

Defining the mission



Bexar County Hospital District



**University
Health System**

2008 REPORT TO THE COMMUNITY

Our Mission

The mission of the University Health System is to promote the good health of the community by providing the highest quality of care to both inpatients and outpatients, by teaching the next generation of health professionals and by supporting research thereby advancing medical knowledge and improving the delivery of patient care.

Commitment

com-mit-ment (n) kuh-mit-muhnt
a pledge or promise, obligation

Healing

heal-ing (n) hee-ling
the act or process of regaining health

Teaching

teach-ing (n) tee-ching
to impart knowledge, skill

Compassion

com-pas-sion (n) kuhm-pash-uhn
a feeling of deep sympathy, accompanied by a strong desire to alleviate suffering

Access

ac-cess (n) ak-ses
the right to use

Knowledge

knowl-edge (n) nol-ij
the sum of what is known to impart knowledge, skill

Trauma

trau-ma (n) traw-muh
bodily or mental injury caused by an external agent

Partnership

part-ner-ship (n) parht-ner-ship
an association of joined persons

Prevention

pre-ven-tion (n) pree-ven-shun
to keep from occurring

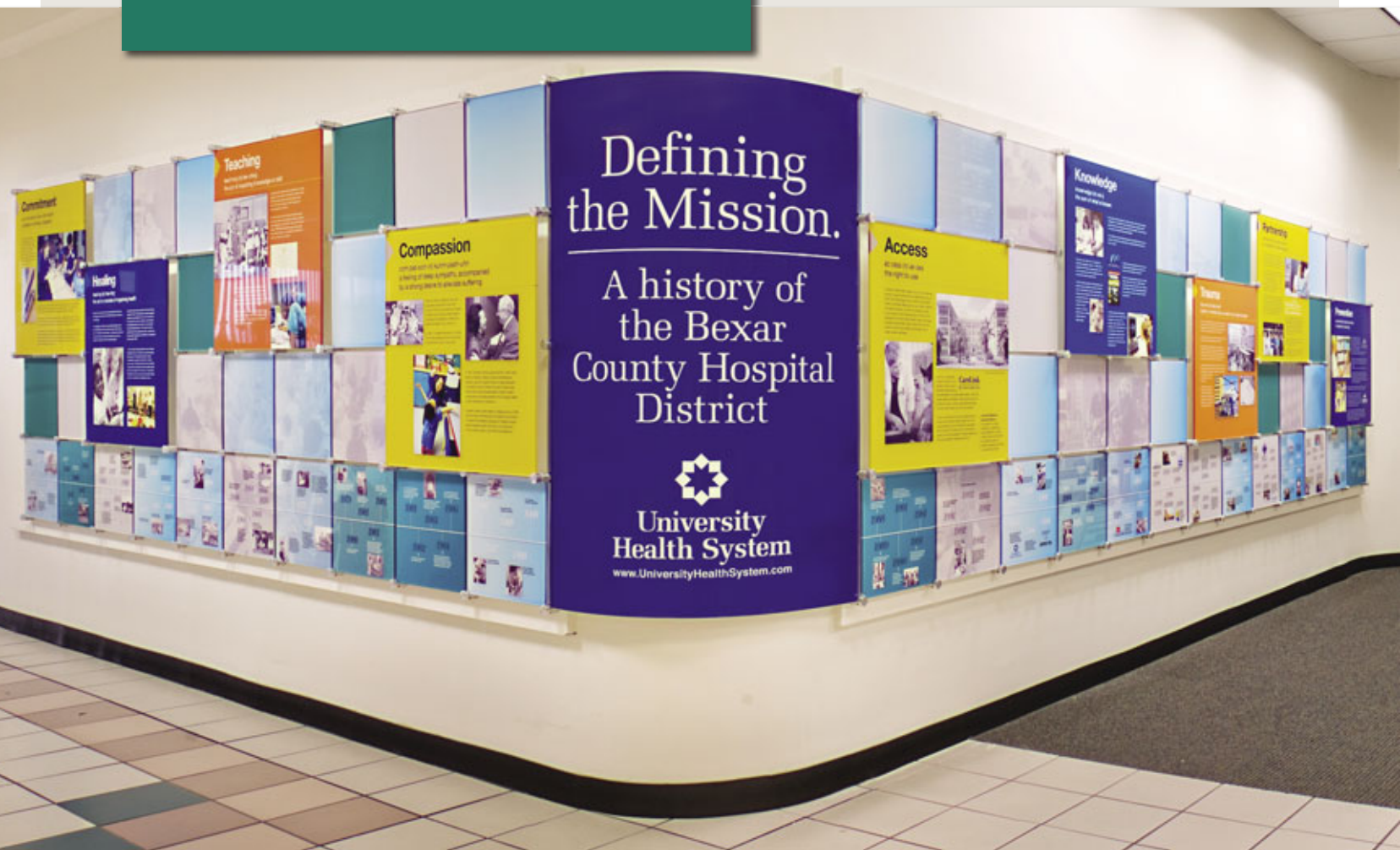
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Looking back with pride and focused on the future

In December 2008, University Health System marked the 40th anniversary of University Hospital, with great pride, by unveiling *Defining the Mission: A History of the Bexar County Hospital District*.

The new history wall, located at the front entrance of the hospital, provides just a glimpse of our rich history, and tells the story of our ongoing commitment to serve our patients, this community and future generations.



Dear Friends,

On behalf of the University Health System Board of Managers, and its 5,000 dedicated staff members, we are very pleased to share with you this report to the community.

In 2008 we marked the 40th anniversary of University Hospital and, thanks to the leadership and support of the Bexar County Commissioners Court, we also embarked on an ambitious capital improvement program to help sustain our mission well into the coming decades.

When the hospital was built “on the hill” in 1968, the South Texas Medical Center was mostly pastureland and the cows probably outnumbered the people. Today, healthcare/bioscience is the largest industry in Bexar County and University Health System is one of the key drivers of this economic engine.

As you can read in this report, the *Target 2012: Capital Improvement Program* includes expanding capacity at University Hospital to support our critically important role as South Texas’ lead Level I trauma center. Additionally, understanding that more and more specialty care can be provided outside a hospital, the program also includes adding new outpatient urgent care and diagnostic treatment facilities at University Health Center – Downtown, the place where our mission received its start in 1917. We also plan to renovate the older portions of the hospital and begin the process of restoring the 1917 Robert B. Green Memorial Hospital building to its former glory.


2008 will also be remembered as the year we became one of the Most Wired Hospitals in the nation, and received significant national recognition for going “paperless” with a fully integrated electronic medical record and physician order entry system.

Yet, even as we continue to blaze new trails with technology and look ahead to the construction of new state-of-the-science facilities, we have not lost sight of the fact that the best medicine is definitely that which keeps people healthy. In 2008, University Health System took over operations of 10 public health clinics from the San Antonio Metropolitan Health District. These new preventive health clinics provide important opportunities for improved access and continuity of care for those most in need.


While we selected nine powerful words for this report, there are countless ways to define our complex and growing mission. Under each “defining word” in this book we invite you to see this mission come to life through the dedicated people, who bring the best of themselves to their work each day, and through our patients, who not only benefit from our staff’s expertise and compassion – but who inspire us with their strength and hope.

Sincerely,




George B. Hernández, Jr., JD
President/CEO




Robert L. Jimenez, MD
Chairman, Board of Managers

University Health System Board of Managers

Authorized by Article IX, section 9 of the Texas Constitution, and established by Bexar County voters in 1955, University Health System is the county hospital district for Bexar County, Texas.

It is governed by a Board of Managers appointed by Bexar County Commissioners. The seven members of this board serve in an unpaid capacity for two-year terms. There is no limit on the number of terms a member may serve.

Chairman
Robert L. Jimenez, MD



Vice Chairman
James Adams



Secretary and Chair, Planning &
Operations Committee
Ira Smith, Jr.



Chair, Budget & Finance
Committee
Robert Engberg



Alexander Briseño

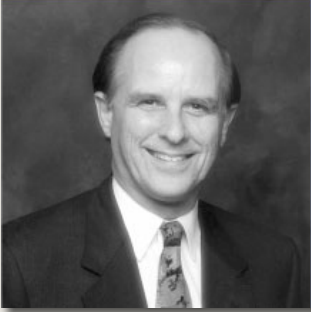


Linda Rivas



Rebecca Q. Cedillo

Nelson W. Wolff
Bexar County Judge



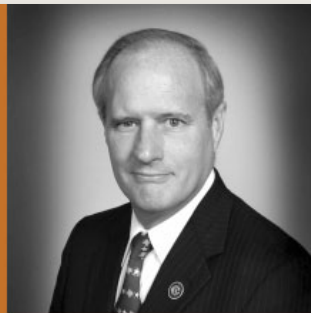
Sergio "Chico" Rodriguez
County Commissioner
Precinct 1



Paul Elizondo
County Commissioner
Precinct 2



Kevin Wolff
County Commissioner
Precinct 3



Tommy Adkisson
County Commissioner
Precinct 4

Bexar County Commissioners Court

The Texas Constitution specifies that each county will elect a governing body consisting of a county judge and four county commissioners. The Commissioners Court appoints the Board of Managers for the Bexar County Hospital District, d/b/a University Health System and has authority to set the hospital district's annual tax rate and approve its budget.

Commitment

Responding to the needs of a growing community

University Health System Board of Managers approve Master Facility Plan

As the Bexar County community has grown over the past decades, so have its healthcare needs.

In 2006, the University Health System Board of Managers directed the development of a Master Facility Plan to address mounting operational constraints due to the age and space limitations of University Health System's two largest facilities. In 2008, the board gave its approval to that plan which includes construction of a new tower at University Hospital and a new urgent care/diagnostic services building at University Health Center – Downtown.

The Mission is Critical

University Hospital, the primary teaching hospital for the UT Health Science Center and one of just 13 hospitals in all of Texas designated as Level I Trauma Centers, currently operates about 400 beds.

The main building of University Hospital was built 40 years ago and the "new" section of the hospital was constructed more than 25 years ago. This important community resource is too small to meet current needs and is not prepared to handle future requirements of South Texas' growing population – or a large-scale disaster.

In addition, proposed changes in the military's trauma service due to the 2005 U.S. Department of Defense Base Realignment and Closure (BRAC) will reduce the number of military Level I Trauma Centers in San Antonio from three to two. The

BRAC will significantly increase the need to provide these lifesaving resources at University Hospital.

Significant Challenges at University Hospital:

- Additional inpatient rooms are needed, as well as the replacement of many existing adult inpatient rooms in the oldest part of the hospital, which opened in 1968.
- The Emergency Center is too small and routinely operates at 200 percent capacity.
- The number of Intensive Care Unit beds is inadequate.
- The number of parking spaces is insufficient to accommodate patients, visitors and staff.

University Health Center – Downtown provides more than 130,000 medical visits and fills nearly 400,000 outpatient pharmacy prescriptions each year. As the hub of our network of community clinics, the downtown facility offers an array of specialized diagnostic and imaging services, is important to the medical school's teaching mission, and is the focal point for outpatient behavioral health services provided by The Center for Health Care Services.

Significant Challenges at University Health Center – Downtown:

- Urgent care and crisis care services are provided in facilities that lack sufficient space and secured access.
- Space for diagnostic imaging and the outpatient pharmacy are sorely lacking.
- Parking for patients and staff is inadequate.

1915

Ground is broken at Leona and Frio Streets for the new Robert B. Green Memorial Hospital.

1916



The Robert B. Green School of Nursing is established.

1917

The Green opens its doors to serve as a charity and teaching hospital.



1930

The Green takes in nine tornado victims from Runge, Texas. The Board of Managers refuses payment, laying the foundation of our ongoing mission to serve in times of crisis.

1931

The Medical and Surgical Hospital on Camden Street closes, increasing patient volume at the Green. One cent out of the 25 cents collected for the General Fund Tax is allocated to cover operating expenses for the Green.

Based on the critical need today, and forecasts for growth over the next 10 years, the plan recommends doubling the amount of space currently in use at University Hospital.

Master Facility Plan recommendations

University Hospital

The current lack of inpatient capacity severely limits University Hospital's ability to respond to patients who need immediate access to lifesaving services such as trauma care, organ transplantation, cardiopulmonary and stroke interventions, and neurosurgery.

Based on the critical need today, and forecasts for growth over the next 10 years, the plan recommends doubling the amount of space currently in use at University Hospital.

After reviewing multiple planning and budget scenarios, the best value was determined to be adding a trauma tower. The tower, to be located directly in front of the hospital, will include expansion of services in support of the Level I trauma mission, including operating rooms, diagnostic service areas and inpatient nursing units.

The existing 178 beds in the hospital's 1981 building will continue to be used. However, most of the general adult hospital rooms in the 1968 tower do not meet current industry standards for privacy and infection control. So, the plan calls for these floors to be converted to other uses, such as administrative offices, on-call physician rooms and educational space.

The 488 single patient rooms in the new trauma tower, combined with the existing 178 beds in the 1981 tower and the 55 beds that can be retained in the 1968 tower result in a 721-bed hospital.

In addition to inpatient rooms, the plan also calls for University Hospital's busy Emergency Center to be relocated into the trauma tower, expanded and configured to operate at peak efficiency.

Parking congestion will be relieved by the creation of a new parking structure on the west corner of the campus with a capacity for 2,150 cars.

Extensive remodeling within the existing hospital will take place after the new construction is completed and occupied, which will significantly improve the flow of materials throughout the entire complex.



University Hospital today.

1933

The nursing school at the Green closes because of a lack of funds.

1937

The nursing school briefly reopens.

1946

The polio ward, constantly at capacity, is the only unit to remain open at the Green.

1947



The Robert B. Green Memorial Hospital, including the nursing school, closes due to lack of consistent funding.

1948

The Pediatric and Eye wards at the Green reopen with the help of a mandatory "double tax" for city residents.



University Health Center – Downtown today.

University Health Center – Downtown

Forecasts for growth over the next 10 years show a need to expand University Health Center – Downtown by 45 percent. New facilities downtown will include an urgent care and diagnostic treatment center, and a new parking structure.

