

**University
Health System**

LIVING PROOF

for Bexar County and Beyond

ANNUAL 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.

A Mission in Action

The personal stories of our patients are **Living Proof** of our dedication to providing a higher level of care for everyone.

An Exceptional Year

Our national recognition for nursing excellence, advanced technology and commitment to education, **in partnership with The University of Texas Health Science Center at San Antonio**, are **Living Proof** of our community's support for a world-class academic medical center for Bexar County.



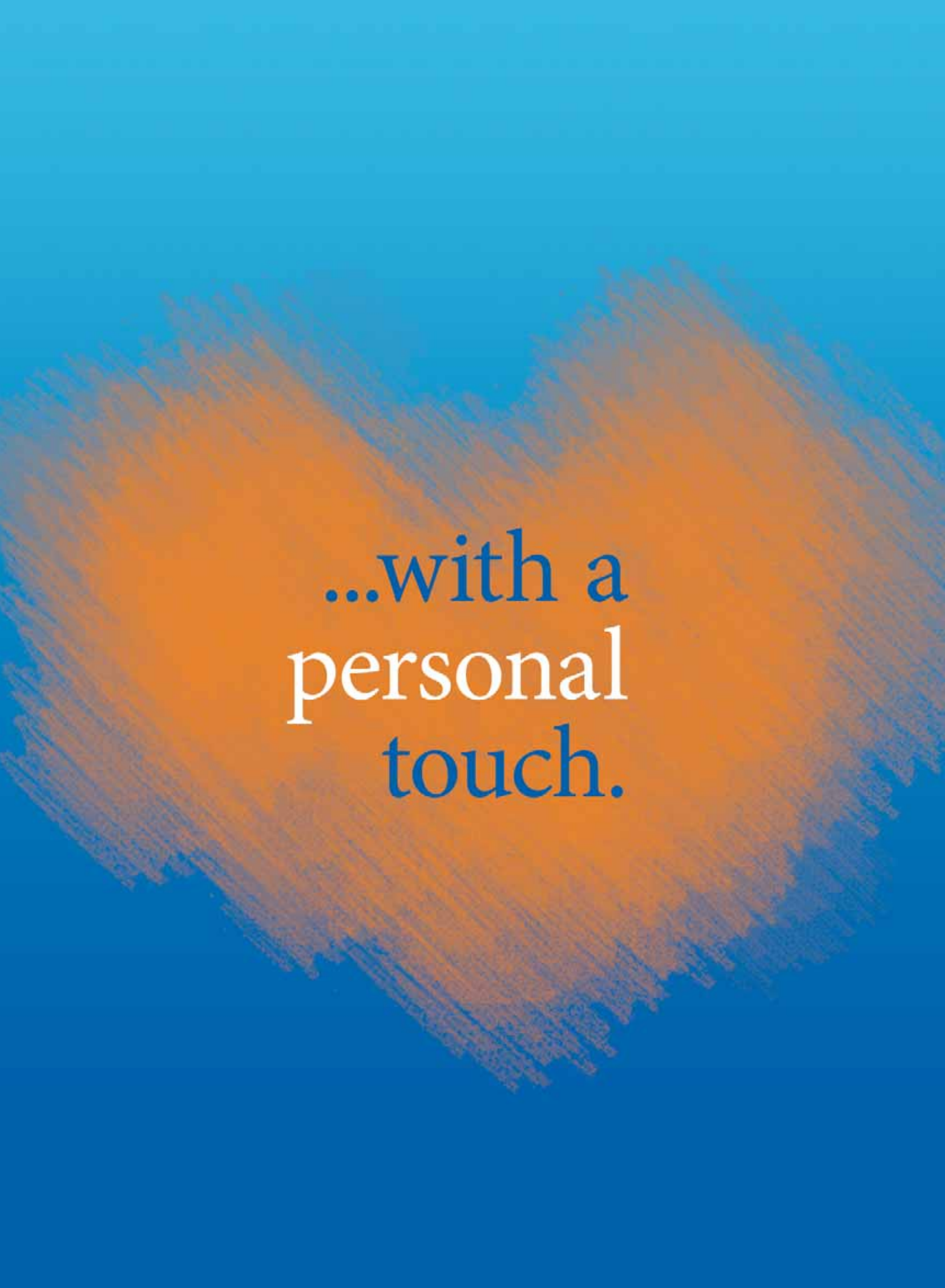
*We'll be there when
you need us*






Delivering a
higher level
of care...





...with a
personal
touch.





Making
prevention
a priority...

*Robert B. Green Campus
New Clinical Services Building downtown to be completed in 2012*



*University Hospital – New Tower to be
completed in 2013*





and expanding
to meet the
healthcare needs
of our growing community
and trauma region.

