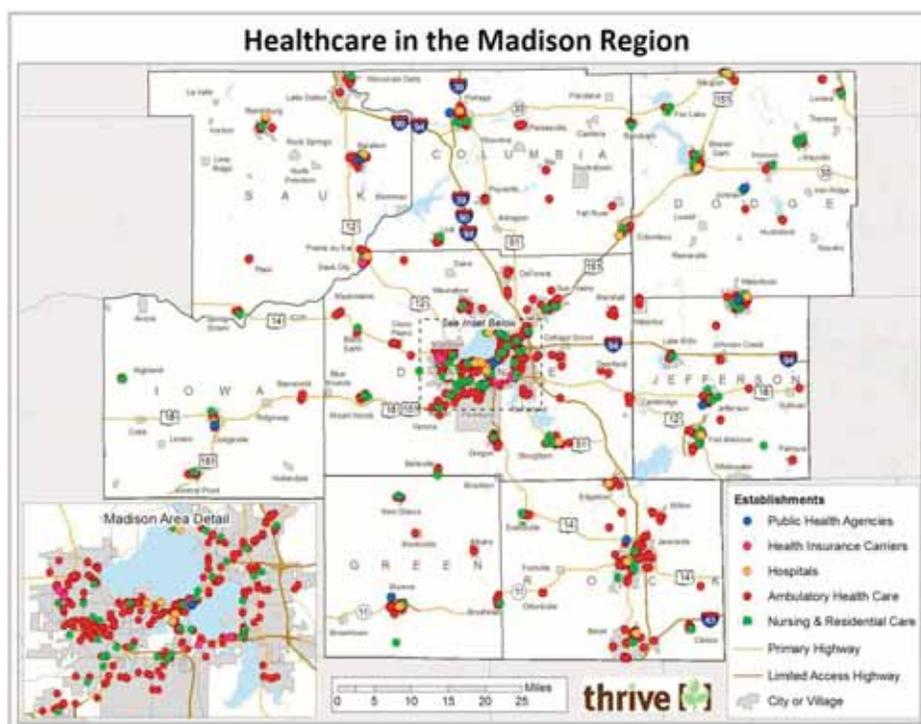
But even the obvious poses surprises.

In the Capital Region, health care is REALLY big. It is unique. It is critically important to the region's economic success. And measured by future job opportunities, it is easily the fastest growing sector of the Capital Region economy.

"It's not the biggest sector of this region's economy, maybe 10 to 13 percent of jobs," says Eric Grosso, an economist for the Wisconsin Department of Workforce Development. "But it is easily the fastest growing sector of the economy. Over the next eight years, one out of every four or five new jobs will be in health care."

Because this region's economy and job market is dominated by University of Wisconsin-Madison and Wisconsin state government, Grosso says, health care may not look large as a percentage of the region's economy. But by any measure, it is huge.

The broadest measure shows that the nine-county area spent \$5.3 billion on health care — or \$5,670 per person in a region with 938,000 people, according to the Kaiser Foundation, one of the nation's top health research organizations. That's about 13 percent of the region's \$42 billion economy.



MAP COURTESY OF MATT KURES, UW EXTENSION, THRIVE

That money was paid to more than 1,000 health providers in hundreds of different practices, including pharmacists, dentists, chiropractors, home health providers, nursing homes, occupational therapists and mental health specialists. The area is home to 20 hospitals, most of which are part of six large medical systems. The region is an important center for veterans' health care with a hospital and area clinics in Baraboo, Janesville and Beaver Dam. The region is home to a large mental health center as well as a booming number of specialty health providers in orthopedics, diagnostics and plastic surgery.

Those providers paid \$2.43 billion in

wages to their employees, more than one-tenth of all the wages paid in the nine-county region, according to DWD statistics.

This region's health care system is also unique in the country, says Kathryn Otto, director of health care initiatives for Thrive, the region's economic development organization.

In much of the country, Health Maintenance Organizations are declining. And in many regions — even in other parts of Wisconsin — critical health care tends to be provided by one, large, dominant medical system.

But in the Capital Region, HMOs are strong, and there are a large number of

Overview

competing health systems providing care. "You don't find that in many parts of the country," Otto says.

The area is also unique because the largest health care providers own their insurance companies. "That creates a better alignment between providers, patients and customers, and generates efficiencies in the way health care is prescribed and delivered," Otto says. "It also provides better outcomes in care."

Finally, health care in this region is a vastly larger sector than direct care, which makes the total economic impact enormous, though difficult to measure.