Prisoner evaluations and treatment services will also be conducted in a completely secure and separate section, away from view by the general public.

Phase Two consists of moving the Medicine Clinic to the old ExpressMed Clinic space to allow for expansion, while its existing space is renovated for an enlarged pharmacy. Phase Three entails the

completion of shell space constructed in Phase One for new clinics and the construction of a new central utility plant and utility distribution tunnel.

The historic Robert B. Green Hospital building will be retained for use as administrative space. The ultimate vision of the Master Facility Plan foresees the original front façade of the building being restored to overlook a new campus green.

Overall, the campus layout accommodates future growth requirements and provides opportunities for use by community partners with complementary missions.

1950

The San Antonio Division of The University of Texas Post Graduate School of Medicine opens.

1955

Bexar County voters approve a tax levy on property to support a county hospital district. The day after the election, June 29, Bexar County Commissioners formally establish the Bexar County Hospital District and appoint its first Board of Managers.

1957

The new Heart Station opens at the Green. It is called “one of the finest cardiac diagnostic laboratories in the nation.”

1959



Construction gets underway for the South Texas Medical School.

1959

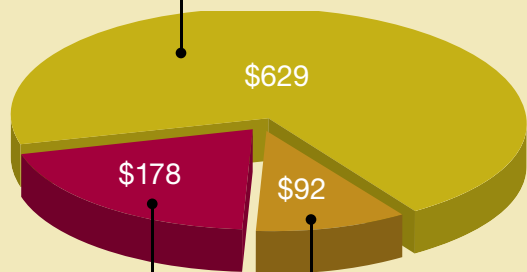
The State Board of Nurse Examiners approves the establishment of a new school of nursing at the Green.



CONSTRUCTION BUDGET (in millions)

University Hospital

New Trauma Tower with Expanded Emergency Center, Surgical and Inpatient Capacity, and Increased Parking



Both Locations
Renovation of Existing Structures

University Health Center - Downtown

New Diagnostic and Treatment Facility, and Increased Parking

Total \$899

Bexar County Commissioners support expansion and renovation plan

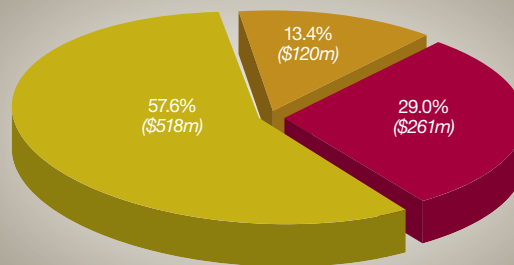
In a move described as “bold” and “necessary” by the *San Antonio Express News*, Bexar County Commissioners gave final approval for the Master Facility Financing Plan in August of 2008.

The plan calls for the \$899 million project to be funded through a combination of cash reserves, certificates of obligation and operational savings. The July 9, 2008 editorial outlined the need of the project and commended the court for its actions, “The expansion is unquestionably needed. ...these leaders deserve credit for showing courage in their efforts to move the county in the right direction.”

Through good stewardship and effective leadership, University Health System has managed to set aside \$120 million in capital reserves to fund this expansion and renovation project. County Commissioners approved issuing \$279 million in certificates of obligation. It is proposed that the balance be funded with two additional issuances of \$274 million in 2009 and \$213 million in 2011.

University Health System, which has incurred no debt for more than 40 years, has committed to reduce operational expenses over the next two years, shaving .0068 cents off the maintenance and operations (M&O) tax rate for 2008 and .0066 in 2009. The impact to Bexar County property owners for the first issuance is \$19 per year per \$100,000 in valuation.

Funding the Capital Improvement Program



- University Health System Capital Reserves
- University Health System Maintenance & Operations (M&O) Transfer to Interest & Sinking Fund (I&S)
- Additional I&S from Bexar County

Capital Improvement Program Target 2012

Transitioning from planning to building...

Join us in Targeting 2012 for the grand opening of new and expanded facilities to better serve our patients and community.

Follow the progress of this ambitious and much-needed Capital Improvement Project as we grow to better meet the needs of our community and trauma region. Check out the Target 2012 Web site at:

www.universityhealthsystem.com/capital-improvement-program

1960

Bexar County voters pass a \$6.5 million bond issue to enlarge the Green and provide \$5 million to be matched by \$10 million in federal funds to construct a teaching hospital for The University of Texas Medical School at San Antonio.

1962

Sixteen students graduate from the new school of nursing at the Green.

1963

Twelve nurses at the school of nursing at the Green are the first in the U.S. to receive the Red Cross Centenary Citation and enroll as Red Cross Nurses.

1965



Ground is broken for the \$15 million Bexar County Hospital.

1966

Bexar County Hospital District assumes the responsibility of furnishing Ambulance Services for Bexar County.

University Hospital earns Medal of Honor

University Hospital's commitment to organ donation was recognized by the U.S. Department of Health and Human Services (HHS) in October 2008 with three important awards.

Organ Donation Medal of Honor – University Hospital was recognized for exceeding a donation rate of 75 percent from October 2006 – May 2008. During this time frame, 111 individuals were given renewed life thanks to the families who allowed their loved ones to become organ donors at University Hospital. We are grateful for this honor, but the true heroes in organ donation are the generous and courageous families who – during the worst times of their life – make the decision to give life to someone they don't even know.



And two Transplant Growth and Management Collaborative Awards

The University Transplant Center was also recognized for reducing the time needed to place a patient on the waiting list for a kidney, liver or lung by 50 percent. This was accomplished through the implementation of a new tracking system.

The University Transplant Center's lung program was honored for increasing the number of patients receiving lifesaving lung transplantation by 45 percent through the development of a new protocol to manage potential lung donors. This program significantly increased the number of lungs available for donation without compromising lung function.

1966

A summer program for junior volunteers begins with 53 high school students.

1966

The Family Planning Center opens at the Green.

1966



Construction gets underway for the South Texas Medical School.

1968

The University of Texas Medical School at San Antonio opens.



1968



The 504-bed Bexar County Hospital opens and first patients are admitted.



1968

1968

1968

1969

One of the first kidney transplants in the country is performed at Bexar County Hospital. The recipient, Joan Wish, lived with her new kidneys until 2007.

The Bexar County Hospital District donates 2.6 acres to the Veteran's Administration for expansion.

Seventeen interns, 119 residents, 152 full-time faculty and 226 students from the UT Medical School begin working at Bexar County Hospital.

All trauma cases are redirected to the ER at the new Bexar County Hospital.



Healing

San Antonio police officer fights more than crime

A sore throat led to the fight of his life. Now he's warning others.

Everyone gets a sore throat, right? That's what San Antonio Police Officer Larry Price first thought when his throat started hurting in the summer of 2006. But, when the pain persisted and it became difficult to swallow he made an appointment with a doctor. He'd always had a problem with acid reflux, and has a family history of cancer, so he knew the news might not be good.

He was right. Officer Price was diagnosed with Barrett's Disease and told he had a high risk of developing, or could *already* have, esophageal cancer—one of the fastest growing and deadliest forms.

"It was a shock when Dr. Johnson told me what he wanted to do," Price says. "I had no idea they could do such a thing." UT Health Science Center thoracic surgeon Scott Johnson wanted to

remove Officer Price's esophagus and "build" him a "new one" from a portion of his stomach. Scary as it sounded, the decision "was a no-brainer" for Price, since there really wasn't a better option. Within weeks he was at University Hospital undergoing this major operation.

Larry Price had always been fit and healthy, so he fully expected to "bounce" right back. His body had other plans. The road to recovery included a couple of stops back in the hospital for very serious infections – one that even spread to his heart, caused his kidneys to start failing and left doctors stumped on how to make him better.

"I remember teams of whispering doctors in my room. I didn't think that was a good sign,"

Price says now with a little chuckle.

It certainly felt that anything that *could* go wrong – did. "I wasn't

worrying about dying, for myself," Larry remembers, as

his smile fades. "But I was worried about Michelle."

Larry's wife Michelle was doing a lot of worrying on

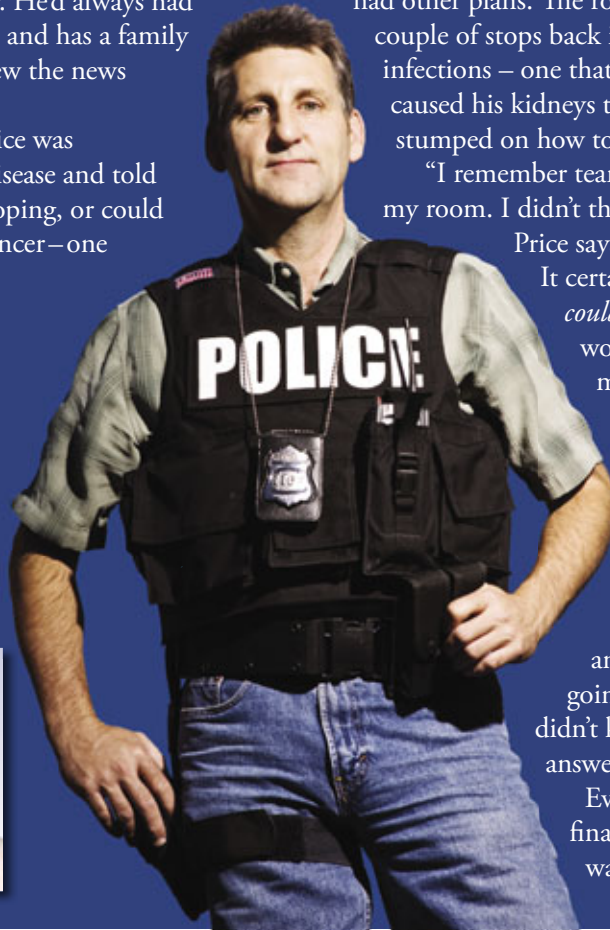
her own. "Everyone was calling me and asking me

why he was not responding and asking me what we were

going to do," she adds. "I just didn't know. I didn't have any

answers for them."

Even after the infections finally cleared, Price's body was struggling to compensate



Dr. Scott B. Johnson,
Head of General
Thoracic Surgery, UT
Health Science Center
San Antonio

1970



First helipad is established at Bexar County Hospital.

1971

Lady Patricia Brady dies and becomes the greatest single healthcare benefactor for Bexar County, leaving more than one million dollars to the hospital district.



Bexar County citizens bring their concerns and opposition to moving labor and delivery services from the Green to Bexar County Hospital to the Bexar County Commissioners Court.

1976

1978

The Brady Clinic, named for philanthropist Lady Patricia Brady, opens its doors at the Green.



“As a police officer, I have always been the guy who was the first on the scene, ready to rescue people. This time it was me needing to be rescued.”

for the loss of 80 percent of his esophagus and 20 percent of his stomach. He was so nauseated and sick he could barely eat. He went back at work anyway in late 2006 – sometimes for 12 or 14 hours a day. “I told Dr. Johnson that I was fine and that I needed to get back to work,” he recalls. “I am part of three-man unit and they had been carrying the load without me for too long.”

He would eat very little, or not at all, during his shift because he didn’t want to get sick. He began literally wasting away. He had lost more than 30 percent of his total weight when Dr. Johnson stepped in. His order was firm: Larry was to slow down and take at least two months off.

Those were tough marching orders for Price, who never had a sick day in his 26 years in law enforcement, and who had come back quickly from duty-related injuries in years past. But, he knew his life depended on giving his body time to heal. “I learned that an illness is not like an injury,” Price explains. “You can’t just tape it up and go on.”

Officer Price is back on the job. He’s gained some weight, works out at the gym, and is feeling stronger every day. His life runs in a little slower gear these days. Larry and Michelle bought a 31-foot cabin cruiser and a puppy. “Life is a little more balanced now,” says Michelle. They know better than most that everyday is a gift that shouldn’t be taken for granted. They also know the cancer cells could come back.

Every chance he can, Officer Price spreads the message about the danger of not taking acid reflux seriously. “Go to the doctor and get checked out. Don’t just make the pain go away and mask the problem by taking antacids,” is his advice. “Antacid



Dr. Scott Johnson presents Officer Price with the Medical Miracles Award as University Health System President/CEO George Hernández and Foundation Chair Rick Lewis look on.

use takes the bite and the sting out of the reflux, but doesn’t go to the heart of the problem,” Dr. Johnson explains.

Price’s cancer was caught at a superficial stage. He knows it could have been so much worse. Each year, 15,000 people in the U.S. die of esophageal cancer because they were diagnosed too late. In fact, only 16 percent of patients with the full-blown cancer survive more than five years.

Even during the worst of his ordeal he never asked “Why me?” “It was more like why not me?” Price explains. He’s attended enough funerals for fallen officers to know that life comes with no guarantees. In fact, three of his 43 classmates at the SAPD

1978



Construction begins on a \$13.1 million remodeling and expansion of Bexar County Hospital, including a three-story parking garage, a 12-story elevator tower and a five-story patient care addition to include OB/GYN.

1979

A class action lawsuit is filed against the Bexar County Hospital District opposing relocation of labor and delivery services from downtown to Medical Center Hospital. The hospital district is ordered to provide transportation for obstetrics patients living downtown and to continue providing emergency obstetric services at the Green.

1979

The Brady Clinic, named for philanthropist Lady Patricia Brady, opens its doors at the Green.



academy have died in the line of duty, as have several other friends who he worked with over his career. He believes that everything happens for a reason and continues to look for “the good” in this experience.

Certainly, one good turn deserves another. “As a police officer, I have always been the guy who was the first on the scene, ready to rescue people. This time it was me needing to be rescued.”

Officer Price was the 2008 University Health System Foundation Medical Miracles Honoree on April 30 at the Westin Riverwalk Hotel. Proceeds benefited University Health System Foundation projects/ programs such as the Burned Children’s Fund, Nursing Scholarships, Safety Seats, and the Neonatal ICU at University Hospital.