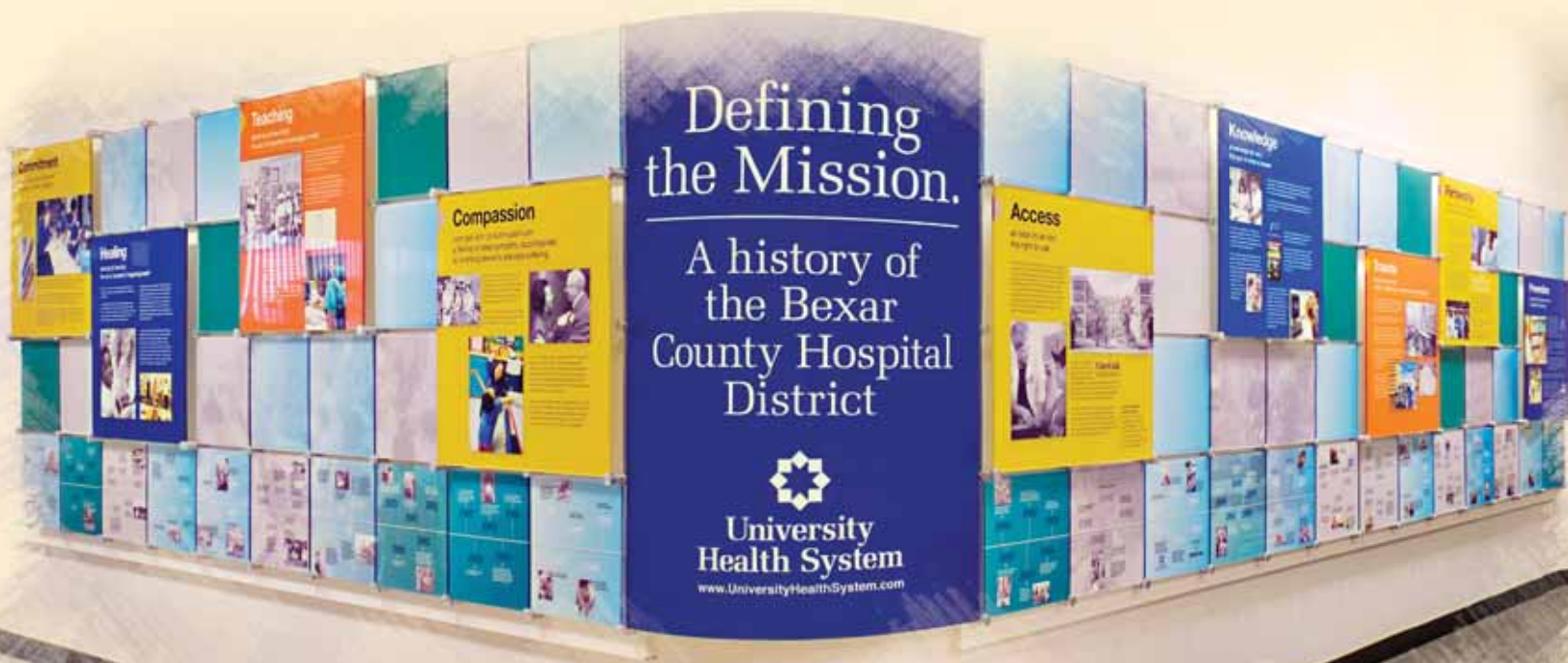
Welcome to University Health System.

Simply put, it's been a very good year. Every facet of our organization and mission is better and stronger.

University Health System is:

- Home to the lead Level I Trauma Center for South Texas
 - › The only Trauma Center equipped to care for seriously injured and burned children
- South Texas' only Magnet® healthcare organization
- The most advanced health system in South Texas for electronic health records
 - › 100 Most Wired Hospitals
 - › 100 Most Wireless Hospitals
 - › Top 25 Most Connected Healthcare Facilities
 - › HIMSS Stage 6 (2nd highest) for integrating electronic medical records
- Named by *U.S. News & World Report* in its annual Best Hospitals rankings
- Home to South Texas' only Intensive Care Unit to earn a prestigious Beacon Award
- Ranked 4th in the world with a BEST Award for employee learning & development
- Among 36 U.S. hospitals recognized with a Silver Award for the care of heart attacks
- Implementing an \$899.4 million Capital Improvement Program to provide the very best in care for patients at University Hospital and University Health Center – Downtown.

These accomplishments are **Living Proof** of our commitment to becoming a truly world-class institution.



Dear friends,

We are pleased to introduce University Health System's annual Report to the Community and honored you are taking the time to learn more about our critically important mission and recent accomplishments.

It has been an exceptional year for University Health System in terms of national awards and recognition but, without a doubt, our greatest achievements are the patients who are enjoying renewed life because of the expertise and tireless commitment that abounds across our organization. We are confident you will be stirred by the remarkable stories of healing and hope in this report.

Many exciting medical breakthroughs and best practices in medicine are being discovered and implemented here in Bexar County – inside the facilities of University Health System.

We are extremely proud of our affiliation with The University of Texas Health Science Center at San Antonio. Through this partnership, as well as our integration of a comprehensive electronic health records system, our team of health professionals is delivering high-quality care and achieving excellent outcomes for our patients. We are also fortunate to have a highly-skilled team of administrative professionals, across many disciplines, leading and supporting our mission.

Together, these dedicated men and women are the heart and soul of University Health System. They are **Living Proof** of our mission in action to save and improve lives in Bexar County and beyond.


On behalf of the Bexar County Hospital District Board of Managers and our 5,000 dedicated staff members, we thank you for your interest in University Health System and hope you enjoy this publication.

Sincerely,




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




Robert L. Jimenez, MD
Chairman, Board of Managers

Bexar County Hospital District Board of Managers



Robert L. Jimenez, MD
Chairman

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.



James Adams
Vice Chairman



Ira Smith, Jr.
Secretary



Robert Engberg
Chair, Budget &
Finance Committee



Linda Rivas
Chair, Planning &
Operations Committee



Alexander Briseño



Rebecca Q. Cedillo

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.



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



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We'll be here when
you need us.

From the darkest of days to hope for a bright future

Trauma can happen
to anyone, at any
time, in any place

It was August 16, 2007 and a family running some errands in San Antonio had no idea what was about to hit them. It was back-to-school time but 6-year-old Nicholas Velasquez was probably more focused on getting home to feed his lizard the crickets they had just picked up at the pet store than starting first grade. He was buckled up in the backseat. His mother, Angelica, was in the front passenger seat and her fiancé, now husband, John was driving. They were traveling South on Loop 1604 – headed home to Pearsall at about 7:30 in the evening.

All of a sudden the van in front of them swerved to the right, nearly hitting two other cars. “He’s gonna cause an accident,” Angelica recalls saying, as she watched the near miss. But, as she turned her attention back to the road ahead, she saw headlights – heading right for them. John was already trying to take evasive action – turning to the left to get up on the median. But the headlights turned too and kept getting larger in their windshield. There was no time to brake. The impact was head-on. They’d later learn they had been hit by a drunk driver going against traffic on Loop 1604. His blood alcohol level was four times the legal limit.

*“I want to be a doctor.”
– Nicholas Velasquez*



[Click here to watch video](#)



Nicholas, at the 2009 Medical Miracles Gala, with his family, University Health System president/CEO George B. Hernández, Jr. and Foundation Board Chairman Rick Lewis.

When the deafening crash turned to silence, Angelica looked over to John. He was awake, but not talking. She called for Nick. When he answered she thanked God. “He was OK,” she recalls thinking at the time. It would be awhile before she learned the extent of his injuries.