The region is home to a world-class medical school, three nursing schools, and one of the world's largest medical data companies, Epic Systems, which employs more than 3,200 people — and is still growing. The Erdman Company, formerly Marshall Erdman, is one of the world's largest designers and developers of health care facilities.

It is also a health insurance center,

home to nearly a dozen health insurance companies, six of which are HMOs owned by their doctors or their hospital systems. (Group Health Cooperative is owned by its members.) WPS Health Insurance is also a major employer in the region. The WEA Trust, a not-for-profit company, employs about 500 workers to provide health insurance for the state's school districts.

In Dane County alone, health insurance employs about 4,500 workers who are paid about \$205 million in wages, according to federal employment statistics.

Finally, the region is also a rapidly growing player in the national and international biotechnology and high-technology economy — a major developer of new drugs, new medical devices, new diagnostic systems and new health care information technology.

"I'd guess we have in the neighborhood of 140 companies in this area involved in some aspect of health

care," says Tom Still, president of the Wisconsin Technology Council. "Those companies employ about 10,000 people."

What is most exciting about the health care sector in this area is that it will be a major source of new jobs in the future, says Roberta Gassman, secretary of the Department of Workforce Development. In the next eight years, Wisconsin will have one million job openings in this state, two-thirds from retired people and one-third newly created jobs, she says.

"Health care will be big. That's where we'll see the fastest growth: one out of four new jobs. And that's also where we'll see the highest wages — averaging \$57,000 a year."

So if the region's economy truly wants to continue to grow, Gassman says, "it is critical we work together to make sure we have the work force to fill these jobs."

"It's exciting," she says. "But it is also one of the region's major challenges." ●

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Future of Health Care

The Capital Region Business Journal's nine-county area has one of the nation's more unique health care sectors. But, as is true everywhere, the future of health care is both highly promising — and highly uncertain.

On the positive side, health care is a rapidly growing part of the state's economy — and the regions that respond quickly and proactively to provide facilities and the skilled work force they need will enjoy real growth, says Department of Workforce Development Secretary Roberta Gassman.

The Capital Region is responding. All three Madison-based hospitals — and several area hospitals — are expanding to prepare for a growing regional population, an aging Baby Boom generation that will require more care, and to continue to serve as regional hubs of medical expertise and critical care.

To supply the work force, the Wisconsin Technical College system, the UW system, and public and private schools and colleges are working jointly on plans to increase the supply of health care specialists, providers and technicians, Gassman says.

To that end, the governor and the legislature have enacted a number of programs to help generate student interest in the health care profession. And virtually everyone in the region's health care system is collaborating to ensure they'll have a future work force to meet their needs.

For example, the region's four nursing programs at UW-Madison, MATC, Edgewood College and Herzing College are working together to expand their programs to educate the thousands of new nurses and other health care professionals who will be needed in the next few decades.

The region is also poised as a



Winter garden at St. Mary's Hospital.

national model of health care delivery. Its seven health management organizations — founded and sustained, in part, by state government's demand for “managed care” health plans — are healthy and popular, unlike HMOs around the country.

“I believe that Dean and other systems in Madison are well poised to set an example for integrated delivery systems throughout the United States,” says Dr. Craig Samitt, President and CEO of Dean Health System.

Many regions around the country have seen a “dis-integration” in which health care services are provided by dozens of separate, independent doctors and hospitals — and an overlay of complex health insurance plans, he says.

What marks this region is “a collaborative model” in which regional

doctors and clinics are part of larger, integrated systems that also own and run their own health insurance plans, Samitt says, noting that the evidence suggests that this system provides better care and lower cost.

Samitt noted that a recent Citizen Action of Wisconsin study concluded that annual health insurance costs were 25 percent lower in Madison than Milwaukee during 2007 — and that the Madison market paid the least of any market in the state for health care, while Milwaukee buyers paid next-to-highest for health care services.

But despite those efficiencies, the biggest threat facing the region's health care system is a problem common to all of health care in America: The cost of the system is not sustainable — rising roughly three times faster than the

PHOTO COURTESY OF ST. MARY'S HOSPITAL

Future

economy is growing.

In response, proposals to reform the system are everywhere — from new state and national health insurance plans to thousands of proposals to help reduce the cost of the system.

New health insurance models will largely be political questions in the next few years, observers note. Meanwhile, providers say they're working hard to control costs.

"We were created in the face of rising health costs — and we're trying to bend the trend," says Cheryl DeMars, CEO of The Alliance, a regional business cooperative that manages health insurance and health care service purchasing for its members.