Some gifts take your breath away ... celebrating one that did just the opposite

We all inhale and exhale about 15 times every minute or 22,000 times a day. Most of us don’t take time to count. And, unless we’re huffing and puffing after walking up a flight of stairs or exerting ourselves some other way, we probably don’t even notice the respirations that are part of the processes of delivering oxygen to where it is needed in the body and removing carbon dioxide waste. That was not the case for 53-year-old Kevin King and 59-year-old Kenny Deison.

Before undergoing lung transplantation at University Hospital in March 2008, they were each keenly focused on every breath they struggled to take. At his lowest point, King, who suffered from interstitial pulmonary fibrosis (IPF), remembers asking his wife to buy him an electric toothbrush because the exertion of brushing his teeth was just too much. He was diagnosed with IPF in the



Lung recipient Kenny Deison (left center) and Kevin King (right center), with Dr. Scott Johnson (L) and Dr. Luis Angel (R).

summer of 2005 but did not need to begin using a portable oxygen tank until two years later. “By December of last year I was on 100 percent oxygen,” said King. “It was like our lives were standing still. Every time the phone rang, our first thought was, ‘Is it them telling us to come in (for a transplant)?’”

Deison, a rancher, who made his living playing the guitar, was forced to have portions of both lungs removed in 2005 due to chronic obstructive pulmonary disease (COPD), or emphysema. In the fall of last year, doctors told him he might not make it through the winter. He remembers his “call” like it was yesterday. Despite his illness, he was cutting limbs to make a fence. “Are you ready for a transplant?” they asked me. I think I answered ‘I don’t know’,” he said with a smile, even though he and his daughter left almost immediately on the 91-mile trek from their ranch near Bastrop.

The diseases that resulted in the need for lung transplantation in these two men are almost opposite in their effects, said Scott Johnson, M.D., associate professor and head of general thoracic surgery in the Department of Surgery’s Division of Cardiothoracic Surgery, at The University of Texas Health Science

1980

The Veterans Administration (VA) crosswalk opens.



The new expanded Emergency Center at Bexar County Hospital opens.

1981

1981



Robert B. Green Memorial Hospital officially changes its name to the Brady Green Community Health Center and the Bexar County Hospital becomes Medical Center Hospital.

1981

The last of the Green’s obstetrical services move to Medical Center Hospital.

Center at San Antonio. “IPF restricts lung capacity as the lung tissue progressively scars and thickens, shrinking air volume,” he explained. “In COPD, small air sacs enlarge as they coalesce with surrounding sacs. This results in the lungs becoming hyperinflated with air that is difficult to expel.”

The two operations were performed simultaneously on March 20, 2008. While they were actually the 300th and 301st lung transplants to be performed by the program since its inception in 1987, King and Deison requested to be recognized as a “matching set” and counted together as the 300th transplant. Both men are recovering well from this complex operation and, as they come in for their regular follow-up appointments, many of the transplant team members good-naturedly refer to them as “the twins.”

Reaching the 300th milestone makes the University program one of the largest in the nation. More importantly, survival statistics meet or exceed national averages and the University program has transplanted some of the longest surviving lung transplant patients in the nation.

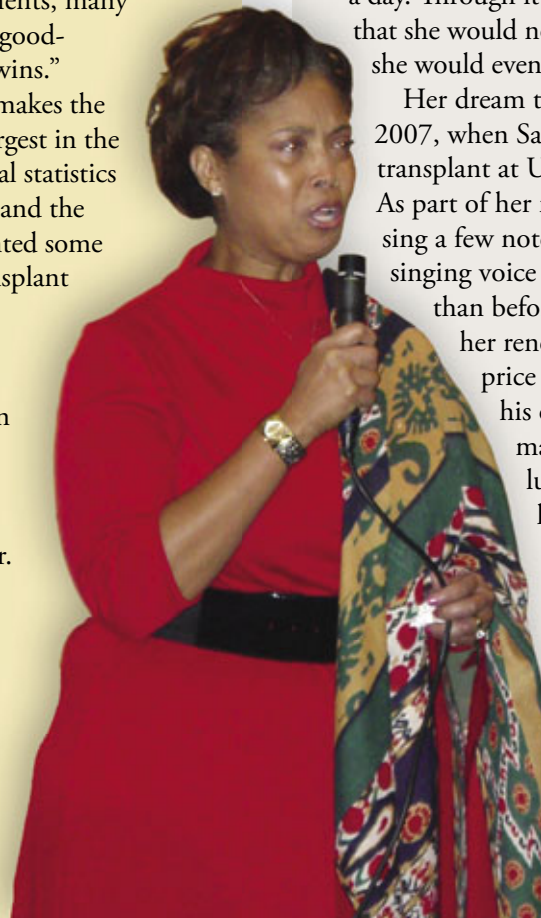
In the spring of 2008, there were 159 Texas candidates listed by the United Network of Organ Sharing waiting for donated lungs. In 2009, 26 patients received lung transplantation at the University Transplant Center.

From needing an oxygen tank to hitting beautiful high notes

Double lung transplant recipient sings at Gift of Life Celebration

Sandra Haggrey, a music teacher and talented soloist, was forced to give up her passion for singing shortly after being diagnosed with Pulmonary Fibrosis in 1995. Just two years later, she was hospitalized to fight an infection. Her disease ultimately worsened to the point where she was dependent on an oxygen tank 24 hours a day. Through it all, she never gave up hope that she would not only live, but that one day she would even sing again.

Her dream took its first step in June of 2007, when Sandra received a double lung transplant at University Transplant Center. As part of her recovery, she slowly began to sing a few notes, then a few songs. Today, her singing voice is strong – maybe even better than before. She will always remember her renewed gift came at a very high price to the person who died – and his or her family – who generously made the decision to enable two lungs to be available to save her life.



Sandra Haggrey shared her gift at the December 2, 2008 Gift of Life Celebration, held annually to honor our organ transplant recipients and Living Donors that have so generously given the “Gift of Life.”

1981

A non-invasive Cardiology Center and Digestive Disease Center opens at Medical Center Hospital as part of a \$55 million facilities development program.

1982

The STARS Float Pool programs begins with 92 nurses.

1983

Construction begins on a \$330,000 CAT scan suite and outpatient surgery area on the second floor of Medical Center Hospital.



1984

The Bexar County Hospital District Development Corporation (now the University Health System Foundation), a 501(c)(3), is established to conduct fundraising to support the mission.

Teaching

High school students learn the lesson of their lives



AirLIFE crew members demonstrate how to use a back board with Harlandale ISD students during Camp 98.6.

Ten students from Harlandale High School, interested in pursuing medical careers, got a close-up look at how San Antonio AirLIFE and the trauma team at University Hospital work together to save lives in June of 2008. The course was part of an annual intensive summer education program at University Health System called *Camp 98.6*. It's designed to expose some of the best and brightest students from one of the area's most economically disadvantaged communities to the wide range of important, exciting and high-paying jobs available in the medical field.

Camp 98.6 is just one component of the *Next Generation Health Professionals* program at University Health System, which is working to improve San Antonio's critical shortage of nurses, physicians and other healthcare professionals by "filling the pipeline" with area young people.

1986

Dr. J. Kent Trinkle performs the first heart transplant in South Texas at Medical Center Hospital.



The Texas Department of Health recognizes Bexar County Hospital District as a Level I Trauma Center.

1987



First heart/double lung transplant is performed.

1988

First pediatric kidney transplant is performed.

The nurses featured on each poster are the real “stars” of this important effort and excellent role models for the importance of patient education.

Nurses reach for the stars

University Health System’s “Teaching with the Stars” poster series – created as part of our participation in the Robert Wood Johnson Foundation’s *Expecting Success: Excellence in Cardiac Care* grant-funded initiative to reduce disparities in healthcare – won the Silver Award in the **2008 National Aster Awards: Excellence in Medical Marketing competition.**

Playing off the success of ABC’s popular *Dancing with the Stars* television show, our Teaching with the Stars posters were designed to encourage our nurses to utilize key educational tools to help patients with heart disease, or those at high risk for developing it, understand how they can take charge of their health.

The nurses featured on each poster are the real “stars” of this important effort and excellent role models for the importance of patient education.



Smoking Cessation Tango



Home Care Plan Mambo



Discharge Instructions Cha Cha

1988

The new Children's Pavilion at Medical Center Hospital opens.



1988

First single lung transplant is performed.

1988



A new Renal Dialysis Center and MRI Facility open at Medical Center Hospital.

1989

The Fetal Diagnostic Unit opens at Medical Center Hospital.



Compassion

Honoring those who gave the gift of life



A family places a leaf in honor of their loved one.

The 2nd Annual *Tree of Life* dedication ceremony at University Hospital was held on April 22, 2008. This event honors those who gave the gift of life at University Hospital, and pays tribute to the families who made the very difficult and generous decision to allow their deceased loved ones to be donors.

Glenn Half, MD, director of the University Transplant Center and Ronald Stewart, MD, trauma

medical director, reassured each family that their loved one's legacy will live on through the people whose lives were saved through organ donation, and through this tribute.

University Health System pediatric nurse Debra Luna, wife of Val Luna, nurse and staff member, who passed away in December 2007, gave a very moving speech on behalf of the donor families.

1990



The heart/lung transplant program at Medical Center Hospital performs its 100th transplant.

1991

First Responder Network is established to provide assistance to Volunteer Fire Departments and EMS Units throughout Bexar County.

1991

The first infant heart transplant in South Texas is performed at Medical Center Hospital on a 17-day-old baby girl.

1991

A 25,000-square foot Psychiatric Unit opens at Medical Center Hospital.

Celebrating life and opportunity – through the eyes of a unique group of patients

It is said the “eyes are the window to the soul” and that statement comes to life in the photographs of *Bantu-Eyez San Antonio* by Cristina Sanchez. The special exhibit, featuring a special group of University Health System patients, was displayed in the fall of 2008 in the lobby of University Hospital.

The children and elders featured in these photos are Somali Bantu refugees who now call San Antonio home. The Bantu people have endured discrimination and subjugation for 200 years, and during the recent war in Somalia, the Bantu were again the victims of violence. In 1999, the U.S. Government offered 12,000 Somali Bantu refugees in Kenya the protection they had been seeking for

over 10 years. The refugees settled in over 50 cities in 38 states, including San Antonio. The Bantu people are a welcoming group in spite of all the hardships and obstacles they have overcome.

University Health



Post Anesthesia Care Unit nurse Nancy Bowen shows Jean Setzer, VP, Strategic Planning, how to chart.

System provides primary and prenatal care, as well as child safety classes, to these refugees through our network of community clinics.

Walk in my shoes

About a dozen University Health System administrators traded in their business attire for scrubs and Crocs® in May of 2008 to experience first-hand what it means to be a nurse in a busy academic medical center.

They spent several hours shadowing University Hospital nurses on patient care units and gathered after to share what they learned. “I got to see a baby born from a whole different perspective. It was great!” said Sherry Johnson, vice president of Integrity Services. “We do a lot of talking about our mission, but nurses make it happen. I saw that today.”

1991

New 77-bed Newborn Intensive Care Unit opens at Medical Center Hospital.

1992

The Children's Kidney Center opens at Medical Center Hospital.



1992

First liver transplant is performed.

1992

Bexar County Hospital District purchases the Lutheran General Hospital for \$1.1 million; this property will become the home of the world-renowned Texas Diabetes Institute.

Access

A picture worth a thousand words – in just 10 seconds

Downtown Imaging Center opens with world's most advanced diagnostic imaging equipment

Sharper, more accurate images, means faster, more accurate diagnosis. Better diagnosis, can lead to better outcomes for patients. That's why University Health System has invested in the very latest computed tomography (CT or Cat scan) and magnetic resonance imaging (MRI) systems at its new Downtown Imaging Center, which opened in April 2008.

In addition to providing superior image quality, the goal of the new imaging center is to offer these services in a convenient location, *outside* University Hospital. "Up until now, all radiology imaging for University Health System patients was done at University Hospital, so this is an important step forward," said George B. Hernández, Jr., president/CEO of University Health System. Providing these services outside the hospital has reduced wait times and parking congestion at the hospital. "Patients can often get same-day appointments at the new Downtown Imaging Center," added Pamela Otto, MD, University Health System radiology medical director.

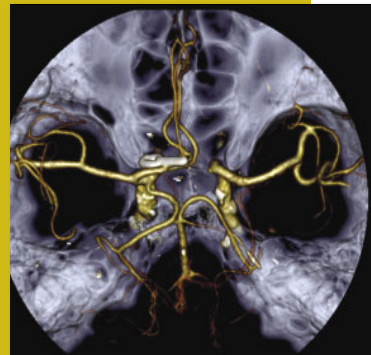
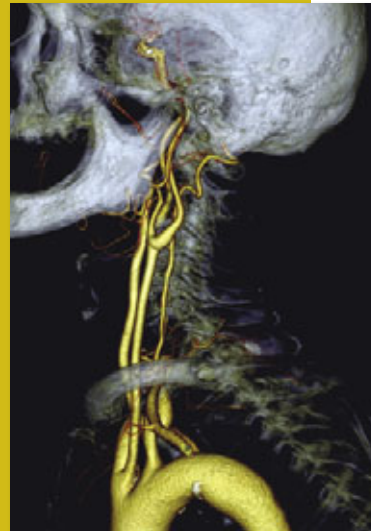


The CT at the downtown Imaging Center.

Featuring the most sophisticated multi-slice CT technologies available, the Toshiba™ Aquilion 64 can capture precise images of any area of the body in as little as 10 seconds. Chest exams – which take 20-30 minutes with a standard CT scanner – can now take as little as 19 seconds, and provide images that allow physicians to see greater detail than ever before. "With the Aquilion 64, our physicians will be able to see more anatomical information than previously thought possible, which means we can diagnose problems like blood clots, infections and cancer in greater detail and with more clarity," said Kevin Hart, assistant administrative director of Radiology.

Another benefit of the Aquilion 64 design is that its detector features a highly efficient ceramic material that is able to reduce the overall radiation exposure to patients, as well as staff. The system's dose control features provide up to a 40 percent total dose reduction for the patient.

While CT uses X-ray technology, it is different from other imaging tools like X-ray and MRI by its ability to display a combination of soft tissues (like muscles, organs and fat), bones and blood vessels all in a single image. Doctors perform CT scans to



1992

A computerized Pharmacy System is implemented at the Brady/Green Pharmacy.