Nicholas was taken to University Hospital, the only Level I Trauma Center in South Texas that cares for critically injured children. He was really bad. His abdominal wall was completely destroyed and his bowel was leaking poison into his little body. “We see a lot of badly hurt kids, but Nicholas had some of the worst abdominal injuries we’ve ever treated,” explains Dr. Ronald Stewart, University Hospital trauma surgeon and interim chair of the Department of Surgery at The University of Texas Health Science Center at San Antonio. Making matters worse, his abdominal aorta – the main artery that carries blood to the legs – was also crushed.

Angelica and John were taken to the trauma center at Wilford

Hall Medical Center. They were all hurt badly, but Nicholas was the worst. Angelica was transferred to University Hospital the day after the crash so she could be closer to her little boy. She remembers seeing him for the first time. “He was so swollen I hardly recognized him.” She remembers the somber feeling in the room as the staff of the Janey Briscoe Children’s Center explained what they were doing to try to stabilize him. His little body was damaged to the point that no one could say for certain whether he would live or die. All she could do was pray.

He spent months in the Pediatric Intensive Care Unit, underwent countless procedures, and even survived a rare brain complication. Nicholas went back to school in September 2008, and right before Christmas he walked into his classroom without crutches. While doctors were thrilled with his progress and removed the pins from his back at about that same time, Nicholas had to go back to the

operating room in February 2009 because his back was too unstable to manage without the supporting devices. He continues to make excellent progress.

Throughout his ordeal, Nicolas has shown remarkable strength and maturity well beyond his years. Author Karen Goldman, in *The Angel Book*, writes “the light in children’s eyes is the reflection of Heaven peeking through.” That quote absolutely describes how the staff of the Janey Briscoe Children’s Center sees Nicholas. “It is like a family here,” says Angelica. “They love him and put so much of themselves into getting him better.”

She smiles when she thinks about some of their “good” hospital memories. “He would keep little toys in his bed and one of his favorites was a glow in the dark flashlight,” she remembers coming in one morning after sleeping at the Ronald McDonald House and the nurse telling her that she had been startled in the middle of the night



UT Longhorns Fan, Nicholas

by strange flashes of light coming out the doorway to Nicholas' room. "He was using his flashlight to signal that he wanted her to come in and turn on cartoons," she laughs.

Nicholas is very much an "old soul" with a kind heart. He has every reason to be angry about what he has been through and what lies ahead as he struggles to do many of the things that little boys like to do. Instead of being angry he is accepting. Instead of thinking of how his ongoing medical problems impact himself, he worries about others. When he found out he would be at the hospital for tests during the

Valentine's Day Party at school, his biggest disappointment was that he wouldn't be able to buy a treat for his mom and his sister.

He understands what happened on the way home from the pet store that day, but has never asked "why did this happen?" or spent time blaming the drunk driver that caused him and his family so much hurt. On one occasion, during a discussion about the crash he asked, "Do bad people have guardian angels?" And, if they do, he asked, "What color are their wings?" Just as the sunlight makes possible the colors of the rainbow, you have to

believe the wings of all angels would transform into the most beautiful colors when exposed to the light of this young man whose strength of body and spirit makes him a Medical Miracle and an inspiration to us all.

Nicholas' story is one of good medicine, guardian angels and relentless hope – coming together to allow a family to find the light at the end of long dark tunnel. Nicholas Velasquez was the honoree at the 2009 University Health System Foundation Medical Miracles Gala. He dreams of playing soccer again and becoming a doctor.

Lifesaving Care for the Critically Injured

University Hospital is the lead Level I Trauma Center for Texas Trauma Services Area P, a region that includes 22 counties and is geographically larger than 17 states in the U.S.

It is the only trauma center in the South Texas region providing care for seriously injured and burned children. It is a critically important system of care that's here for you and your loved ones 24 hours a day, 365 days a year.

For patients with life-threatening injuries, rapid treatment by experienced trauma professionals can mean the difference between life and death.



San Antonio AirLIFE celebrated its 20th anniversary on September 1, 2010. AirLIFE has safely transported more than 42,000 critically ill and injured patients.

We'll be here when
you need us.

The breath of life comes full circle for a former lifeguard

It's safe to say most people take breathing for granted. Unless we're huffing and puffing from exertion, we never notice the inhaling and exhaling that happens in our bodies about 22,000 times each day. Just prior to his lung transplantation, getting oxygen into his body was pretty much all Kevin King could think about.

Kevin knows a thing or two about what happens to a person deprived of oxygen. He spent seven summers as a lifeguard in Florida. There are people alive today because he was there – at the right time, in the right location and knowing exactly what he needed to do to save the life of a drowning person.

Kevin King's story is all about the “breath of life,” first given, and then received.

Kevin was diagnosed with pulmonary fibrosis before he started feeling any symptoms. His mother had died from the disease, so he was keenly aware of what he was about to face. He began to tire easily and, all too rapidly, worsened to the point that he had to rely on portable oxygen. “We knew the only answer was a lung transplant,” recalls Kevin's wife Nena. “We also knew he would have to get very sick before he would be eligible for the transplant.”

Dr. Luis Angel, director of the Lung Transplant Program at the University Transplant Center and Associate Professor of Medicine in the Division of Pulmonary Disease and Critical Care Medicine at The University of Texas Health Science Center at San Antonio, closely

Kevin King was able to celebrate the first anniversary of his lung transplant by going skiing on one of the highest peaks in the nation.



[Click here to watch video](#)



Kevin King, the lifeguard

monitored Kevin's deteriorating health, switching him to liquid oxygen when the regular bottles became insufficient. "He was young and had a supportive wife with little kids; he had a lot to live for," says Dr. Angel. "He was an ideal candidate for lung transplantation, if he could manage to stay alive until a lung became available."

At his weakest, Kevin remembers asking Nena to buy him an electric toothbrush because the exertion of brushing manually was just too strenuous. He was placed on the waiting list for a lung right after Christmas 2007. He got "the call" in March 2008. His lifesaver was a

young man who was killed as the result of a car crash in Central Texas.

"The fact that someone, right after their loved one has died, agreed to allow their family member to be an organ donor is the first miracle," says Dr. Angel. But it wasn't the last.

Kevin's transplant happened on the Thursday before Easter and went well. The next day he was looking good. Nena went home and got some rest.