"We have to look at creative solutions to reducing the cost of health care, not just debate the money we spend on it," she says, noting that the percentage of



Cheryl DeMars

the nation's economy devoted to health care will rise from 16 percent to 20 percent over the next eight years.

DeMars, as well as most health care analysts, also say they're concerned that America doesn't get as good a return on health care dollars — and costs could actually be lowered if the health care system could be made more efficient.

"We spend more than anyone in the world, but we're 37th out of 191 countries in terms of quality and health outcomes," she says. "That means we need to redirect resources. We need to support basic, primary care and get the right primary care."

One way to lower costs is to improve health care quality — and provide more information to consumers so they can be "allies" in their own care, she adds. Studies show up to a sevenfold difference in quality and cost — with lower cost providers frequently providing higher quality.

"There's a growing recognition that earlier strategies like shifting costs has run its course," she says. "The time has come to look at real solutions." ●

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Five Great Myths

About the U.S. health care system



Mark Moody

By Mark Moody

It is time to finally get serious about reforming health care. One problem we're having is that many people's opinions are clouded by seriously flawed assumptions. If we're going to develop workable solutions, we first have to dispense with these myths. Only then can we start the hard work of providing a fairer and more efficient health care system.

Myth 1: We have a private insurance system. Wrong. Government already pays more than half of all medical bills through Medicare, Medicaid, BadgerCare and the Veterans Administration — while employers are dramatically reducing their role in funding health insurance. The proportion of workers covered by employer-sponsored insurance has declined 15 percent in this decade alone. In addition, those workers are paying a lot more out of pocket. The truth is, that after subtracting the government's share and the amount individuals pay, employer-sponsored insurance pays only about one-third of the total health care expense.

Myth 2: Government health care is grossly inefficient. The opposite is true. Wisconsin Medicaid administrative expenses are under 5 percent and federal Medicare runs on less than that. By contrast, most private insurance administrative costs are two to three times higher, with many paying for only \$85 of health care for every \$100 they collect in premiums. Government drives a hard bargain. The truth is government health insurance has dramatically lower administrative costs — and it gets the best deals from providers.

Myth 3: America has the best health care in the world. We have the best high-tech care in the world, perhaps. But when it comes to objective measures of health system effectiveness such as life expectancy and infant mortality, the United States ranks near the very bottom among developed countries. We spend on average about twice as much per person on health care but overall satisfaction with our health care system ranks well below that of Canada, Britain, France and Germany. The truth is we really do a pretty lousy job providing primary care and caring for people with chronic illness and about 100,000 people die in hospitals each year due to preventable medical errors.

Myth 3: National health care would lead to rationing: We already ration. Get hit by a bus and you'll get world-class trauma care. But if you have a chronic disease and you don't have much money, it can be very difficult to get good care. Just ask uninsured or underinsured people with mental illness, diabetes, asthma, cancer or HIV. We don't even provide good basic prenatal care for many women. The truth is the opposite. Medicare and Medicaid don't ration care. In fact, one of the knocks against them is they cover more than employer-sponsored plans.

Myth 4: Government cost shifting increases costs for the rest of us. The uninsured are a huge drag on the system and matters would only be worse without these government programs. Government already pays for over 50 percent of health care. Take that money away and every health care system would have to raise prices even higher to cover all their fixed costs. Without these programs, half of the nation's health care providers would shut down, waits would get longer, and service would deteriorate. Funny how commercial carriers brag about their discounts while complaining bitterly about government's. Truth is, we would all be better off if everyone paid the same price for health care.

Myth 5: Malpractice awards are driving up health care costs. Malpractice occurs when health care providers make mistakes. But only a tiny number of medical injuries actually result in malpractice awards, breathtaking as they might be. The real problem isn't legal, it's medical. And, it is broadly believed that waste and inefficiency consume up to 20 percent of health care bills. The truth is that the best way to reduce malpractice costs is to reduce medical errors. Reducing waste, inefficiency and duplication will save even more.

Until we cut through the mythology we won't have a rational and informed discussion about ways to truly reduce cost and insure everybody. ●

Mark Moody is executive vice president for the WEA Trust, which provides health insurance for school districts in Wisconsin. Previously, he served as head of Wisconsin's Medical Assistance program, CEO of Fox Cities' Network Health Plan, and VP of Managed Care Product Development for Aetna. He also started a managed care plan for Aetna in New Zealand and was an international consultant.

Nine-County Area

Health Care Funding

One way to measure the size of the Capital Region's nine-county health care system is by measuring the money flowing into the system.