1993

Orthopaedic and Pediatric clinics open at the Brady/Green.

1994

Bexar County Hospital District begins doing business as University Health System and Medical Center Hospital changes to University Hospital.



1994

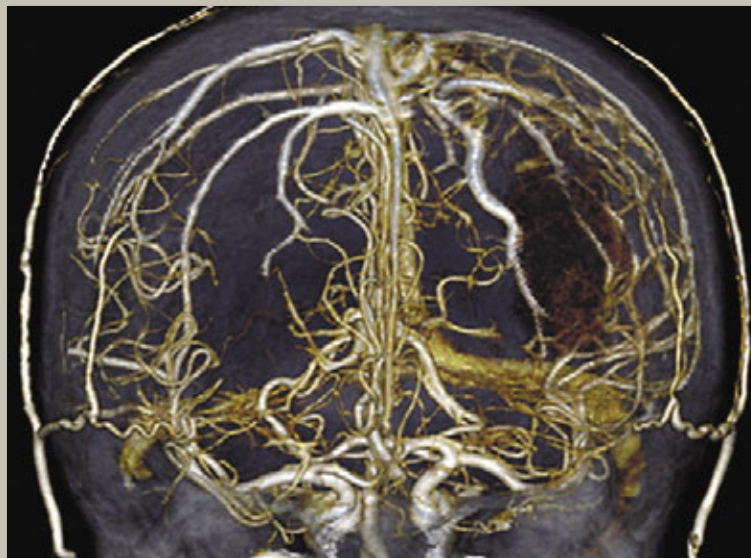


A Peace Officer Program is established at the Bexar County Hospital District.

1994

Westside Health Center becomes the University Family Health Center – Southwest and moves into a new 45,000-square foot building.

“Our physicians will be able to see more anatomical information than previously thought possible.”



diagnose kidney, lung, liver, spine, blood diseases, cancer, tumors and cysts, as well as blood clots, hemorrhages and infections.

The Aquilion system captures up to 64 simultaneous anatomical slices in a single rotation and it can produce precise images of the body's rapidly moving organs like the heart and lungs, which appear blurry when scanned by traditional CT.

The University Health System Downtown Imaging Center also features the Toshiba Vantage™ MRI system. With its state-of-the-art scanning capabilities, the system offers faster exam times and higher quality results. Historically, MRI exams have been among the most difficult experiences for patients – causing serious anxiety and claustrophobia for many. This is due to the noisy,

tunnel-like systems and long exam times.

“We are thrilled with this machine because its design makes it feel more open, and the quietness during scanning is more calming for the patient,” explained Hart. Instead of a loud grinding noise, patients hear more like a gentle tapping. “When the patient is more at ease, we have greater success with the scan and capture better images to make a confident diagnosis.”

The Vantage also includes the world's shortest magnet and an ultra-short bore platform. This means the feeling of being inserted into a tube-like machine is significantly reduced.

Aquilion™ and Vantage™ are trademarks of Toshiba Medical Systems Corporation.

1994



University Health System joins Baptist Health System as a co-owner of San Antonio AirLIFE.

1994

Basse Community Health Center opens.

1994

Named after former Bexar County Judge Blair Reeves, Reeves Rehabilitation Center opens at University Hospital.



1995

Community First Health Plans is established.



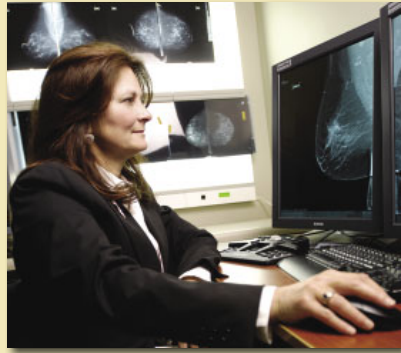
COMMUNITY FIRST
HEALTH PLANS

Digital mammography: it's a girl thing

University Health System invests in latest mammography equipment

Reducing the number of women in our community diagnosed with advanced breast cancer is a top priority, and the University Health System Board of Managers demonstrated its commitment to this goal in August 2008 by approving \$2.4 million for a digital mammography system. Two months later, the system was up and running in two locations. "We wanted it in place for breast cancer awareness month in October," says Dr. Pamela Otto, medical director of radiology. "It was a challenge, but we did it."

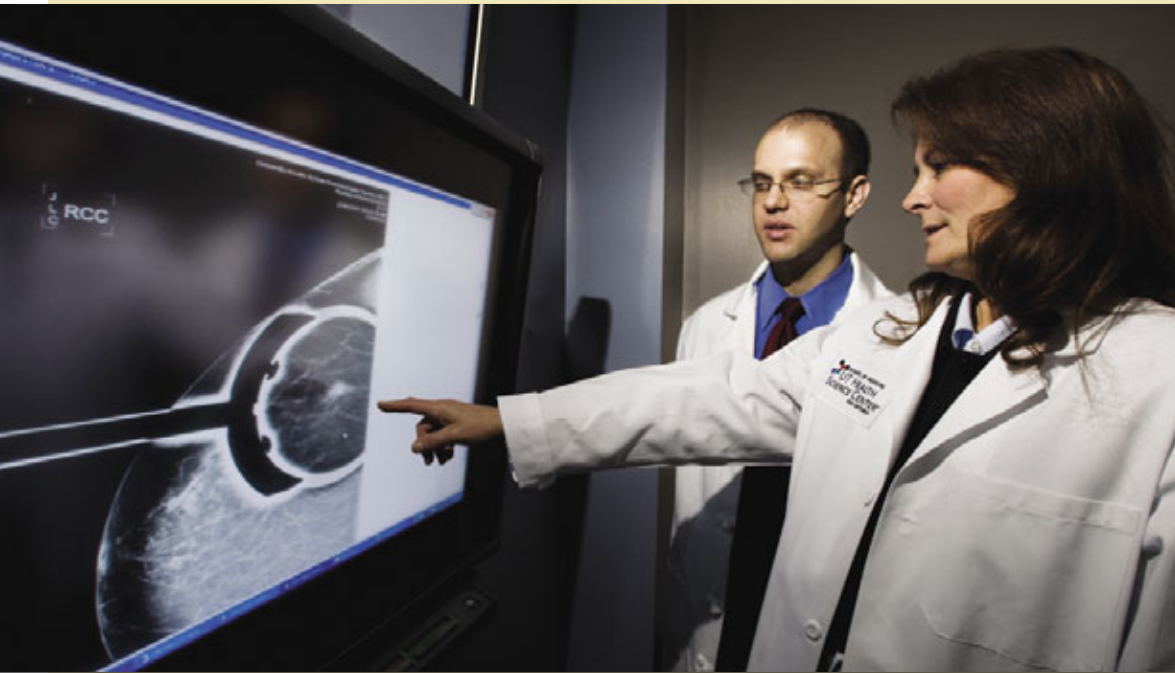
She says the system is already having a positive impact in terms of quality and efficiency. The digital images are stored in the electronic medical record,



Digital mammography enables University Health System's Breast Center to screen 50 percent more patients each day.

so the radiologist can easily access previous images. "This is critically important," explains Dr. Otto. "We are looking for changes from one mammogram to the next, year to year." Productivity has also increased allowing the University Health System's breast imaging centers downtown and at CTRC to

screen 50 percent more women each day. When it comes to early detection and saving lives, Dr. Otto says it's all about the numbers. "At University Health System we see about five cancers for every 1,000 screenings and we are able to save the lives of two of these," she explains. "Digital mammography has allowed us to do just that: screen an extra 1,000 women and save two lives."



Dr. Pam Otto consults with Dr. David Schlesinger, senior radiology resident.

1995

Bexar County Hospital District takes over inmate healthcare services at the Bexar County Jail.

1995

The Transplant Unit opens on the 12th floor at University Hospital.

1995



University Health System introduces NurseLink, a telephone triage service.

1997

The Janey Briscoe Children's Center opens at University Hospital.

1997

Construction is complete on the new 45,000-square foot University Family Health Center – Southeast.

Medication Assistance Program saves taxpayers millions

How much would you pay for medicines you need to stay alive or to be able to go to work? What would you do if you couldn't afford them? This is the very real situation many Bexar County residents struggle with on a monthly basis. Yet, in response to the growing uninsured crisis, dozens of pharmaceutical companies work closely with University Health System to provide millions of dollars in free medicine for residents in need. It's called the Medical Assistance Program, or MAP, and in 2008 it resulted in \$13.9 million in free prescription medications for University Health System patients.

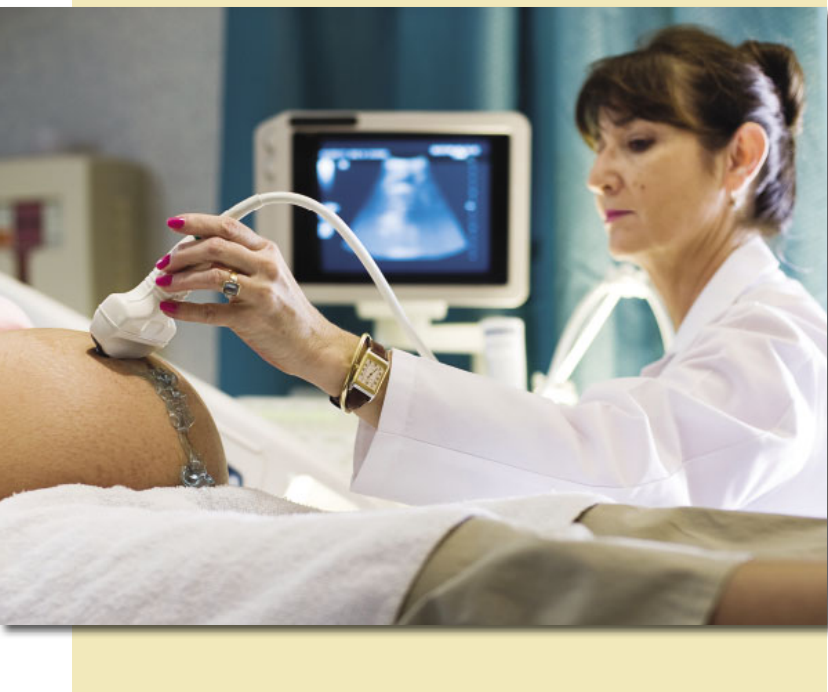
"For many people, medication is a luxury. What would you choose if you only had enough money to pay either the rent and electric bill – or a very expensive medicine?" asked Dr. Gary McWilliams, University Health System's chief medical officer. "The fact is, sick people remain sick if they can't afford the medication to make them well."

University Health System provides access to primary and specialty care at University Hospital and its network of community clinics, but seeing a doctor is often just the first step toward improved health. Many patients need at least one prescription medication to treat their medical problems.

The University Health System MAP program began in 2000 and the team has collectively saved Bexar County taxpayers more than \$120 million dollars in medication expense over the past eight years. As a result of these efforts, tens of thousands of patients do not have to make the choice between paying rent or putting food on the table, and purchasing needed medications.

Digital mammography is the first step in a comprehensive plan to make it easier for more women to receive routine mammograms. "We need to do more outreach," says Dr. Otto. "That means mobile mammography and partnering with the schools. We have a lot of ideas that can reduce breast cancer deaths and result in significant cost savings too. This shows a huge commitment by the Board of Managers to the women of this community, and I am focused on moving forward."

Access to prenatal checkups, as well as continuity of care for expectant moms improved in 2008 with the transition of ten San Antonio Metropolitan Health District clinics into University Health System. Dr. Elly Xenakis, chief of the Division of Maternal-Fetal Medicine at the UT Health Science Center San Antonio, is part of the Health for Women team.



1997

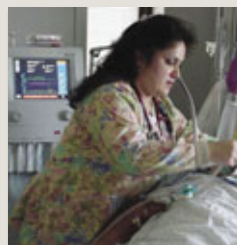
1997

1997

1997

First pediatric liver transplant is performed.

CareLink, a membership program for Bexar County residents without access to affordable health insurance, is established by University Health System.



The Surgical Trauma Intensive Care Unit opens at University Hospital.

University Hospital is verified by the American College of Surgeons as a Level I Trauma Center.



Knowledge

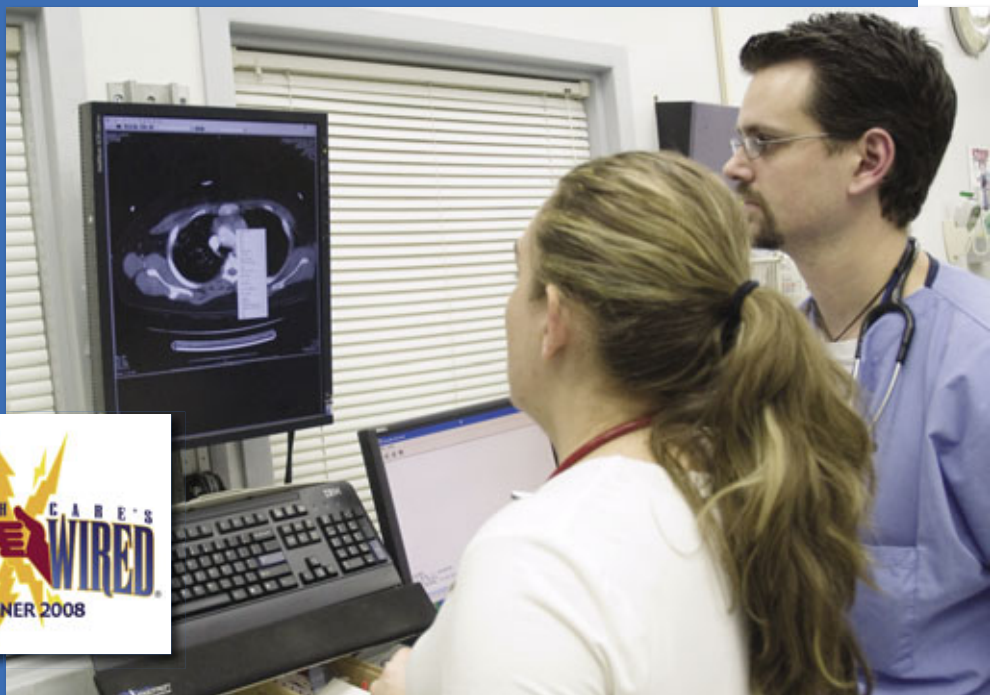
University Health System named “Most Wired” hospital

AND among top 12 hospitals in U.S. for using electronic medical records

High-tech hospitals deliver better outcomes for patients according to the findings of the *2008 Most Wired Survey and Benchmarking Study*. And, for the first time in the study’s 10-year history, a San Antonio hospital - University Health System – was recognized as one of the *100 Most Wired Hospitals and Health Systems* in the nation.