A call from the hospital on Saturday morning asking when she was coming up was the first indication that he was taking a turn for the worse. With his family by his side, and later praying in the waiting room, Dr. Angel spent the next 24 hours trying to stabilize Kevin's falling blood pressure and increasing heart rate. He was minute-to-minute in the fight of his life. Fortunately, a bedside procedure gave the Kings their second miracle on Easter morning.

Dr. Angel credits the entire team, but the Kings will tell you Dr. Angel was a lifesaver. "He stayed the whole time during a holiday weekend," says Nena. "After Kevin was stabilized on Sunday, Dr. Angel came up to me, put his arm across my shoulders and said 'I'm tired' but I'm staying

as long as you are here. I'll go home when you go home.' What could I say? He was telling me it was OK for us both to go and get some rest."

Kevin was back in the hospital two more times with life-threatening problems – a blood clot that went through his heart and got stuck just before entering his new lung, and a coughing fit that resulted in a tear of his new lung that turned into a deadly pneumonia.

The *gift of air* that now allows him to enjoy life with his wife and sons is the miracle that inspires Dr. Angel, and other members of the University Transplant team, to do this important work and continually strive to find even better ways of doing it.

Today, Kevin is inhaling and exhaling with relative ease. One year after his transplant, he celebrated by treating himself and his family to a New Mexico ski trip. On that trip he skied down one of the highest ski slopes in the country. You may wonder if he is tempted to take breathing for granted. Without hesitation he will tell you, "No. You never stop thinking about it."

Kevin King was honored at the 2010 University Health System Foundation Medical Miracles Gala.



Dr. Luis Angel presenting the 2010 Medical Miracles Honoree award to Kevin King. His family and University Health System transplant team look on with pride.

Delivering a Higher Level of Care
with a Personal Touch



The Magnet attraction: University Health System earns Magnet® status

Only six percent of U.S. hospitals
have earned this designation from the
American Nurses Credentialing Center

Just as magnets attract metals, Magnet® hospitals and health systems attract the best nurses and health professionals. They also offer patients reassurance they are being cared for by a team with a proven track record for providing excellent care and positive outcomes for their patients. On February 17, 2010, University Health System became the first and only health system in San Antonio and South Texas to earn Magnet® status from the American Nurses Credentialing Center (ANCC). The health system, owned by the taxpayers of Bexar County and that serves as our region's lead Level I



[Click here to watch video](#)



Trauma Center and academic medical center, is now among a very elite group of healthcare institutions. Just six percent of the nation's hospitals have earned this designation.

University Health System, after a five-year "Magnet Journey," and by unanimous decision of the ANCC evaluation committee, is one of 360 Magnet institutions worldwide, and the 24th in Texas. It is a significant and prestigious achievement that does not happen quickly or easily. "We are an organization committed to quality, compassion and innovation, and this recognition demonstrates how these ideals are more than just healthcare terms, but words we take to heart in everything we do," said George B. Hernández, Jr., president/CEO

of University Health System. "Our Board of Managers set the bar high and challenged us to be the best of the best. Today, we let them know we have reached this mark and have set our sights on the next one."

The Magnet Recognition Program was created in 1983 by the ANCC, a subsidiary of the American Nurses Association and the world's largest and most prestigious nurse credentialing organization. Through a complex application and review process, including an intensive three-day onsite survey, University Health System successfully demonstrated its commitment to providing excellent care for all patients, sustaining nursing excellence and transforming the culture of a work environment.

The recognition is also a reflection of the support the nursing staff receives in order to fulfill the health system's mission. It is also referred to as the "gold standard" in measuring the quality of care that healthcare consumers can expect to receive.

"We are so pleased and proud," said Nancy Ray, RN, University Health System chief nursing officer. "Magnet is a journey, a process and a structure to assure the best outcomes are achieved for patients."

For more information about the ANCC's Magnet Recognition Program, go to nursecredentialing.org. To learn more about University Health System, visit us online at UniversityHealthSystem.com.



Delivering a Higher Level of Care
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The award-winning University Hospital Transplant Intensive Care Unit team.

A Beacon for excellence: Transplant ICU team earns national award

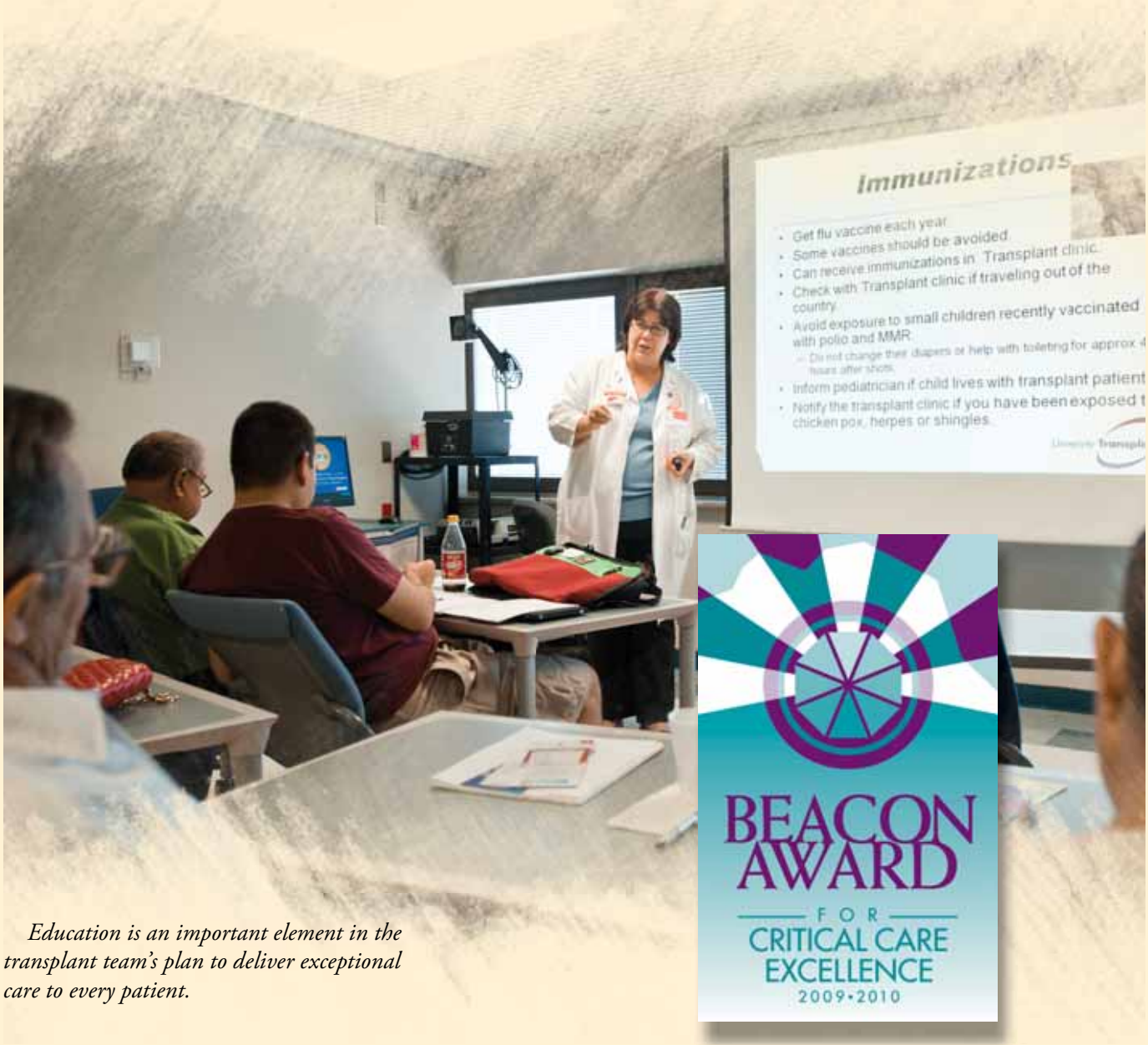
First intensive care unit in South Texas to earn
the Beacon Award