The money only comes from three basic sources: the government, private insurance, and out of people's pockets as cash.

But because of the way health care is financed in America, the money flows from dozens of sources, including for-profit companies, not-for-profit companies, at least a dozen state and federal programs, charities and from providers themselves that provide care for those who cannot pay.

In the eight counties represented by Thrive, coverage data from 2004 through 2006 showed 648,000 people received insurance through their employers, 31,000 financed their own health insurance, 37,000 were covered by Medicaid and 47,000 were covered by Medicare. The data showed 53,000 had no health insurance.

The numbers are certainly all much larger in 2008, including those with no health insurance, observers note. But specific, comparable numbers were not available.

Here's how health care funding for the nine-county breaks out in 2006, the last year of complete, comparable data:

Medicare (federal health insurance for the elderly) paid \$662 million in federal tax dollars to provide health care for the region's elderly.

Medicaid (federal/state health insurance for the poor, especially poor elderly in nursing homes), paid more than \$400 million.

The Veterans Administration spent \$232 million for its operations in this region including a hospital and clinics in Baraboo, Beaver Dam and Janesville.

Private health and employer-sponsored health insurance. (\$4,400 per single coverage, \$12,100 per family coverage — \$5,700 national average per capita cost): \$3.7 billion.

Out of pocket. On a national average, workers are paying \$3,300 out of pocket costs to supplement their insurance plans. (No data could be found to estimate total premiums paid by those funding their own insurance.) ●

Work Force

How Big is Health Care's Impact on the Region?

In Dane County, nine of the top 20 employers are health care related, including UW Hospitals & Clinics, Epic Systems, WPS Health Insurance, Meriter, Dean Health System, St. Mary's Hospital, Veterans Administration Hospital, and UW-Medical Foundation, all employing more than 1,000 people each. (WPS and Epic both employ more than 3,000.)

In Columbia County, health care is the largest employer with Divine Savior ranking number one and Columbus Community Hospital ranking number 10.

The Monroe Clinic is Green County's second largest employer.

Fort Healthcare is the largest employer in Jefferson County.

Mercy Health System and Beloit Memorial Hospital are Rock County's second and sixth largest employers. ●

COUNTY	TOTAL JOBS	TOTAL HEALTH CARE JOBS	TOTAL WAGES	TOTAL HEALTH CARE WAGES IN MILLIONS
Columbia	20,923	2,218	\$658,534,456	\$77.2
Dane	302,597	32,465	12,781,085,870	1570.0
Green	15,154	2,058	450,498,609	39.4*
Iowa	10,622	1,041	339,679,287	32.2
Jefferson	34,736	3,262	1,110,214,506	124.5
Lafayette	3,749	131	96,292,354	3.2*
Dodge	34,479	3,971	1,217,484,547	135.0
Rock	67,586	7,315	2,486,314,031	333.0
Sauk	37,070	3,046	1,103,236,586	119.0
TOTALS	526,916	55,507	\$20.24 billion	\$2.43 billion

* Does not include Lafayette County Hospital and Monroe Clinic

Capital Region

Major Health Care Players

When it comes to health care in the *Capital Region Business Journal* area, it's sometimes tough to tell the players without a program. The major players are multi-headed organizations with a complex ownership structure with a large number of facilities, services and their own insurance companies.

Here's a look at some of them:

Dean Health System. Dean is a for-profit system which is largely owned and governed by physicians. It has two clinic networks providing primary and specialty care, one owned directly by Dean in Dane, Rock and Walworth counties. The other clinic network in 15 other counties is a joint venture of **Dean and St. Mary's Hospital**. That same joint venture also manages three surgery and care centers. Dean also provides a number of ancillary services including, pharmacy, optical, medical imaging and lab. Approximately 500 physicians provide care at 60 locations throughout the region. Dean also owns **Dean Health Insurance** and its subsidiaries, **Dean Health Plan** and **Navitus Health Solutions** (a pharmacy benefits administration company). **SSM Healthcare of Wisconsin**, the parent company of St. Mary's Hospital owns a minority interest in the Dean organization. Finally, the **Dean Foundation for Health, Research and Education** is the nonprofit research and education arm of Dean.

Meriter Health Systems.