Hospitals & Health Networks magazine, the journal of the American Hospital Association, conducted the study released in August 2008. It focuses on how the nation’s hospitals use information technology for quality, customer service, public health, safety, business processes and workforce issues. “Health (information technology) IT has shown incredible promise in helping us improve the quality and safety of the care hospitals deliver every day,” said Rich Umbdenstock, president and CEO of the American Hospital Association.

“We put the patient first in every decision we make, so our commitment to integrating the latest technologies at University Hospital, and across our



network of community clinics, is first and foremost about delivering the highest quality of care possible,” said George B. Hernández, Jr., University Health System president/CEO. “We are certainly proud to be way ahead of the curve on the use of electronic medical records and computerized physician order entry but, more importantly, this investment is paying off for our patients.”

Electronic health records and digitalized radiology, lab and pharmacy data are examples of health

1998

100 SOLUCIENT TOP HOSPITALS

University Health System receives its first *100 Top Hospitals* awards.



San Antonio AirLIFE is named Texas EMS Air Medical Service of the Year.

1998



The University Center for Community Health, home of the Texas Diabetes Institute, opens on South Zazamora.

1999

University Health System begins operating Community Medicine Associates, a nonprofit physician practice.



1999

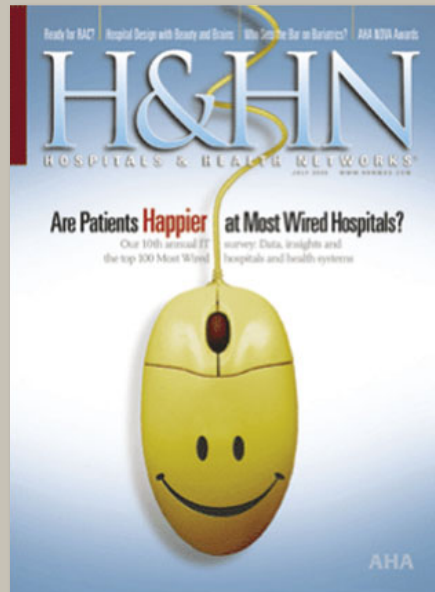
“We put the patient first in every decision we make, so our commitment to intergrating the latest technologies ... is first and foremost about delivering the highest quality of care possible.”

information technology (HIT) that minimize response time and obstacles to care. For example, when a University Health System patient arrives for a clinic appointment at any location, the medical staff can access the patient’s complete medical record via computer. They can see digital images such as X-rays, CTs and MRIs, as well as all lab results. Any allergies or possible drug interactions are noted immediately.

“The benefit is even more dramatic when an unconscious patient arrives in the Emergency Center,” added Bill Phillips, University Health System’s vice president/CIO. “If that person has been previously treated at any University Health System location, vital information is immediately available to help in diagnosing and treatment.”

University Health System is the only San Antonio health system to receive this recognition. Texas Health Resources in Arlington, Children’s Medical Center in Dallas, as well as Memorial Hermann and Methodist Hospital in Houston were the other Texas hospitals to be designated as *Most Wired*.

In addition to achieving *Most Wired* status, in July 2008, the Healthcare Information and Management Systems Society (HIMSS) announced results of another study which found University Health System to be one of 12 hospitals with the highest



level of HIT development in the nation. The study included 5,084 hospitals and ranked each facility’s HIT development and HIMSS’ Electronic Medical Record (EMR) Adoption Model on a scale of zero to seven. No hospitals had yet achieved Stage 7 integration, and only 12 were found to be at Stage 6. “University Health System is extremely close to meeting the requirements for Stage 7,” added Phillips.

HIMSS also found that one-third of the hospitals in the U.S. are not even at the foundation for having electronic medical records. “This will make it difficult to

achieve the national goal of electronic health records for every American by 2014,” said Dave Garets, president and CEO of HIMSS Analytics.

University Health System began integrating its electronic medical record system in March 2006, and the use of paper orders and records has been dramatically reducing each year since. Phillips estimates 5.5 million orders and 11 million notes will be entered into the health system’s electronic medical record system in 2008.

More information on HIMSS Analytics’ stages of EMR Adoption is available online at www.himssanalytics.org/hc_providers/emr_adoption.asp. More information on the *Most Wired* Survey is available at www.hhnmag.com.

2000



University Health System receives its first of seven consecutive *U.S. News & World Report Best Hospitals* Top 50 recognition.

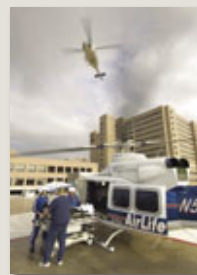
2000

University Health System and Bexar County become sponsors of The Center for Health Care Services, the mental health, mental retardation and substance abuse authority for the community.



THE CENTER FOR HEALTH CARE SERVICES

2000



San Antonio AirLIFE receives the National First Responder Award from the American College of Surgeons.

2000

The U.S. Department of Health and Human Services, through the Urban Institute, recognizes CareLink as one of the top five exemplary national models for strengthening access to healthcare for the uninsured.

University Health System recognized for leading and changing with new technology

University Health System's success in going "digital" with the roll-out and integration of key technologies, like an electronic medical record, computerized physician orders and results, as well as a Picture Archiving & Communication digital imaging system, resulted in Bexar County's public hospital district being recognized as the 2008 recipient of the College of Healthcare Information Management Executives' (CHIME) and the American Hospital Association's (AHA) annual Transformational Leadership Award.

Leaders from the one healthcare organization determined to have successfully undergone a large

scale transformation are selected for this annual recognition. According to CHIME, the purpose is to honor the organization that has "excelled in developing and deploying transformational information technology that improves the delivery of care and streamlines administrative services."

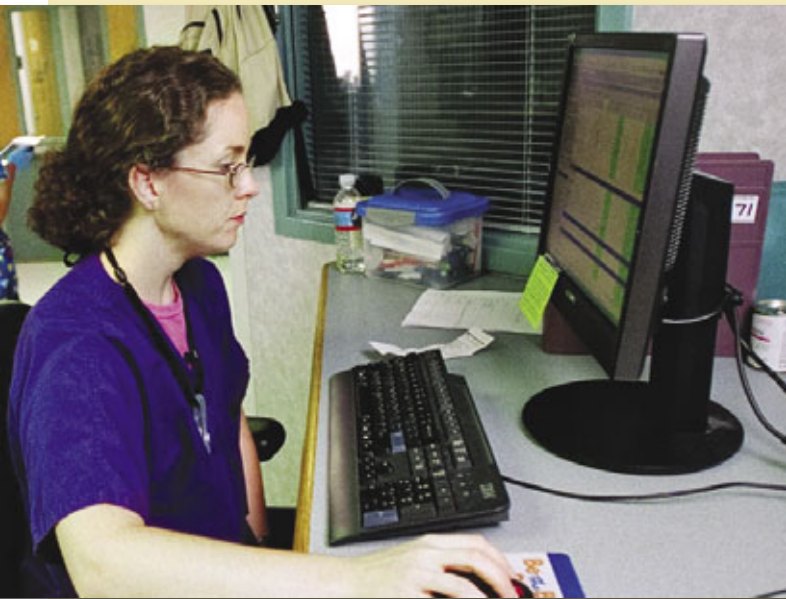
The Transformation Leadership Award is presented to the organization's Chief Information Officer and Chief Executive Officer, who "recognize the need for a strong partnership between its technology team and executive leadership."

University Health System President/CEO George B. Hernández, Jr. and Chief Information Officer Bill Phillips received this recognition at the Annual CHIME CIO Forum in October.

Respiratory care ranks in the top 15 percent nationwide

The Department of Respiratory Care at University Health System was recognized in 2008 as a Quality Respiratory Care Department for the fifth straight year by the American Association of Respiratory Care. Just 15 percent of all hospital respiratory departments in the U.S. have earned this designation and have agreed to adhere to a strict set of criteria governing their respiratory care services.

Respiratory therapists are specially trained healthcare professionals who work under medical direction to provide services to people with asthma, chronic obstructive pulmonary disease, cystic fibrosis, lung cancer, AIDS and other diseases of the cardiopulmonary system. Therapists provide care to patients of all ages - from premature infants to seniors. "They are key members of the lifesaving response teams," said Donnie Holman, director of respiratory care for University Health System. "I am very proud of the services we provide and the professionals who provide those services to our patients."



Surgical Trauma Intensive Care nurse Kristin Hall using the electronic medical record system.

2001

The 30,000-square foot University Family Health Center – North opens.

2002

University Dialysis Southeast celebrates its grand opening.

2002

University Health System signs partnership agreements with San Antonio College, The University of Texas Health Science Center School of Nursing and St. Phillip's College to provide nursing to serve as adjunct nursing faculty at each institution.

2002



A newly renovated OB/Nursery unit opens at University Hospital and includes all private rooms with personal showers.

2002

A new outpatient Transplant Clinic opens at University Hospital.



2003

2003

2004



Gov. Rick Perry visits University Hospital to acknowledge the key role University Health System played in securing statewide trauma funding. HB 3588 creates the Driver Responsibility Program to collect fines and surcharges from bad drivers.

University Health System is one of 10 Level I Trauma Centers selected by the Robert Wood Johnson Foundation for the "Urgent Matters" Program, a nationwide effort to reduce emergency room overcrowding.



Wound Care Center opens at University Hospital.

Trauma

Living Proof. When you need us ... we'll be there

University Health System launched its first multimedia public awareness campaign in nearly a decade in September of 2008. The campaign focused on our unique role as the region's lead trauma center and included radio and television spots that aired on more than 20 cable and network television stations and more than a dozen local radio stations. The goal was to help Bexar County residents better understand the need for a new trauma tower at University Hospital to support our growing population.

University Hospital, owned by the taxpayers of Bexar County, is the lead provider of trauma care for South Texas and the region's only trauma hospital caring for seriously injured and burned children. It is a critically important resource that's here for everyone 24 hours a day, seven days a week, 365 days a year.

Thousands of personal stories of patients and hospital staff are **living proof** of the medical miracles occurring every day at University Hospital.

No one ever thinks it will happen to them or their loved ones, but people like real estate agent Jane Swanson, who survived a tragic workplace shooting, is proof that trauma can happen to anyone, anytime, anyplace.

Our doctors, nurses and staff are also **living proof** of the commitment to excellence and dedication to saving lives. As one Emergency Center nurse put it, "Saving lives is what I live for."

The campaign also included ads in various community newspapers, as well as billboards and Via transit buses.



Century 21 Office shooting survivor Jane Swanson.

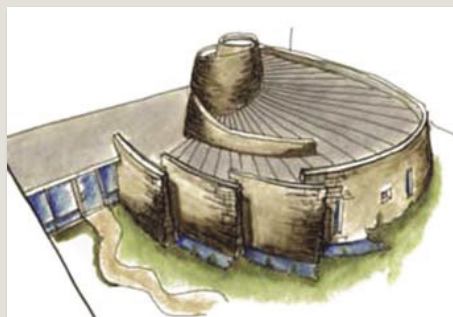
University Hospital re-verified as Level I Trauma Center

You can't turn on the TV news without hearing about someone injured in a car crash, falling from a construction site or getting struck while trying to cross the highway. Every day about a dozen seriously injured people are rushed to University Hospital and traumatic injury is the leading cause of death in children and adults under the age of 45.

2004

University Hospital begins a pediatric burn program, enabling many burned children to be cared for in San Antonio.

2004



Ground is broken for the Peveto Center for Pastoral Care at University Hospital, thanks to the efforts of the University Health System Foundation.

“There is no reason for most children with burns to have to go two or three hundred miles away.”

Even though most people never expect they might one day be one of those 12 people, the Level I Trauma Center at University Hospital will be ready, just in case. In 2008, University Hospital was re-verified as a Level I trauma center by the American College of Surgeons. This process assures trauma centers stand ready every day, around the clock, to care for critically injured patients.

The re-verification followed an extensive site visit. The review team – comprised of experienced trauma surgeons – commended our team for “its demonstrated commitment to provide superior trauma care.”

Help and hope for severely burned children

A pot of boiling water slips off the stove. A toddler loses balance and tumbles into a blazing camp fire. A family awakens to the sounds of smoke detectors. Nearly every day, at least one South Texas child is seriously burned and requires specialized care found only at University Hospital. Now, thanks to Valero, the Baptist Health Foundation of San Antonio, and the generosity of other organizations and individuals, families coping with devastating burn injuries have more support as they help their children deal with the painful healing process, as well as the physical and emotional scars left behind.

University Hospital is one of just a handful of trauma centers in Texas with the expertise and equipment required to provide care for children with

significant burns. And, over the past couple of years, its pediatric burn program – under the direction of burn specialist Steven Wolf, MD – has been expanding to serve more children. “There is no reason for most children with burns to have to go two or three hundred miles away,” explained Dr. Wolf, who also serves as director of the Burn Center at the U.S. Army Institute of Surgical Research at Brooke Army Medical Center (BAMC). Since BAMC serves only adult patients, Wolf said developing a pediatric burn program at University Hospital was the logical solution. “We have the capability and the pediatric ICU expertise at University to care for these kids closer to home.”

The University Health System Foundation established the Burned Children’s Fund in 2008 and Valero committed to support this fund with an annual donation of \$25,000 for three years. In November 2008, the Baptist Health Foundation of San Antonio donated \$100,000 to this important program. The goal is to raise sufficient funds to serve the neediest children with required supplies, rehabilitation and counseling in order to help with the physical and emotional issues that result from devastating burns. Depending on the severity of the burn trauma, families face an average annual outpatient cost of \$1,100 to \$3,500.



