HUSCH BLACKWELL



# Peggy Barlett

**SENIOR COUNSEL**


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**OVERVIEW**

## Peggy's attention to detail ensures that even the most complex contracts, transactions and corporate compliance programs run smoothly from start to finish.

Healthcare clients value Peggy's wide scope of transactional experience. Peggy's experience helping companies of all sizes with end-to-end transactions has given her a special interest in contract hygiene and maintenance. As a result, Peggy assists clients on a broad array of contracts and topics – large and small – including:

- Purchase agreements, orders and terms
- Services agreements
- Software, hardware and other IT-related agreements
- Subscription agreements
- Confidentiality agreements
- Affiliation agreements
- Supply agreements
- Distribution agreements
- Joint ventures
- Divestitures

## Industry

Healthcare

## Services

Commercial Contracting

Healthcare M&A, Joint Ventures, and Other Transactions

Healthcare Regulatory & Compliance Counseling

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- Integrations and restructuring
- Contract management policies and procedures

She enjoys working closely with clients to collect and streamline contract reviews and large volumes of contract data. On behalf of clients, Peggy customizes process management systems using frameworks, policies and contract templates. She reviews clients' existing systems and suggests best practices for proactively and cost-effectively handling contract review and corporate data.

She has also navigated a variety of deals, both big and small, including sophisticated billion-dollar deals as in-house corporate counsel for a national manufacturer and transactions for healthcare systems and groups launching, maintaining or growing their business. Peggy is appreciated for her ability to see both the details and the big picture, allowing healthcare clients to focus on patient care while she acts as a legal business partner.

## Case Study

## The Western Union Company

Our team developed a customized contract lifecycle management system that led to substantial savings and better outcomes for the client.

## Experience

### HEALTHCARE CONTRACTING AND TRANSACTIONS

- Served as transactional counsel to Samaritan Health Services in an affiliation with MultiCare Health System, a nonprofit health system based in Washington state, to create a combined hospital system with more than $9 billion in revenue.
- Represented Community Care, Inc. in an affiliation with CareSource to address the critical long-term care needs for Wisconsinites by combining the strengths of two established, mission-driven organizations to enhance the delivery of care and improve health outcomes for individuals with complex health needs.
- Provided contract analysis, advice and contract management support to health systems.

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## Experience

- Advised in-house legal teams and clients on contract management system software services and methods for selecting, implementing and maintaining such software.
- Advised in-house legal teams and clients on contract intake, review and life-cycle management of large volumes of contracts.
- Served as outside transactional and regulatory counsel to Marshfield Clinic Health System in a merger with Sanford Health, the largest rural health system in the United States. The combined system serves patients and communities across the upper Midwest, including South Dakota, North Dakota, Minnesota, Wyoming, Iowa, Wisconsin, and the Upper Peninsula of Michigan.
- Guided healthcare system in purchase of orthopedics practice.
- Assisted healthcare system in purchasing two clinics.
- Served as counsel to a consortium of orthopedic practices—The Orthopedic Institute of Wisconsin—in the roll up and sale of 14 Wisconsin-based groups and two ambulatory surgery centers to Surgery Partners.

### OTHER TRANSACTIONS

- Guided Fortune 500 diversified U.S. manufacturer through all phases of $1.4 billion acquisition of auto care products, allowing company expansion and addition of new product line.
- Navigated Fortune 500 U.S. company through $2 billion divestiture of one of multiple manufacturing arms that comprised operations.
- Navigated Fortune 500 U.S. company through cash ($938.7 million) and stock (5.3 million shares) sale of one of multiple manufacturing arms that comprised operations.
- Implemented integration of Fortune 500 diversified U.S. manufacturer with controlling shareholder.

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## Experience

- Handled international due diligence and negotiation for Fortune 500 diversified U.S. manufacturer prior to global restructure, including vetting tax, human resources, marketing, sales and financial matters.

**COMPLIANCE**

- Developed contract management review procedures and contract templates and provisions for efficient and consistent review of contracts for auditing purposes.
- Researched, drafted, reviewed and negotiated due diligence documents and agreements including those pertaining to Health Insurance Portability and Accountability Act (HIPAA), Medicare and Medicaid, and fraud and abuse regulations.
- Developed corporate compliance policies, procedures and training, including business code of conduct and ethics, supplier code of conduct, anti-corruption and privacy/data protection.
- Assisted with corporate U.S. Securities and Exchange Commission (SEC) and New York Stock Exchange (NYSE) filings and documents.

## Recognition

- *The Legal 500 United States*
    - Healthcare: Service providers, Recommended lawyer, 2025
- The National Center for American Indian Enterprise Development (NCAIED), Native American 40 Under 40, 2022

## Education

- J.D., University of Wisconsin Law School
- B.A., University of Michigan
    - with distinction

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## Admissions

- Wisconsin
- U.S. District Court, Eastern District of Wisconsin
- U.S. District Court, Western District of Wisconsin

## Community Leadership

- Sault Ste. Marie Tribe of Chippewa Indians
- American Diabetes Association, Past Board Member




ACC recognizes Husch Blackwell for innovation for the third time.

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