Meriter's family of companies include **Meriter Hospital**, a not-for-profit, community hospital providing a wide-ranging scope of medical and surgical services. It features centralized cardiac services within the Meriter Heart Hospital; a Newborn Intensive Care Unit; Emergency Services, that are the most relied upon in the area; orthopedic surgical services and the region's only Child and Adolescent Psychiatric Hospital. The organization also includes **Meriter Medical Group**, a growing primary and specialty care practice and **Meriter Medical Clinics**, in Middleton and McKee Road in southwest Madison, as well as FastCare Clinics in area Shopkos. **Meriter Home Health** provides comprehensive home health care services and medical products to southern Wisconsin. **Meriter Laboratories** is a reference lab for area clinics, hospitals and nursing homes.

Meriter Foundation is a not-for-profit, tax exempt 501(c)(3) organization raising, investing, granting and stewarding gifts on behalf of Meriter Hospital.

Physicians Plus Insurance Corporation is the managed care (HMO) that is co-owned by Meriter Health Services (two-thirds owner) and by the Physicians Plus Investment Group, a group of local doctors. Physicians Plus serves 20 counties through a provider network including Meriter, UW Health and independent physicians.



St. Mary's Hospital. SSM Health Care of Wisconsin (SSMHC/WI), part of St. Louis-based SSM Health Care, is the parent company of **St. Mary's Hospital**, **St. Clare Hospital & Health Services** in Baraboo, along with their skilled nursing facilities. It will also own and operate a free-standing emergency facility in Sun Prairie in 2009 and a new hospital in Janesville in 2010. In addition, SSMHC/WI is affiliated with **Stoughton Hospital**, **Columbus Community Hospital**, Upland Hills Health (Dodgeville), and Boscobel Area Health Care.

UW Health is an umbrella brand that encompasses the University of Wisconsin's vast health system, including **University of Wisconsin Hospitals and Clinics**, the **University of Wisconsin Medical Foundation**, the **University of Wisconsin School of Medicine and Public Health**, **Unity Health Insurance**, **UW Health Partners** and **University Health Joint Ventures**.

Major Health Care Players

Unity Health Insurance,

located in Sauk City, Wisconsin, is the system's insurance company, a wholly-owned subsidiary of University Health Care, Inc. (UHC), which is comprised of the University of Wisconsin Hospital and Clinics (UWHC) and University of Wisconsin Medical Foundation (UWMF). It serves 20 counties in the region.

University Health Care, Inc.

is the entrepreneurial arm of UW Health. A not-for-profit membership corporation, UHC serves as a network development vehicle by developing regional programs and clinical centers, and developing business relationships with other health care providers.

University of Wisconsin Hospital and Clinics.

The hospital building complex is owned by the state of Wisconsin. The hospital is governed and operated by an authority board.

UW Health Partners

provides Watertown Area Health Services, a partnership created this year that links Watertown's independent community hospital and physician network to the extensive resources of UW Health in Madison.

UW Medical Foundation.

The Foundation is comprised of the 900 doctors who serve several area hospitals, including **Meriter** and **University of Wisconsin Hospitals and Clinics**. The Foundation, created by the UW Board of Regents, also serves the **UW School of Medicine and Public Health**, which is part of **UW-Madison**. The Foundation merged with Physicians Plus in 1998 — and the combined clinic system with more than 60 area locations is now called **UW-Health**. ●

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Nine-County Area Health Maintenance Organizations

Care Wisconsin Health Plan, Inc.

2802 International Lane
Madison, WI 53704
2007 Premium: \$43.219 million
2007 Medical and
Hospital Expenses: \$23.597 million

Dean Health Plan, Inc.

P.O. Box 56099
Madison, WI 53705-9399
2007 Premium: \$744.476 million
2007 Medical and
Hospital Expenses: \$694.403 million

Group Health Cooperative of South Central Wisconsin

1265 John Q. Hammons Drive
Madison WI 53717
2007 Premium: \$200.798 million
2007 Medical and
Hospital Expenses: \$181.213 million

Physicians Plus Insurance Corporation

22 E. Mifflin St., Suite 200
Madison, WI 53703
2007 Premium: \$348.066 million
2007 Medical and
Hospital Expenses: \$318.400 million

UnitedHealthcare of Wisconsin, Inc.