Trauma Medical Director, Ronald Stewart, MD, examines a young girl burned in a tragic house fire.

2005

University Family Health Center – Northwest opens.



2005

University Health System celebrates its 50th Anniversary: “A Half Century of Health, Healing and Hope.”

2005



University Health System participates in the effort to provide care for evacuated patients following Hurricanes Katrina and Rita.

New blood donor room opens at University Hospital

In March 2008, University Hospital opened an expanded Blood Donor Room to provide more opportunity and a comfortable setting for blood donation. As the lead trauma center for all of South Texas, it is critically important for blood products to be immediately available every day, at all times



The new blood donor room at University Hospital.

of the day and night. In fact, it is not unusual for a single trauma patient in hemorrhagic shock to require more than 100 units of blood.

Every unit of blood collected and processed in the hospital's blood bank is a unit that University Health System does not have to purchase. The savings are significant. In 2008, 2,984 blood

donors helped University Health System save more than \$545,000. More importantly, the impact these generous donors have on the patients whose lives depend on donated blood products is priceless.

AirLIFE is No. 1 in Texas

Ask any of the 40,000 patients safely transported by San Antonio AirLIFE since its inception in 1991 and they'll probably tell you the lifesavers in the familiar blue flight suits are tops in their book. And, in 2008, the state of Texas had to agree.

For the third time, AirLIFE was named Texas' EMS Air Medical Service of the year by the Texas Department of State Health Services (DSHS) EMS division. The annual award goes to the EMS air

medical service that demonstrates the highest standards in providing patient care to the citizens of Texas.

"I am extremely proud of the AirLIFE team for its commitment to safety, excellent patient care and community service," said Robert W. Hilliard, president and CEO of AirLIFE. "We are so honored to bring this recognition back to San Antonio." The first came in 1998, the first year this award was given by DSHS.

AirLIFE was nominated by several EMS agencies, fire departments, and healthcare professionals at hospitals throughout Texas Trauma Service Area P. Trauma Area P includes Bexar, as well as 21 other South Texas counties. The region is home to some 2 million Texans, over 26,000 square miles in size and geographically larger than 17 U.S. states.

AirLIFE is the only nonprofit and CAMTS (Commission on Accreditation of Medical Transport Services) accredited air medical service in southwest Texas and provides emergency air transport to more than 50 counties within a 150-mile radius of San Antonio. AirLIFE is jointly owned by Baptist Health System and University Health System.

AirLIFE expands to better serve the Hill Country

San Antonio AirLIFE began 24-hour operations in Kerrville in August 2008 in order to provide rapid response to critically injured patients throughout the Hill Country, and rapid transport to those patients needing to be transferred to San Antonio for advanced care.

"Peterson Regional Medical Center is pleased to establish a formal affiliation agreement with AirLIFE," said Peterson CEO Patrick Murray, FACHE. "We are confident that AirLIFE and its San Antonio health system partners will continue to meet the needs of our Hill Country patients with top-quality care."

2005

The transplant program at University Hospital celebrates its 20th anniversary.

2005

**SOLUCIENT
TOP HOSPITALS**

Performance Improvement Leaders

University Health System receives the first of two consecutive Solucient **100 Top Hospitals Performance Improvement Leaders** recognition for creating a culture of performance improvement and having a high rate of positive change.

2005

University Health System is selected for the Robert Wood Johnson **Expecting Success** Program, a national initiative to reduce racial and ethnic disparities in healthcare.



2005

2006

2006

University Health System purchases two new Bell 430 helicopters for San Antonio AirLIFE. The new fleet is faster and more fuel-efficient.

The University Health System Business Center opens to relocate about 120 non-clinical staff members off of the busy University Hospital campus.



A San Antonio woman becomes the 1,000th patient to receive a liver transplant at University Hospital.

Partnership

Metro Health clinical services transition to University Health System

In an effort to move closer to creating a high-performing public healthcare system for San Antonio and Bexar County, the staff and clinical preventive services from 10 Metropolitan Health District clinic locations were officially integrated into University Health System in February of 2008. The move was designed to reduce duplication of services, enhance coordination of care, and increase our community's focus on prevention.

"Combining the efforts of the University Health System with Metro Health means the level of public healthcare in Bexar County will be better and stronger," County Judge Nelson Wolff said at a press conference to announce the transition. "Maintaining comprehensive and continuous care for our residents is important in the battle against health problems that plague this community, such as diabetes and heart disease. Prevention, early detection and continuity in care are essential to those efforts, which can only improve through consolidation while ensuring the taxpayers' money is being wisely invested."

The clinical preventive services provided at these facilities include prenatal care, family planning, well-child check-ups, senior health exams, immunizations, as well as breast and cervical cancer screenings. Locations where these services are now provided by University Health System include Eastside, Kenwood, Old Highway 90, Pecan Valley, South Flores, Zazamora, Westend Clinic of the Frank Garrett Center, Naco-Perrin, Ricardo Salinas



City, County and State leaders including State Representative Jose Menendez, Bexar County Judge Nelson Wolff and Mayor Phil Hardberger were on hand to mark the transition.

and the public health area of the Bob Ross Senior Multi-Service Health and Resource Center.

Metro Health will continue to provide a multitude of services including: the health authority responsibilities for Bexar County; population-based health services; community health monitoring and investigations; community-based preventive health services (such as dental care and WIC services); communicable disease control programs (for STDs and tuberculosis control); food and environmental health programs; maintenance of vital statistics; and leadership for public health emergency preparedness. University Health System will continue to work closely with Metro Health on disaster planning, and University Health System staff will continue to be available to respond during public health emergency situations.

2006

University Health System President/ CEO George B. Hernández, Jr. is part of a statewide task force that issues a **Code Red** report on the growing problem of the uninsured in Texas.

2006

The Peveto Center for Pastoral Care opens at University Hospital.



2006

University Health System receives a Community Value Index award from Cleverley & Associates, a leading healthcare financial consulting firm, for keeping costs low and reinvesting to provide better service to the community.

2006

In October 2006, the American Psychiatric Association honored the Bexar County Jail Diversion Program with the Gold Achievement Award. The community-based program award recognized the Center for Health Care Services and University Health System for improving services, access and continuity of care for persons with mental illness, while reducing expense.

“Combining the efforts of the University Health System with Metro Health means the level of public health care in Bexar County will be better and stronger.”

Working together to care for hurricane evacuees

In late August 2008, as Hurricane Gustav took aim at the Texas/Louisiana border, University Health System joined with the San Antonio Metropolitan Health District, the Bexar County Medical Society and other community healthcare providers to assure medical services were readily available for the busloads of evacuees who were arriving in San Antonio. Medical shelter and triage teams offered medical screenings, and help with medications and appointments, to some 1400 East Texas and Louisiana residents at Port San Antonio.



The NICU at University Hospital cared for premature babies evacuated from coastal hospitals prior to hurricane Ike.



Hurricane evacuees were medically screened at Port San Antonio.

Fortunately, Gustav significantly weakened prior to making landfall on September 1, and while there was significant flood damage, most evacuees were able to return home within a day or two.

The next hurricane lined up to impact Texas was Hurricane Ike, and on September 11, 2008 the Neonatal Intensive Care Unit (NICU) at University Hospital became the temporary home of nine premature babies evacuated from The University of Texas Medical Branch (UTMB) in Galveston. The tiny babies, all weighing between just two and three pounds, were flown to University Hospital in groups of three as the monstrous storm was preparing to strike the Texas Gulf Coast.

2006



University Health System implements the Eclipsys Sunrise Electronic Medical Record and Physician Order Entry system to improve patient care, safety and coordination.

2007

CareLink celebrates its 10th anniversary with an enrollment of 55,000 members. Ninety-nine percent of its members have a medical home.

2007



Trauma care providers in Bexar and surrounding counties are honored for saving lives together, as the Southwest Texas Regional Advisory Council for Trauma (STRAC) is recognized as the 2007 Outstanding RAC by the Texas Department of State Health Services.

As the babies were en-route, under the care of volunteer neonatal transport teams, the specialized nurses, physicians and respiratory therapists in the University Hospital NICU quickly mobilized to ensure a smooth transition for these very fragile patients.

The babies were placed in a separate section of the NICU so they could be given a little extra TLC, as most of their parents were stuck at home making preparations for the storm and not able to travel to San Antonio. "We assured them that we would take excellent care of their babies," said NICU administrative director Irene Sandate, RN. "I am so very proud of our nurses and other staff who came in to help. It was a huge effort. Many of us worked all day and then stayed all night."

In addition to the nine premature babies, University Hospital accepted 25 other patients evacuated from coastal area hospitals, and the University trauma team provided care for a handful of coastal area residents as the result of automobile crashes and other injuries which occurred during the pre-storm preparations and evacuations.

Partnering with H-E-B for healthier families

With diabetes, childhood obesity and heart disease among the many health concerns challenging San Antonio families today, H-E-B partnered with University Health System and the San Antonio Spurs to present the Health & Wellness Good Living Family Expo on October 11, 2008.



University Health System and San Antonio Metropolitan Health District were honored by the Texas Municipal League and Texas Association of Counties with the 2008 City-County Cooperation Award. The award commended the two entities on the transfer of Metro Health's clinical preventive services to University Health System to improve coordination of care and efficiency.

The free expo, held at Freeman Coliseum, brought together numerous community services available for families needing and wanting information on how to improve their overall health. The event included advice from health, fitness and medical professionals, as well as cooking demonstrations, educational seminars, free health screenings, kids' activities and free product samples.

"We created this expo as a resource for families," said Dya Campos, Director of Public Affairs for H-E-B. "By helping them to identify simple steps they can take to improve their overall health and nutrition, we can see diseases like diabetes, heart disease and childhood obesity become a thing of the past."

2007

Following a devastating tornado in Eagle Pass, several children are treated at University Hospital, the region's only Level I Trauma Center caring for pediatric patients.



2008



Two area men are recognized as University Transplant Center's 300th and 301st lung transplant recipients.

2008

San Antonio AirLIFE is named EMS Air Medical Service of the year in the state of Texas.

San Antonio AirLIFE begins operations in Kerrville, providing rapid transport of seriously injured and ill patients throughout Kerr County and the western Hill Country.

Local women's club helps those battling diabetes

Lo Bello de San Antonio Women's Club was inducted to the Texas Diabetes Institute *Wall of Honor* in November 2008 for its commitment and support of research to improve the lives of patients with diabetes and in search of a cure for this deadly disease.

The numbers are alarming. An estimated 240,000 people in Bexar County are living with diabetes. Another 68,000 adults and children have it, but don't yet know it. To put those numbers in perspective, it would take 17 AT&T Centers to hold all of the people in this community afflicted with diabetes. "The Texas Diabetes Institute is one of the nation's leading centers dedicated to stopping this worsening epidemic, but we can't do it alone," said George B. Hernández, Jr., University Health System president/CEO. "The ongoing support of organizations like Lo Bello de San Antonio Women's Club is critically important to our success."

Founded in 1993, Lo Bello is comprised of 24 local business women who are committed to raising funds for scholarships and nonprofit organizations. Over the years they have contributed more than \$500,000 to individuals and charitable projects. Of that total, \$50,000 has gone to support University Health System projects, including the Texas Diabetes Institute, the University Health System Foundation Nursing Scholarship program and the Peveto Center for Pastoral Care at University

Hospital. "It would be impossible to count the number of patients and staff members who have directly benefited from their generosity," added Theresa De La Haya, University Health System Vice President for Community Health & Clinical Preventive Programs.

Lo Bello de San Antonio Women's Club is the eighth name to be placed on the *Wall of Honor* at the Texas Diabetes Institute. The Institute, which opened in 1999, remains the nation's largest and most comprehensive center, devoted entirely to battling diabetes. It is located in the heart of San Antonio's West Side, where the incidence of diabetes is among the highest in the nation.



Lo Bello de San Antonio is the 2008 Wall of Honor Inductee at the Texas Diabetes Institute.

2008



Ten preventive health clinics and 125 positions are transferred to University Health System from the San Antonio Metropolitan Health District in an effort to improve coordination of care and reduce duplication of services.

2008



To improve access to CT and MRI services, the Imaging Center opens at University Health Center – Downtown.

2008

A new Blood Bank donor services room opens at University Hospital.

Prevention

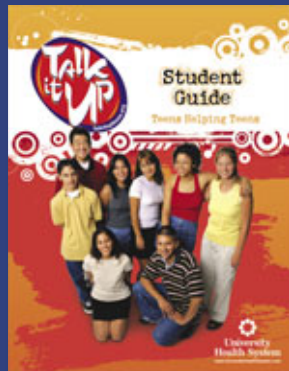
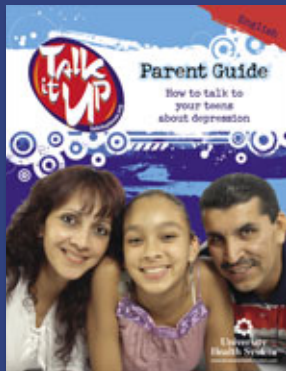
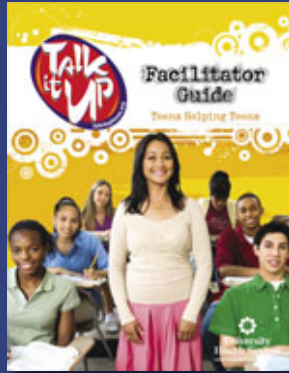
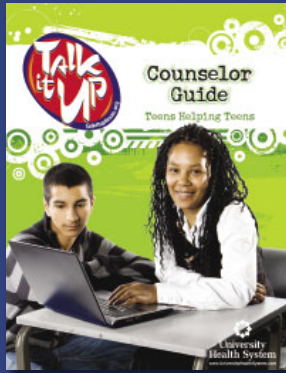
“Talk it Up, Texas!” shines a light on teen depression

Adolescence can be an unsettling time, with the many physical, emotional, psychological and social changes that accompany this stage of life. Stress from the pressure to make good grades, be a star athlete, or from peers, can result in teenage depression.