In June 2010, University Hospital's Transplant Intensive Care Unit (TICU) became the first ICU in South Texas to receive the Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses (AACN). It is also just the second transplant ICU in the nation to receive this prestigious award.

Developed in 2003 by the AACN, the Beacon Award recognizes individual critical care units that exhibit high-quality standards and exceptional care for patients and families while fostering and sustaining healthy work environments. There are about 6,000 intensive care units in the United States, and less than four percent of them have been recognized

for achieving, maintaining and documenting these extremely high standards.

"This award is living proof of the great quality and service delivered on our transplant unit," said George B. Hernández, Jr., University Health System president/CEO. "We are all so proud of the work done by this talented and dedicated team," added



Education is an important element in the transplant team's plan to deliver exceptional care to every patient.

Christann Vasquez, University Health System chief operating officer.

To receive the award, a unit must meet 42 different criteria in six categories:

- Patient outcomes
- Evidence-based practice and research
- Leadership and organizational ethics
- Excellence/innovation in recruitment and retention
- Education, training, and mentoring
- Promoting healing environments

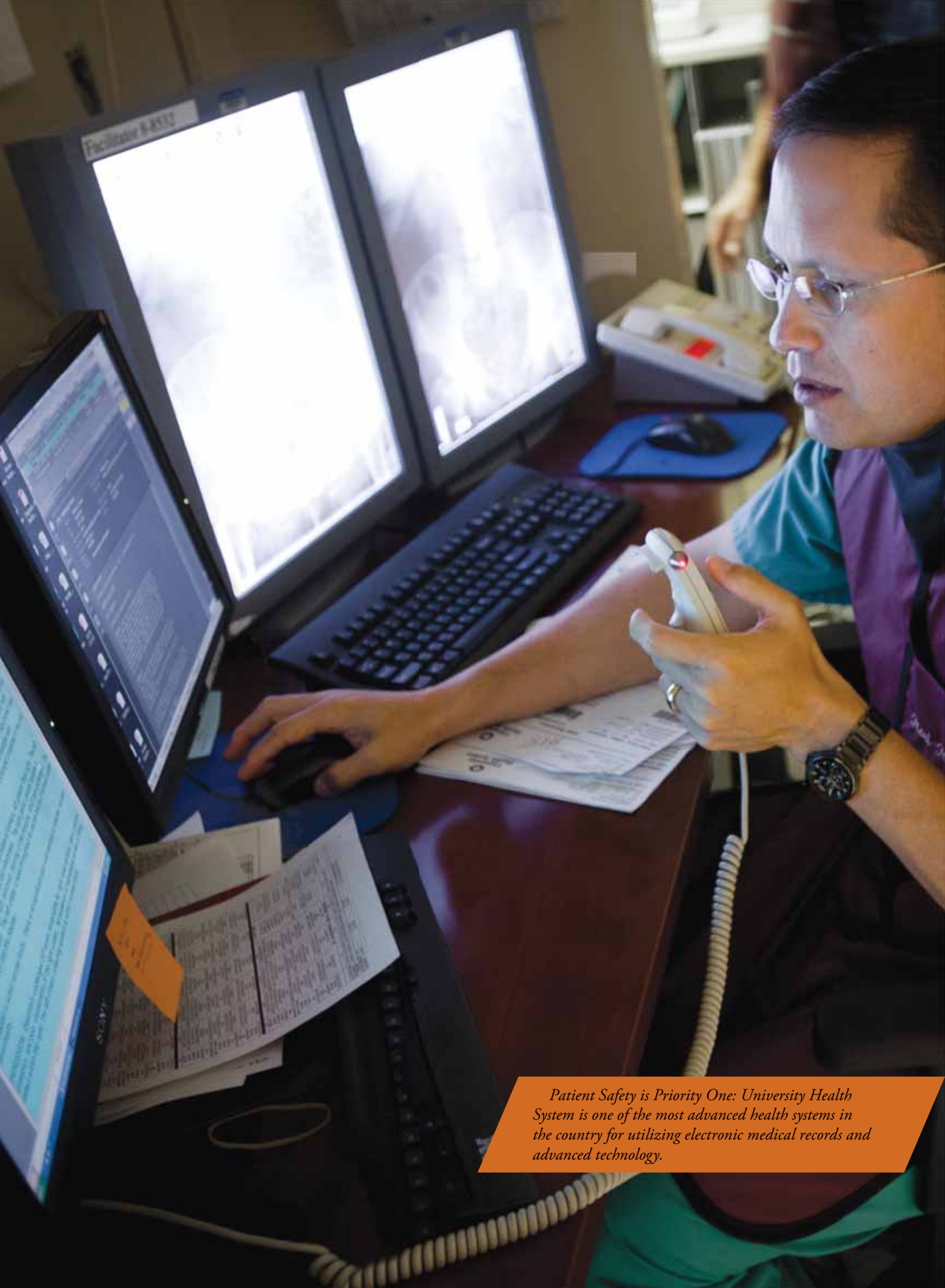
The Beacon also provides nursing care units a way to better measure systems, outcomes and environments. “Your unit sounds like a great place to work and exhibits many Beacon qualities,” wrote one of the Beacon Award reviewers.