10701 W. Research Drive
P. O. Box 26649
Wauwatosa, WI 53226-0649
2007 Premium: \$681.776 million
2007 Medical and
Hospital Expenses: \$567.059 million

Unity Health Plans Insurance Corporation

840 Carolina St.
Sauk City, WI 53583-1374
2007 Premium: \$259.275 million
2007 Medical and
Hospital Expenses: \$230.778 million

*Source: Wisconsin Office
of the Commissioner of Insurance*

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Nine-County Area

Hospital Listings

Columbia County

Divine Savior Healthcare

2817 New Pinery Road
Portage, WI 53901
608-742-4131

www.dshealthcare.com

President/CEO: Michael Decker

Year Company Founded: 1917

Employees: 701

Annual Payroll: \$26,794,400

Revenues, 2007: \$112,125,100

Ownership: Nonprofit

Divine Savior Healthcare first opened its doors in 1917 as St. Savior's Hospital, under the direction of the Sisters of the Divine Savior at Columbus, Wisconsin. In the last decade, a Medical Center and new hospital have opened, offering home care, community health education, rehab services, occupational health, physical medicine, family medicine, diagnostics, general surgery and orthopedic surgery.

Columbus Community Hospital

1515 Park Ave.
Columbus, WI 53925
920-623-2200

www.cch-inc.com

President/CEO: Ed Harding

Year Company Founded: 1907

Employees: 270

Annual Payroll: \$10,544,679

Revenues, 2007: \$24,052,774

Ownership: Affiliated with SSM Health Care of Wisconsin

Columbus Community Hospital was founded in 1907 and was later sold to the Sisters of Divine Savior in 1913 and is currently an affiliate with SSM Health Care of Wisconsin. Over the years, the hospital underwent additions and renovations and currently hosts a clinic and emergency room.

Dane County

Meriter Health Services

202 S Park St.
Madison, WI 53715
608-267-6000

www.meriter.com

President/CEO: James L. Woodward

Year Company Founded: 1898

Employees: 3,538

Annual Payroll: \$142,907,000

Revenues, 2007: \$339,122,000

Ownership: Nonprofit

Meriter Hospital is a 448-bed, not-for-profit community hospital that offers a wide range of medical and surgical services. Meriter is home to the Meriter Heart Hospital and the Women's Health Center of Excellence. It also serves the community through its two Meriter Medical Clinics, Meriter Medical Group, Meriter Home Health, Meriter Laboratories and the Meriter Foundation.

St. Mary's Hospital

700 South Park St.
Madison, WI 53715
608-251-6100

www.stmarysmadison.com

President/CEO: Frank D. Byrne M.D.

Year Company Founded: 1912

Employees: 2,720

Annual Payroll: \$114.9 million

Revenues, 2007: \$603.6 million

Ownership: Nonprofit

St. Mary's Hospital is a 440-bed regional referral hospital offering inpatient, outpatient, diagnostic and emergency services. The hospital serves 18 counties in southcentral Wisconsin and has been recognized as a Magnet Hospital for nursing since 2002. St. Mary's and its affiliated physician group, Dean Health System, own and manage over 22 primary care clinics and the Surgery and Care Center in Madison, Riverview Surgery Center in Janesville and Davis Duehr Surgery Center in Madison.

Stoughton Hospital

900 Ridge St.
Stoughton, WI 53589
608-873-6611

www.stoughtonhospital.com

President/CEO: Terry Brenny

Year Company Founded: 1904

Employees: 390

Annual Payroll: \$13 million

Revenues, 2007: \$33 million

Ownership: Nonprofit, affiliate of SSM Health Care of Wisconsin

Stoughton Hospital is a 35-bed nonprofit community hospital located in Stoughton, Wisconsin, and operates two satellite clinics: the Rehabilitation/Sports Medicine & Urgent Care Clinic in Oregon and the Outpatient Rehabilitation Clinic at Stoughton Wellness and Athletic Center.

UW Hospital & Clinics

600 Highland Ave.
Madison, WI 53792
608-263-6400

www.uwhealth.org

President/CEO: Donna Katen-Bahensky

Year Company Founded: 1924

Employees: 7,253

Annual Payroll: \$420 million

Revenues, 2007: \$798.9 million

Ownership: Public authority created by the Wisconsin Legislature

UW Health is an academic health system that includes the University of Wisconsin Hospital and Clinics, the University of Wisconsin Medical Foundation and the University of Wisconsin School of Medicine and Public Health. The UW Health family also includes the American Family Children's Hospital, the University of Wisconsin Paul P. Carbone Comprehensive Cancer Center, Unity Health Insurance and University Health Care, Inc.



Meriter Hospital.