About 20 percent of teens will experience depression before they reach adulthood. In fact, statistics show that depression affects one in 10 children, and tends to affect Hispanic youths more so than Anglos. In 2001, suicide - the end result of depression - was the third leading cause of death

among young Hispanics in the United States. In Bexar County, suicide was the second leading cause of death for 15 to 24 year olds.

In an effort to reach out to teens and parents, University Health System launched “Talk it Up, Texas!” The campaign includes educational materials, a Web site, billboards and public service announcements on local television and radio stations. *Talk it Up: Teens Helping Teens* is a school-based, peer facilitator curriculum for adolescents used by many schools and community-based organizations.



Local school kids color the world safe

Over 3,000 San Antonio elementary school students participated in the 10th Annual “How I Stay Safe” Calendar Contest in the spring of 2008. The unique campaign, sponsored by University Health System’s A Su Salud program, is designed to get young children seriously, and creatively, thinking about safety. Students, aged 4 to 11, are encouraged to draw a picture showing what “safe” looks like when it comes to seat belts, bike helmets, preventing fires and other potentially dangerous situations.

Submissions are judged on artistic ability, creativity and the relevance of the safety message, and the winning entries are each featured as one of the monthly safety messages on the calendar for the following year. The children also receive special recognition and prizes at an assembly at their school. The calendars are distributed to participating schools and used as a year-round educational tool for injury prevention.

2008

2008

The Board of Managers approves a Master Facility Plan to construct a hospital tower to address trauma service capacity, hospital bed shortages and EC overcrowding, as well as a new diagnostic and treatment facility at University Health Center – Downtown. The project includes renovations to buildings on both campuses and increased parking. The total cost of the project is \$899.4 million.



Bexar County Commissioners authorize the issuance of \$290 million in certificates of obligation to fund the first phase of the Master Facility Plan. The new trauma tower is expected to open in 2013.



2008

University Health System named as one of the *100 Most Wired Hospitals and Health Systems* in the nation.



2008

The U.S. Department of Health and Human Services awards University Health System its Medal of Honor for Organ Donation for achieving at least a 75 percent organ donation rate.



2008

University Health System President/CEO George B. Hernández, Jr. and Chief Information Officer Bill Phillips receive the College of Healthcare Information Management Executives and the American Hospital Association annual Transformational Leadership Award for integration of key information systems technologies.

RESPONSIBILITY

2008 Financial Statements

Financial Highlights

- University Health System's net assets increased by \$33.8 million (5.8%) and \$37.1 million (6.9%) in 2008 and 2007, respectively, given the results of operating and nonoperating activities.
- During 2008, the System's total operating revenue increased \$34.6 million or 6.0%, while expenses increased \$64.6 million or 8.5%.
- During 2007, the System's total operating revenue increased \$74.6 million or 15.0%, while expenses increased \$76.8 million or 11.2%.

During 2008 and 2007, the System made the following significant capital acquisitions:

2008

- Eclipsys inpatient pharmacy system
- Replace radiology system
- New anesthesia system
- Digital mammography equipment
- Nuclear medicine imaging system
- Updated radiology ultrasound imaging system
- Information Services Data Center
- Licenses, server storage, memory and infrastructure expansion
- Renovate OB/GYN at SW Clinic
- Neurosurgery laminectomy instruments
- New defibrillators
- Renovate oncology pharmacy
- Pathology / Laboratory equipment
- Replace patient care monitors, incubators, and stretchers

2007

- UHCD Imaging Center
- Network servers, database and hardware storage expansion
- Security compliance and disaster preparedness
- Patient monitoring equipment
- Eclipsys knowledge-based charting
- Heating, air, water systems and fuel storage tank replaced
- Renovate Psychiatric Emergency Center and Central Supply areas
- Replace patient care beds, monitors, and equipment

The source of the funding for these projects was derived from operations and from funds designated for capital acquisitions and improvements.

Net Assets

Condensed Balance Sheets (in millions)

	Years Ended December 31		
	2008	2007	2006
Current and other assets	\$ 1,075	\$ 708	\$ 630
Capital assets	226	215	203
Total assets	\$ 1,301	\$ 923	\$ 833
Long-term debt outstanding	\$ 276	\$ –	\$ –
Other liabilities	413	345	292
Total liabilities	\$ 689	\$ 345	\$ 292
Invested in capital assets, net of related debt	\$ 226	\$ 215	\$ 203
Restricted	1	–	2
Unrestricted	385	363	336
Total net assets	\$ 612	\$ 578	\$ 541

Net assets increased \$34 million to \$612 million in fiscal year 2008, up from \$578 million in fiscal year 2007. Net assets increased \$37 million to \$578 million in fiscal year 2007, up from \$541 million in fiscal year 2006. The change in net assets results primarily from positive increases in nonoperating revenue over losses from operations.

During 2008, the System issued \$290,000,000 Combination Tax and Revenue Certificates of Obligation. The System cannot issue debt without approval of the Bexar County Commissioners Court. The System obtained ratings of AA+ from Fitch Ratings, Aa2 from Moody's Investor Services, Inc. and AA from Standard & Poor's Ratings Services, as this debt is the first bonded debt issued since 1965. There have been no changes in the System's debt ratings since it was obtained.

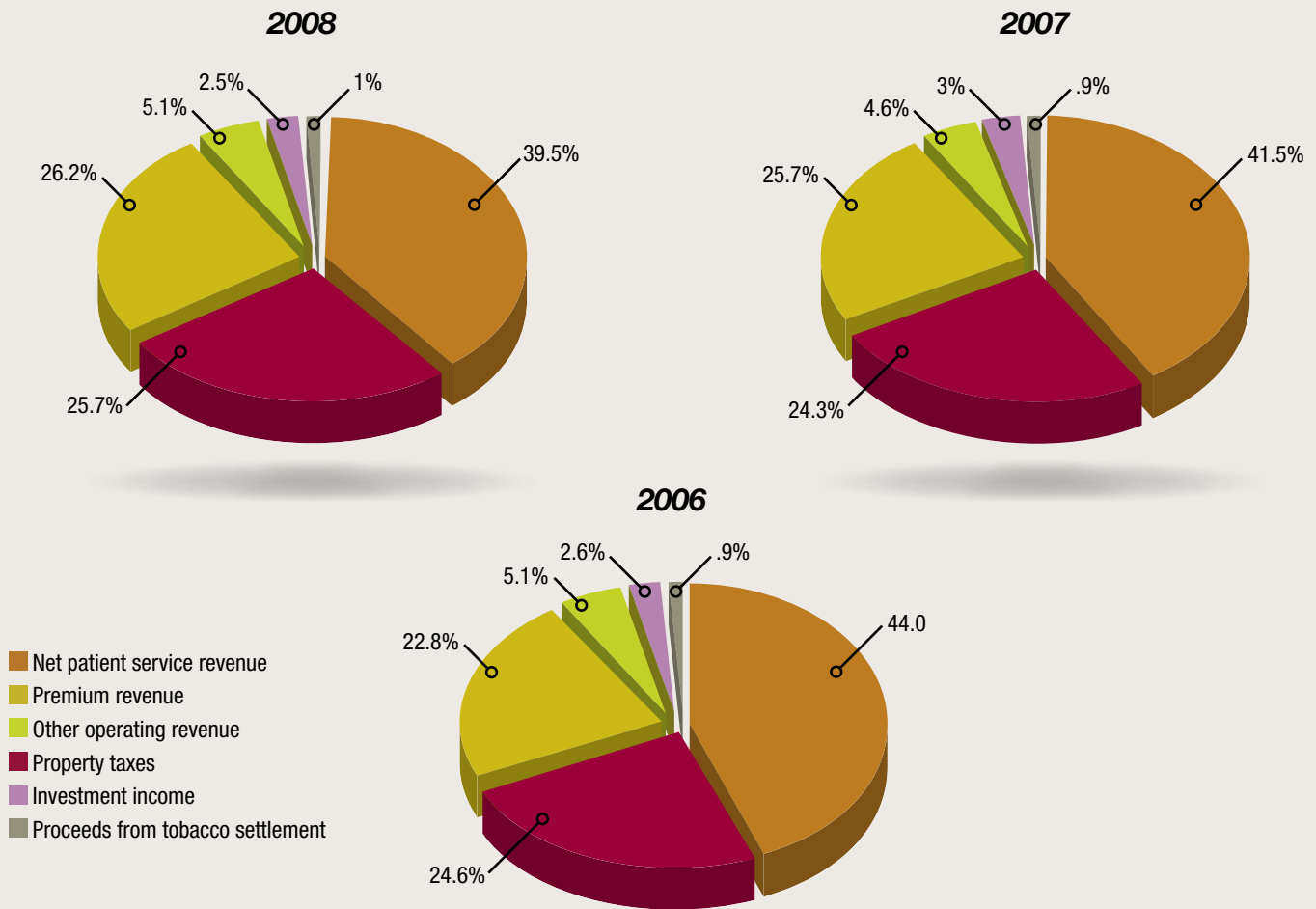
Summary of Revenue, Expenses and changes in Net Assets

Condensed Statements of Revenue, Expenses and Changes in Net Assets (In thousands)

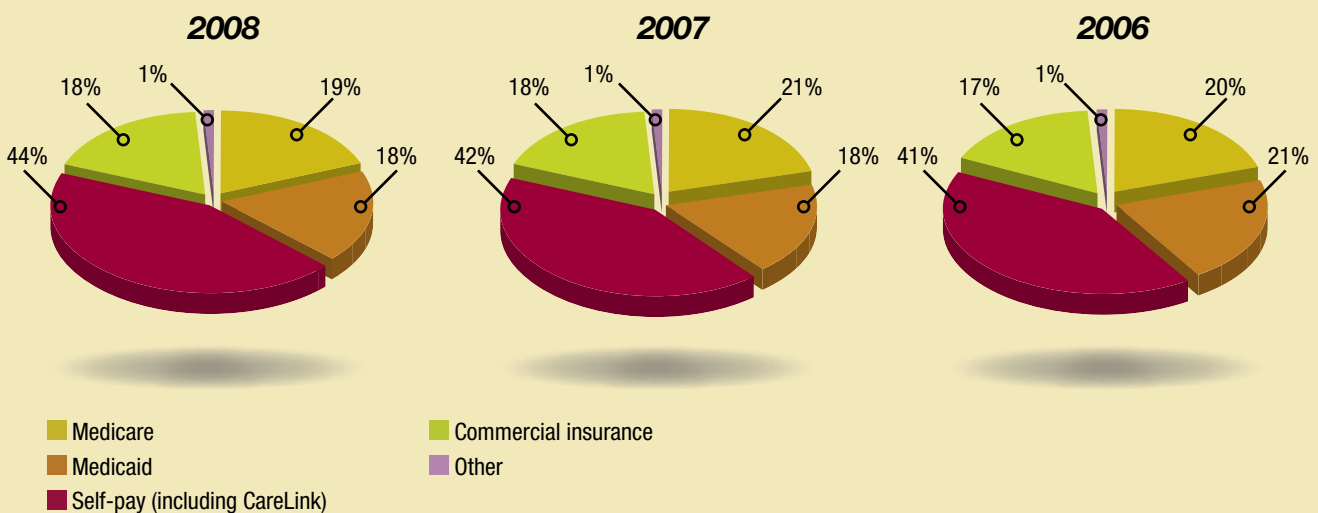
	Years Ended December 31		
	2008	2007	2006
Net patient service revenue	\$339,017	\$ 331,164	\$ 304,917
Premium revenue	224,605	205,145	158,032
Other operating revenue	44,014	36,713	35,459
Total operating revenue	\$607,636	\$573,022	\$498,408
Maintenance and operation expenses	598,030	551,309	514,532
Medical claims expense	195,532	183,105	144,757
Depreciation expense	31,054	25,615	23,901
Total operating expenses	\$824,616	\$760,029	\$683,190
Operating loss	(216,980)	(187,007)	(184,782)
Nonoperating revenue	250,515	225,386	194,940
Income before contributions	33,535	38,379	10,158
Capital contributions received (used), net	245	(1,286)	58
Change in net assets	33,780	37,093	10,216
Total net assets – beginning of year	578,187	541,094	530,878
Total net assets – end of year	\$ 611,967	\$ 578,187	\$ 541,094

Sources of Revenue by Percentage

Years Ended December 31



Payor Mix by Percentage



Report of Management Responsibility

4502 Medical Drive
San Antonio, Texas 78229



University Hospital

University Health
Center – Downtown

University Center for
Community Health /
Texas Diabetes Institute

University Family Health
Center – North

University Family Health
Center – Northwest

University Family Health
Center – Southeast

University Family Health
Center – Southwest

University Health System
Business Center

University Health System –
Preventive Health Clinics

Report of Management Responsibility

The management of University Health System (the System) is responsible for the preparation and integrity of the financial information presented in this report. The basic financial statements have been prepared in accordance with accounting principles generally accepted in the United States as promulgated by the Governmental Accounting Standards Board, and include amounts based on judgments and estimates made by management. Management also prepares the management's discussion and analysis, discreetly presented component units, required supplementary information and other financial information included in the report and is responsible for its accuracy and consistency with the financial statements.

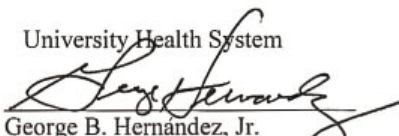
The basic financial statements have been audited by the independent accounting firm of Ernst & Young LLP, who was given unrestricted access to all financial records and related data, including the minutes of all meetings of the Board of Managers. The Board of Managers, through its Budget and Finance Committee (the committee) provides oversight to the financial reporting process. Integral to this process is the committee's review and discussion with management of the monthly financial statements and the external auditors for the annual financial statements.


The System maintains a system of internal control over financial reporting, which is designed to provide reasonable assurance that transactions are executed as authorized and accurately recorded, that assets are properly safeguarded, and also provides reasonable assurance to our management and the Board of Managers regarding the reliability of our financial statements. The internal control system includes:

- A documented organizational structure and division of responsibility;
- Established policies and procedures which are routinely reviewed by management, regularly communicated to staff and that demand highly ethical conduct from all employees.