“By reading your application, I get the sense that your unit holds each staff member and itself as a whole to a very high standard. Through all of the examples that you provided, I was able to develop an understanding of your unit culture,” added another. “The teamwork of your unit staff and management is apparent in every exemplar. You have provided many excellent examples of unit-based activities that show a consistent and pervasive sense of collaboration and excellence in practice.”

Nancy Ray, RN, University Health System's chief nursing officer, knows she has the best nurses in San Antonio. “It is so incredible what they accomplish every day. I am so thankful they are part of University Health System.”

Michael Payne, RN, administrative director of the TICU agrees. “This is such a huge achievement! Our nurses consistently provide the highest quality care and I am so proud of this achievement.”

The AACN is the largest specialty nursing organization in the world, representing the interests of more than 500,000 nurses providing care to critically ill patients. To learn more about the Beacon Award, please visit aacn.org.



Patient Safety is Priority One: University Health System is one of the most advanced health systems in the country for utilizing electronic medical records and advanced technology.

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Most Wired & Most Wireless: *What do “wires” mean for patients?*

High-tech hospitals deliver better outcomes for patients, according to the findings of the 2010 America's Most Wired Survey, and University Health System is the only in San Antonio to be included among the 100 Most Wired Hospitals and the 100 Most Wireless Hospitals. The

findings of the 2010 Most Wired Survey were released in the July issue of *Hospitals & Health Networks* magazine, the journal of the American Hospital Association.

The study focuses on how the nation's hospitals use information technology for quality, customer

service, public health, safety, business processes and workforce issues. According to the survey, hospitals understand the importance of health information technology and the benefits of its widespread adoption, yet many still face significant barriers to implementation.

“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,” said George B. Hernández, Jr., University Health System president/CEO. “We put the patient first in every decision. Our commitment to integrate electronic health records and implement the latest technologies at University Hospital, and across our network of community and preventative clinics, is first and foremost about delivering the highest quality of care possible.”

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

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 electronically. 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,” said Bill Phillips, University Health System vice president/chief information officer. “If a patient has been previously treated at any University Health System location, vital information is immediately available to help in diagnosing and treatment.”

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 said more than 5 million orders and 11 million notes were entered into the health system’s electronic medical record system in 2009.

Memorial Hermann Healthcare System in Houston was the only other Texas hospital to be designated as a Most Wired and Most Wireless hospital.

Hospitals & Health Networks conducted the 2010 survey in cooperation with McKesson Corporation and CHIME. The July H&HN cover story detailing results is available at hhnmag.com.

In the TOP ONE PERCENT for Electronic Medical Records

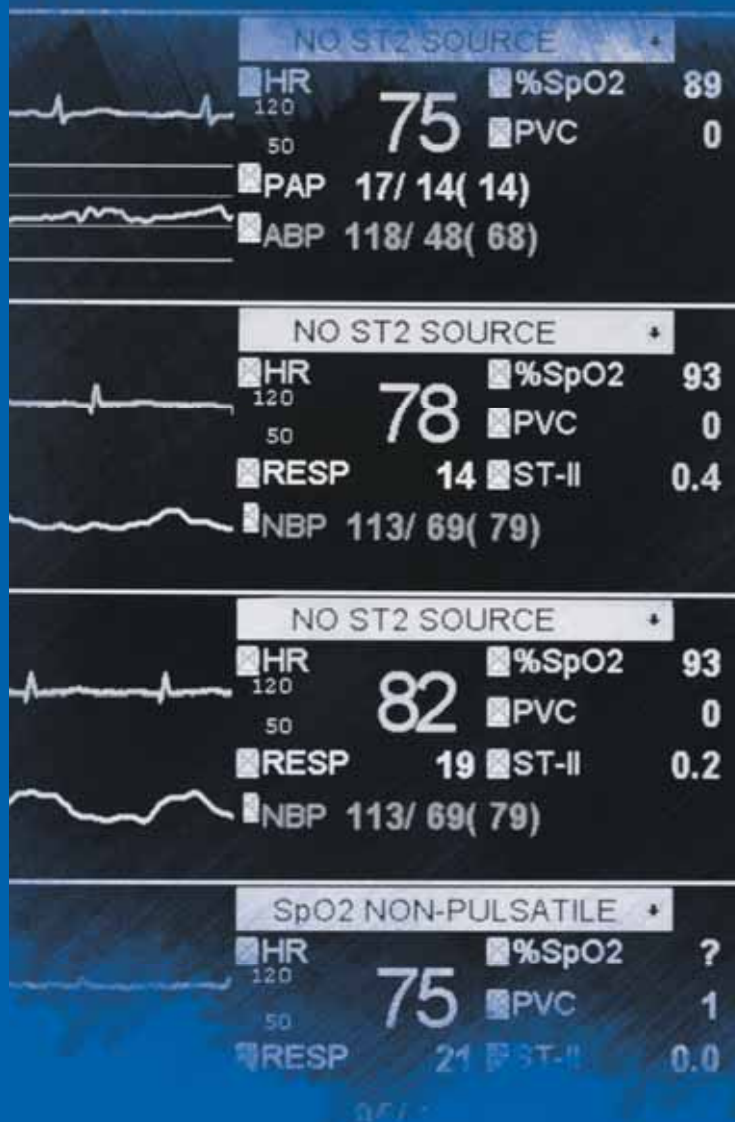
University Health System was among the Top 25 Most Connected Healthcare Facilities in the nation, in 2009 and 2010, according to *Health Imaging & IT Magazine’s* annual study of how U.S. hospitals and health systems integrate new technologies to improve quality and efficiency. University Health System is the only healthcare organization in Texas to be included in this prestigious ranking and is, in fact, in the TOP ONE PERCENT in the country for integrating electronic medical records and advanced technologies.