**William S. Middleton
Memorial Veterans Hospital**

2500 Overlook Terrace
Madison, WI 53705
608-256-1901
www.madison.va.gov
President/CEO: Deborah A. Thompson,
Director
Year Company Founded: 1951
Employees: 1,400
Annual Payroll: \$117 million
Revenues, 2007: \$232 million
(operating budget from Congress)

Ownership: Federal government
Serving Wisconsin veterans for 57 years, the William S. Middleton Memorial Veterans Hospital is an 87-bed facility that provides specialized medical, surgical, neurological and mental health care, plus a full range of outpatient services, to some 235,000 veterans who live in south-central Wisconsin. Outpatient care is delivered at hospital clinics in Madison, and community-based clinics in Janesville, Baraboo and Beaver Dam.

Dodge County

**Beaver Dam
Community Hospitals, Inc.**

707 S University Ave.
Beaver Dam, WI 53916
920-887-7181
www.bdch.com
President/CEO: Kim Miller
Year Company Founded: 1935
Employees: Over 1,000
Annual Payroll: Not disclosed
Net Revenues, 2006: \$51.1 million
(taken from WHA's Guide to Wisconsin Hospitals, Fiscal Year 2006)

Ownership: Nonprofit
Beaver Dam Community Hospitals, Inc. is an independent, nonprofit, non-stock health care corporation governed by a community-based board of directors. BDCH offers inpatient, outpatient and continuing care services. In addition to its acute care hospital, it offers residential facilities such as nursing homes and assisted living retirement centers among others.

Waupun Memorial Hospital

620 West Brown St.
Waupun, WI 53963
920-324-5581
www.agnesian.com
President/CEO: DeAnn Thurmer
Year Company Founded: 1951
Employees: 200
Annual Payroll: \$8,391,000
Revenues, 2007: \$27,950,000
Ownership: nonprofit. Member of Agnesian HealthCare, sponsored by the Congregation of Sisters of St. Agnes

Waupun Memorial Hospital, a member of Agnesian HealthCare, provides emergency and critical care services, including intensive care, cancer treatments, obstetrics, physical medicine, and diagnostic testing among others.

**UW Health Partners Watertown
Regional Medical Center**

125 Hospital Drive
Watertown, WI 53098
920-261-4210
www.watertownmemorialhospital.com
President/CEO: John Kosanovich
Year Company Founded: 1907
Employees: 750
Annual Payroll: Not disclosed
Net Revenues, 2006: \$58.3 million
(taken from WHA's Guide to Wisconsin Hospitals, Fiscal Year 2006)

Ownership: Community-owned
UW Health Partners Watertown Regional Medical Center is an independent, nonprofit provider of health care and includes comprehensive centers of excellence in women's health, bone and joint health and a new Heart and Vascular Center; clinics in Watertown, Juneau, Lake Mills, Johnson Creek, Ionia and Waterloo; and senior housing in Watertown and Waterloo.



Green County

Monroe Clinic

515 22nd Ave.
Monroe, WI 53566
608-324-2000
www.monroeclinic.org
President/CEO: Mike Sanders
Year Company Founded: 1939
Employees: 1,099
Annual Payroll: Not disclosed
Net Revenues, 2006: \$110 million (taken from WHA's Guide to Wisconsin Hospitals, Fiscal Year 2006)
Ownership: Congregation of Sisters of St. Agnes sponsored
Monroe Clinic, a nonprofit health system sponsored by the Congregation of Sisters of St. Agnes, offers comprehensive health care with more than 80 providers, a 24-hour emergency room, home care and hospice services, as well as seven branch clinics in southern Wisconsin and northern Illinois.

Iowa County

Upland Hills Health

800 Compassion Way
Dodgeville, WI 53533-0800
608-930-8000
www.uplandhillshealth.org
President/CEO: Phyllis Fritsch
Year Company Founded: 1974
Employees: 430
Annual Payroll: \$13,600,000
Revenues, 2007: \$56,900,000
Ownership: Nonprofit

Upland Hills Health is a nonprofit organization, guided by a volunteer Board of Directors. It was formed as the result of a merger of two Dodgeville hospitals: St. Joseph's Hospital and Dodgeville General Hospital and offers services for acute and intensive care, birthing, skilled nursing and rehab, surgical and physician specialty clinics.

Jefferson County

Fort HealthCare

611 Sherman Ave. East
Fort Atkinson, WI 53538
920-568-5000

www.forthhealthcare.com

President/CEO: Michael S. Wallace
Year Company Founded: 1942

Employees: 1,012

Annual Payroll: \$47,338,839

Revenues, 2007: \$102,090,183

Ownership: Nonprofit, community-owned

Fort HealthCare is a 110-bed acute and sub-acute care facility, offering comprehensive inpatient and short-term Medicare certified skilled nursing care. Satellite clinics are located in Fort Atkinson, Cambridge, Edgerton, Elkhorn, Jefferson, Johnson Creek, Lake Mills, Palmyra, Stoughton and Whitewater.