The System's Integrity Services Department monitors the operation of the internal control system and reports findings and recommendations to management and the Board of Managers as appropriate. Corrective actions are taken to address control deficiencies and other opportunities for improvement as they are identified.

University Health System


George B. Hernandez, Jr.
President/Chief Executive Officer


Peggy Deming
Executive Vice President/
Chief Financial Officer



PHILANTHROPY

The University Health System Foundation, a 501 (c) (3) charitable organization, was established in 1984 to solicit, receive and maintain funds exclusively for the benefit of University Health System and its community mission. All programs of the Foundation are funded solely through community philanthropy and fundraising activities.

The Foundation is governed by a volunteer board of directors representing the community, University Health System and the UT Health Science Center. The board takes an active role in all fundraising endeavors including special events and campaigns.

The Foundation administers 60 restricted funds which support various University Health System programs, as well as a general unrestricted fund.



**University
Health System**
Foundation

Focus Projects

The Burned Children's Fund, established in 2008, was founded to ease the recovery process for pediatric burn patients and their families. Donations to this fund support San Antonio and South Texas' only pediatric trauma burn program in the Janey Briscoe Children's Center.

Funds raised are used to purchase items not covered by

insurance such as: scar management products, burn ointments and creams, therapeutic toys, transportation, as well as food and shelter for families needing to return for ongoing treatment and rehabilitation for burn injuries.

Valero Energy Foundation was the first donor to this fund with a \$75,000 commitment over a three-year period. In November 2008, the Baptist Health Foundation of San Antonio donated \$100,000 to support pediatric burn patients.

The Neonatal Intensive Care Unit Family Consultation Room renovation - located at University Hospital. The renovation of the Neonatal ICU family consultation room will provide a home-like atmosphere where parents can communicate confidentially with physicians regarding the status of their infant, discuss upcoming procedures and provide a private space for families to grieve when faced with the loss of a child.

The Nursing Scholarship Program aims to stem the serious decline in the number of registered nurses graduating from nursing schools. The program offers scholarships to University Health System staff members in exchange for their service to UHS after they graduate. The Foundation provided scholarships to 41 UHS employees in 2008. Since inception, the program has granted a total of 228 scholarships, with 48 graduates.

For more information on any of these or other programs of the University Health System Foundation please call (210) 358-9860 or visit www.UniversityHealthSystem.com



THANK YOU

We extend our appreciation to all of the many individuals and organizations whose time and contributions have made this year such a tremendous success. They are perpetuating a tradition of philanthropy that continues to advance our mission and improve our community in numerous ways.

Foundation Board of Directors

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Blas Catalani
1st Vice Chairman

Terrell McCombs
2nd Vice Chairman

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Pamela Otto, M.D.
T. John Parsi, D.D.S.
Steven J. Pritchard
Janice Ricks
Karla Wentworth
Irwin Zucker

Key Foundation Funds and Projects:

Blair Reeves Rehabilitation Fund
Burned Children's Fund
Emergency Center Fund
HIV/AIDS Fund
Janey Briscoe Children's Center Fund
Child Life Fund
Neonatal Intensive Care Unit Fund
Nursing Scholarship Fund
Peveto Center for Pastoral Care Fund
Safety Seat Fund
Texas Diabetes Institute Fund
Transplant Center Fund

Donors over \$250 for June 1, 2007 through December 31, 2008

3M
Abbott Laboratories
Mr. & Mrs. James Adams
Remedios Agrawal, M.D.
Aguillon Golf Classic
Ms. Tricia Aleman
Allied Barton Security
American Medical Response
American Messaging
Angel Staffing, Inc.
Aspen Medical Products
Astellas
AT&T
Baptist Health Foundation of San Antonio
Baptist Health System
Bayer
Beckwith Electronic Engineering Company
Books Are Fun, Inc.
Brake Check
Broaddus & Associates
Dr. & Mrs. John Calhoon
Capital Group Companies
Capitol Aggregates, Ltd.
Mr. Doug Cardon
Cardon Healthcare Network, Inc.
Carvajal Pharmacy
Mr. Blas Catalani
CentroMed
Mr. & Mrs. Charles E. Cheever
Chesney Morales & Associates, Inc.
Christus Health
Clark, Thomas & Winters
Clear Visions, Inc.
Community First Health Plans
Compass Bank
Convatec
Ms. Grace Cookson, R.N.
Fred Corley, M.D.
Creative Civilization
Ms. Francine Crockett
DaCor Air Conditioning Co.
Davidson & Troilo
Margaret Davis & Chuck Daye
Peggy & Darrell Deming
Ms. Helen Diegelman
Mr. Larry Diegelman
Mr. Craig W. Diserens
e-Scan Data Systems, Inc.
ECLIPSYS – The Outcomes Company
EHOB
The Epsilon Group
Mr. & Mrs. Ruben Escobedo

Essential Pharmaceuticals
Estrada Hinojosa & Co., Inc.
FM Global
Foster CM Group
Frost
Mr. Gilmer Gaston
Mr. Donald Gonzales
Mr. B. Charles Graham
Albert H. Half, M.D.
Mr. Randy Harig
Hill-Rom
Mr. Ed Hodge
Hollister Incorporated
Ms. Linda Hook
Jaster-Quintanilla San Antonio, LLP
JD General Management Account
KCI
KLRN TV
Dr. Eric & Mrs. Mary Kraus
Mr. Laurence Kurth
Mr. & Mrs. J. Rick Lewis
Life Uniform
Lilly Pharmaceuticals
LJP Leasing – Janice Ricks & Les Paulick
Lo Bello de San Antonio Women's Club
Mr. Tony LoBasso
Fernando Lopez, M.D., FACC
Marmon Mok Architecture
Masquerade Fundraising
Mr. James A. Mattox
McCombs Family Partners
Mr. John McGinty
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Mr. & Mrs. Kirk McMullan
Karen & Pat McMurry
Gary McWilliams, M.D.
Medtronic
Merck
Mr. & Mrs. Elias Meyer
Midmark
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Ms. Mary Ann Mote
Myra Stafford Pryor Trust
National Pan American Golf Association
Novartis Pharmaceuticals Corp.
Novo Nordisk Pharmaceuticals, Inc.
Randal & Pamela Otto, M.D.s
Owens & Minor
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Paragon Infusion Care, Inc.
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 Mr. & Mrs. Joe Pruett
 Quest Diagnostics
 Dr. & Mrs. George Rapier
 River City Federal Credit Union
 Roche Diagnostics
 Roche Laboratories, Inc.
 Mr. Greg Rufe
 Edward Sako, M.D.
 San Antonio Alpha Phi Alumnae Chapter
 San Antonio Express-News
 San Antonio Federal Credit Union
 San Antonio Kidney Disease Center
 San Antonio Police Officers' Association
 San Antonio Water System
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 South Texas Radiology Imaging Centers
 South Texas Sharps & Refurbish
 Col. & Mrs. John C. Sparks
 Ronald Stewart, M.D.
 Stratford Advisory Group, Inc.
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 Superior HealthPlan
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 Takeda Pharmaceuticals NA, Inc.
 Tejas Premier Building Contractor
 Texas Cancer Clinic
 Texas Organ Sharing Alliance
 Texas Wilson Office Furniture
 Time Warner Cable
 The University of Texas at Austin
 The University of Texas Foundation
 UPS Foundation
 UT Medicine San Antonio
 The University of Texas Health Science
 Center San Antonio
 The University of Texas Health Science
 Center San Antonio - School of Nursing
 Valero
 Ms. Eileen Weigum
 WellMed
 Senator & Mrs. Jeff Wentworth
 Weston Centre
 Mr. & Mrs. J.D. Williams
 Elly Xenakis, M.D.
 Ms. Rebecca Yancey
 Mr. Irwin Zucker

In-Kind Donations over \$100

Aladdin Cleaning & Restoration
 Alamo Golf Club
 Mrs. Virginia Aranda
 Augie's Barbed Wire Smokehouse
 Bally Total Fitness
 Becker Vineyards
 Bell Mountain Vineyards

Benavides Picture Framing & Gallery
 Ben E. Keith Company
 Blue Star Contemporary Art Center
 Braundera Family YMCA
 Buena Vista Palace
 Caliente Harley-Davidson
 Campbell Soup Company
 Canyon Springs Golf Club
 Ms. Andrea C. Casas
 Chisholm Trail Winery
 Ms. Gloria Clakely
 Clockwork Studios
 Cody-Harris Photography
 Compass Bank
 Courtyard by Marriott
 Mr. Rick Crover
 Darque Tan
 Davidson & Troilo
 Karen Diaz, M.D. & Joe Johnson, M.D.
 Disneyland Resort
 The Dominion Country Club
 Embassy Suites Northwest
 esd&associates
 Fair Oaks Ranch Golf & Country Club
 The Fairmount Hotel
 Mr. Mark Greenberg
 Havertys
 H-E-B Pharmacy
 Ms. Amy Hensz – Amy Lou Collections
 Hildebrand Art Gallery
 Hilton-San Antonio Airport
 Home Court America
 Hyatt Regency Hill Country Resort
 James Avery Craftsman, Inc.
 John-William Interiors
 Kiobassa Provision Company
 Labatt Food Service
 La Scala Restaurant
 Langmore Photography, Inc.
 Little Rhein Steak House
 The Lodge Restaurant of Castle Hills
 Ms. Tracy Lynch
 Marriott Rivercenter/Riverwalk
 Mary Brogan's Irish Cottage
 Dr. & Mrs. Gary McWilliams
 The Menger Hotel
 Mission Tortillas
 Omni La Mansión del Rio
 Oriental Rug Gallery of Texas
 Overstreet Studios
 Mr. & Mrs. Burt Pruett
 Retama Park
 Ride Away Bicycles, Inc.
 Ms. Mary Ann Ridout
 Ron's Jewelers
 The Rose Shop, Inc.
 San Antonio Stock Show & Rodeo
 San Antonio Symphony
 Mr. & Mrs. David Scepaniski
 SeaWorld San Antonio
 Six Flags Fiesta Texas
 Splashtown Waterpark
 Spurs Sports & Entertainment
 Ronald Stewart, M.D.
 Suchy's Flowers & Gifts
 Sysco Food Services of San Antonio

Tapatio Springs Resort & Conference Center
 Texas Hills Vineyard - Johnson City
 Uptown Flowers
 US Foodservice - Austin Division
 Valero Energy Foundation
 Ms. Susan Waechter
 The Wash Tub Car Wash
 Water 2 Wine
 Water Works Car Wash
 Watermark Hotel & Spa
 The Westin La Cantera Resort
 Westin Riverwalk San Antonio
 Whataburger
 Ms. Julie Wiley – The Heart Bead of Life
 Woodlake Golf Club
 Ye Kendall Inn

In Honor of:

Ms. Jessica Bernstein
 Col. Roy Burley
 Mr. George B. Hernández, Jr.
 Mr. Jeff Turner

In Memory of:

Mr. Alfonso Aleman
 Ms. Josefina Almares
 Ms. Helen Alsop
 Mr. Ernesto Ancira, Sr.
 Ms. Mabel Barbieri
 Mr. Miguel De la Haya
 Mr. Pedro de Luna, Sr.
 Mr. Robert Diegelman
 Howard W. Diserens, M.D.
 Mr. Willie Garza
 Mia Jene Gonzalez
 Ms. Bess Scott Harberger
 Mr. Waldo Hayden
 Ms. Carmen Herrera
 Mr. William Huff
 Ms. Ann Kissling
 Mr. Alfredo Lopez
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 Mr. Paul K. Mery
 Mr. Earnest H. Minor
 Mr. Jerry D. Palmore, Sr.
 Mr. Steven Price
 Ms. Aldelfa Quinones
 Mr. Harold Robinson
 Ms. Maria C. Sanchez
 K. Simcic, M.D.
 Mr. George Soder
 Ms. Gina Streetman
 Ms. Wanda Jean Wheatley
 Ms. Johnnie Smoot Williams
 Mr. & Mrs. S. L. Williams
 Mr. James Yandell

Every effort has been made to assure the accuracy of this list. If you discover an error or omission, please contact the University Health System Foundation at (210) 358-9860.

2008 Defining the Mission...By the Numbers

University Hospital Inpatient Activity

Operated Beds	498
Inpatient Discharges.....	20,625
Patient Days	128,516
Births	2,819

University Hospital Outpatient Visits

Emergency Center	64,227
ExpressMed Clinic	26,502
Outpatient Surgery	8,517
Outpatient Visits.....	26,003
Ancillary Visits	75,388
Total Hospital Outpatient visits:.....	200,637

Community Clinic Visits

University Health Center – Downtown (ExpressMed=32,663)	122,742
University Center for Community Health (UCCH)	54,069
University Family Health Centers (UFHC):	
UFHC Southwest (ExpressMed=17,053).....	48,741
UFHC Southeast (ExpressMed=10,717).....	59,235
UFHC North (ExpressMed=11,984)	34,698
UFHC Northwest	12,305
Community Visits to CareLink Patients	57,313
Ambulatory Ancillary Visits	160,440
Total Community Clinic Visits	549,543

Preventive Health Clinic Visits	46,205
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Number of Unique Patients

(cared for at UHS facilities)	208,092
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Outpatient Pharmacy Prescriptions Filled	928,089
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University Health System Employees (as of 12/31/08).....	5,028
FTE equivalent.....	4,478

Medical Staff

Active & Provisional Staff Physicians	831
Resident Physicians	319

Volunteers	320
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Volunteer Hours	33,885
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Defining the Mission

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Project Manager

Leni Kirkman

Staff

Tricia Aleman
Lauren Graham
John Grevera
Helena Hummel
Dora Quiroga
Anthony Sanchez
Julie Wiley

Photography

Mark Greenberg Photography

Design

esd&associates

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**University
Health System**

www.UniversityHealthSystem.com

4502 Medical Drive
San Antonio, TX 78229
(210) 358-4000