University Health System is continuously reviewing and optimizing systems to assure the highest level of patient care. “Our digital radiology, electronic health record and computerized physician order entry systems (CPOE) have cut costs, increased efficiencies and reduced errors,” says Bill Phillips, University Health System vice president/Chief Information Officer.

University Health System has been evaluated by HIMSS Analytics’ to be at Stage 6 according to its widely cited Electronic Medical Record (EMR) Adoption Model. Stage 7 is the highest level and, to date, no healthcare organizations have met this standard.



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Getting with the guidelines for heart attack patients

University Health System received the American College of Cardiology Foundation's NCDR ACTION Registry—Get with the Guidelines Silver Performance Achievement Award for 2009.

University Hospital is one of only 36 hospitals nationwide to achieve this recognition signifying the organization's commitment and success in implementing a

higher standard of care for heart attack patients. The award also recognizes University Health System for reaching an aggressive goal of treating coronary artery disease patients with the standard levels of care outlined by the American College of Cardiology and American Heart Association.

To receive the ACTION Registry—Get with the Guidelines

Silver Performance Achievement Award, University Health System consistently followed the treatment guidelines for 12 consecutive months. These include aggressive use of medications like cholesterol-lowering drugs, beta-blockers, ACE inhibitors, aspirin, and anticoagulants in the hospital.

Delivering a Higher Level of Care
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Members of the Management Development Academy made a big splash with Beluga whales at SeaWorld, as part of a lesson on how to build trust and improve communication.

What it takes to be the BEST

Annual Award recognizes best learning organizations worldwide
University Health System is BEST, two years running

University Health System ranks 4th in the American Society for Training & Development's (ASTD) 2010 BEST Awards program, and was among just 31 organizations from India, Singapore, Turkey and the United States to receive this recognition. This is the second consecutive year for University Health System to make the list of the world's most innovative and effective organizations for employee learning. It ranked 18th in 2009.

The BEST Awards recognize organizations that demonstrate enterprise-wide success as a result of employee learning and development. These award-winning companies have made a strong investment in learning, created a safe and engaging learning environment, and used new and innovative technologies to design and deliver learning.

University Health System was selected for its efforts to develop and retain capable employees through its Institute for Leaders, a multi-tiered leadership development

program to develop current supervisors into the leaders of tomorrow. Four programs operated by the institute are the Performance Leadership Academy, Management Development Academy, Directors' Mentoring Program, and Leadership Academy for Physicians. Training initiatives provided by each program arm individuals with valuable communications and leadership skills so that they can confidently address the board, manage budgets and master project management assignments. "These are some of the biggest challenges in healthcare," explains University Health System president/CEO George B. Hernández, Jr. "These and other learning programs have resulted in improved efficiency and financial performance, as well as employee satisfaction."

"The ASTD BEST Award winners set the standard of excellence for exceptional learning practices, and demonstrate that a skilled workforce is vital to achieving results," says

Tony Bingham, ASTD's president and CEO. "These 31 organizations excel in creating innovative learning cultures that clearly align with strategic business goals. And, they continue to demonstrate their commitment to workplace learning and development even during a challenging economic climate."

Through an online application, the 2009 BEST Awards received entries from 93 organizations in 10 countries. For 2010, the field grew to 104 applicants from nine countries. These organizations submitted quantitative and qualitative information to ASTD about their learning and development practices and programs. Their applications were assessed by members of the BEST Awards advisory committee, a group of experts in the learning and development field.

This is the eighth year of the ASTD BEST Awards. More information about ASTD BEST Award winners may be found online at astd.org/best.

Delivering a Higher Level of Care
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2010
TOP 50
Hospital

*U.S. News &
World Report*

U.S. News Top 50 for treating kidney disorders

University Health System ranks in the Top 50 in the nation for the care of patients with kidney disorders, according to *U.S. News & World Report's* 2010-11 Best Hospitals report released July 15, 2010. It is the only San Antonio hospital to be ranked in any of the 16 medical/surgical specialties evaluated by U.S. News Media Group and one of just eight Texas hospitals or medical centers to receive this prestigious recognition.

In fact, of the nation's 4,852 hospitals considered for this year's *U.S. News & World Report's* 2010-11 Best Hospitals, only 152 performed well enough to rank in any specialty. *U.S. News & World Report's* 2010-11 Best Hospitals is available online at www.usnews.com/besthospitals and was featured in the August print issue of *U.S. News*.

"This recognition demonstrates University Health System's commitment to excellence in quality care, and leadership in the development and implementation of new technologies and



treatment options,” said University Health System president/CEO George B. Hernández Jr. “Our patients come first in everything we do, so I am most proud to say that our patient outcomes, that were ‘much better than expected,’ was one key measure considered for Top 50 recognition. We are thrilled to bring home this important national recognition to our owners, the people of Bexar County.”

Best Hospitals 2010-11 includes rankings in cancer, diabetes and endocrinology, ear, nose, and throat, gastroenterology, geriatrics, gynecology, heart and heart surgery, kidney disorders, neurology and neurosurgery, ophthalmology, orthopedics, psychiatry, pulmonology, rehabilitation, rheumatology, and urology.

The rankings in 12 of the 16 specialties were driven by hard data such as death rates, procedure

volume, and balance of nurses and patients. In the four remaining specialties—ophthalmology, psychiatry, rehabilitation, and rheumatology—hospitals were ranked on reputation alone.

To be considered in any of the 12 data-driven specialties, a hospital first had to meet at least one of four criteria: it had to be a teaching hospital, or be affiliated with a medical school, or have at least 200 beds, or have 100 or more beds and the availability of four or more types of medical technology considered important in a high-quality medical facility, such as a PET/CT scanner and certain precision radiation therapies.

Next, the hospitals had to meet a volume requirement, individually calculated for each specialty. The required volume was the number of Medicare inpatients from 2006 to 2008 who had various specified

procedures and conditions in the specialty. A hospital that fell short could still qualify if it had been nominated by at least one physician in any of the *U.S. News Best Hospitals* reputational surveys conducted in 2008, 2009, and 2010.