Lafayette County

Memorial Hospital of Lafayette County

800 Clay St.

Darlington WI 53530

608-776-4466

www.mhlc-mhf.org

President/CEO: Sherry Kudronowicz

Year Company Founded: 1952

Employees: 90

Annual Payroll: \$2.9 million

Revenues, 2007: \$10.3 million

Ownership: Lafayette County

Built in 1952, Memorial Hospital of Lafayette County is a 25-bed critical access hospital, providing a full range of acute care inpatient and outpatient services, including an active ER service which is staffed 7 days a week 24 hours a day.

PHOTO COURTESY OF ST. MARY'S HOSPITAL



St. Mary's Hospital.

Rock County

Beloit Memorial Hospital

1969 West Hart Road
Beloit, WI 53511
608-364-5011

www.beloitmemorialhospital.org

President/CEO: Gregory Britton

Year Company Founded: 1967

Employees: 1,134

Annual Payroll: \$58,555,000

Revenues, 2007: \$233,565,045

Ownership: Nonprofit

Beloit Memorial Hospital, an independent nonprofit corporation affiliated with the University of Wisconsin Hospital and Clinics, offers inpatient and outpatient care at the hospital, as well as three primary care medical centers in Janesville, Darien and Beloit's west side. The hospital houses a sports medicine and occupational health center and two assisted living centers.

Mercy Health System

1000 Mineral Point Ave.

Janesville, WI 53548

608-756-6000

www.mercyhealthsystem.org

President/CEO: Javon R. Bea

Year Company Founded: 1883

Employees: 4,000

Annual Payroll: Not disclosed

Net Revenues, 2006: \$164.3 million

(taken from WHA's Guide to Wisconsin Hospitals, Fiscal Year 2006)

Ownership: Nonprofit

Mercy Health System is an integrated health care system consisting of two hospitals, 63 facilities and 60 specialty services including comprehensive heart, cancer, neuroscience and plastic surgery services. The Mercy Health System serves over one million patients in southern Wisconsin and northern Illinois.

Edgerton Hospital and Health Services

313 Stoughton Road

Edgerton, WI 53534

608-884-3441

www.edgertonhospital.com

President/CEO: James Pernau

Year Company Founded: 1921

Employees: 165

Annual Payroll: \$5,521,842

Revenues, 2007: \$14,253,421

Ownership: Nonprofit

Edgerton Hospital and Health Services is a 70-bed acute care facility serving Edgerton, Milton, Janesville and the surrounding areas with a range of services from pediatrics to geriatrics. The hospital offers a full spectrum of services including acute care and a swing bed program.

Sauk County

Reedsburg Area Medical Center

2000 North Dewey Ave.

Reedsburg, WI 53959

608-524-6487

www.ramchealth.com

President/CEO: Robert Van Meeteren

Year Company Founded: 1901

Employees: 450

Annual Payroll: Not disclosed

Net Revenues, 2006: \$33.8 million (taken from WHA's Guide to Wisconsin Hospitals, Fiscal Year 2006)

Ownership: Nonprofit

Reedsburg Area Medical Center is an independent, nonprofit organization that consists of 25 acute care beds, 17 one day surgery beds, and the Reedsburg Area Senior Life Center, which consists of a 50-bed long term care unit and a 24 apartment assisted living facility.

St. Clare Hospital & Health Services

707 14th St.

Baraboo, WI 53913

608-356-1400

www.stclare.com

President/CEO: Sandy Anderson

Year Company Founded: 1963

Employees: 500

Annual Payroll: \$28.4 million

Revenues, 2007: \$114.8 million

Ownership: Nonprofit

St. Clare Hospital & Health Services is a member of SSM Health Care, a St. Louis-based health care system, offering acute care services as well as a wide range of other services including chemical dependency treatment, mental health services for older adults, and hemodialysis.

Sauk Prairie Memorial Hospital & Clinics

80 First St.

Prairie du Sac, WI 53578

608-643-3311

www.spmh.org

President/CEO: Larry Schroeder

Year Company Founded: 1954

Employees: 455

Annual Payroll: \$25 million

Revenues, 2007: \$80 million

Ownership: Nonprofit

The Sauk Prairie Memorial Hospital & Clinics (SPMHC), a nonprofit corporation founded in 1956, features 36 acute care beds and a full array of outpatient departments. SPMHC operates four primary care clinics in Lodi, Black Earth, Plain, and Spring Green.

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