“When the stakes are high, you want the best care you can get for yourself or someone close to you,” said Health Rankings Editor Avery Comarow. “These hospitals are accustomed to seeing the sickest patients day in and day out.”

University Health System is one of just two public health systems in Texas to be named a *U.S. News Best Hospital* for 2010. Parkland Hospital and Health System in Dallas is the other. Baylor and University of Texas Southwestern in Dallas, along with MD Anderson, Methodist, St. Luke’s Episcopal and Memorial Hermann in Houston are the only other *U.S. News* ranked hospitals in Texas.

*“When the stakes are high, you want the best care you can get for yourself or someone close to you.”
- Health Rankings Editor Avery Comarow.*



Making Care Convenient

Community Medicine Associates (CMA) is the nonprofit provider group practice of University Health System. CMA began operations in 1999 to provide care in University Health System's network of family health centers across the community. CMA continues to grow to keep up with the increasing demand for outpatient services such as family medicine and pediatric care.

In 2010, CMA further expanded to incorporate physicians from The University of Texas Health Science Center at San Antonio. Neonatologists, endocrinologists and neurologists joined CMA to maximize the coordination of care across the organization for two vulnerable groups of patients – newborns with serious medical problems and persons with diabetes.

The goal of CMA is to ensure a healthier life for individuals and families throughout Bexar County. “Our mission is to provide accessible, comprehensive, quality healthcare in a caring manner,” explains Community Medicine Associates president/CEO Priti Mody-Bailey, MD. “We will promote health and medical education to empower individuals and families to achieve optimal health.”

This year, CMA began piloting a medical home model of care. University Family Health Center – North, in partnership with the two of University Health System preventive health clinics on the city's North Side (Naco Perrin and Kenwood) offer families a continuous relationship with a highly-trained medical team.

The medical home team of physicians, physician assistants and nurse practitioners provides and coordinates care for both wellness and illness. Preventive health and routine care is provided in the smaller neighborhood preventive health clinics. When patients need a higher level of care, they are seen at the North clinic, or one of University Health System's Express Med Clinics, which offer extended hours and same-day availability.

With understanding that a person's health goes beyond just physical issues, CMA has also started an integrated mental/physical health model of care. Behavioral health services are offered at five University Health System clinics through licensed therapists and a psychiatrist.

Our mission is to provide accessible, comprehensive, quality healthcare in a caring manner.” – Community Medicine Associates president/CEO Priti Mody-Bailey, MD

Making Prevention a Priority

The Texas Diabetes Institute offers help and hope

Five distinct, yet integrated, centers of excellence work collaboratively to make a positive impact in the lives of individuals and across Bexar County and beyond.

The Texas Diabetes Institute is a world-class complex addressing not just the disease of diabetes, but also the life and lifestyle of patients, their families and our community.

In this one location on San Antonio's West Side, where the incidence of diabetes is among the highest in the nation, family physicians, endocrinologists, renal specialists, orthopedists, ophthalmologists, dermatologists, podiatrists, and wound care specialists work together to help patients with diabetes manage their disease and reduce their chances of developing its serious, even deadly, complications.

Health Promotion

Creating awareness of high-risk factors associated with diabetes, conducting screenings for early detection and providing information on nutrition and weight maintenance are all key to preventing diabetes.

The Health Promotion Program works with individuals and groups in the community to create community-based initiatives for the prevention of diabetes. The health promotion staff actively works with local schools, community groups and leaders, managed care providers and other healthcare organizations to create new approaches to diabetes prevention and health promotion.

Education

Education is one of the most powerful tools in helping individuals make lifestyle changes and live successfully with diabetes. Individual appointments are available with certified diabetes education nurses and dietitians. Group classes on living well with diabetes,

pre-diabetes, weight loss and low fat, heart healthy eating are available at various of locations. All sessions are offered in English and Spanish.

Our education facilities include classrooms, an auditorium, a teaching kitchen, and fitness center. The Texas Diabetes Institute Education Department is recognized by the American Diabetes Association for top-quality diabetes education.

Continuing Education Program

The quality of care provided to people with diabetes often depends on the expertise of the healthcare provider they see. Our Continuing Medical Education (CME) Program offers state-of-the-art learning opportunities for nurses, physician assistants, dietitians, social workers, pharmacists and other healthcare providers. In addition to our annual "Diabetes Update" conference, we also feature a program for certified diabetes educators twice a year.



Treatment

The Diabetes Treatment Center offers outpatient medical evaluation and treatment of diabetes and endocrine disorders by board-certified endocrinologists. On-site ophthalmology, podiatry, obstetrical and children's endocrinology services are offered, while nurse case managers assist in ensuring that all relevant services are provided to the patient and family.

State-of-the art equipment includes four hyperbaric chambers with a wound care clinic to a 28-station renal dialysis center. Diagnostic and support services

for the various disciplines include laboratories, EKG, X-ray rooms, pharmacy and a rehabilitation area.

Research

The Diabetes Research Center is an integral part of TDI. Our research team, includes world renowned diabetes experts from the UT Health Science Center School of Medicine utilizing the most current technology to unlock the biochemical and molecular mysteries of diabetes. To better understand the disease and its treatment strategies, research is conducted for all types of diabetes. However,

due to the incidence of diabetes and obesity in Bexar County, the research team has an extensive focus on:

- determining the efficacy of exercise in the treatment of type 2 diabetes
- evaluating non-invasive glucose monitoring techniques
- evaluating new drugs for treatment of type 2 diabetes and its complications
- identifying the gene or genes that cause type 2 diabetes



Implementing a Historic Expansion



Groundbreaking for a new 3,300-space parking garage at University Hospital

Keeping the commitment

\$899.4 million program includes expanded facilities in the Medical Center and Downtown

With golden shovels in hand, University Health System officials and members of the Bexar County Commissioners Court turned the first bit of dirt in the parking lot of University Hospital on March 20, 2010, officially breaking ground for a massive parking garage. The event was the first of three celebrations planned for University Health System's \$899.4 million Target 2012: Capital Improvement Program, one of the largest construction programs in Bexar County history.

In addition to the 3,300-space parking garage, the program also includes a new 10-story, one million square-foot tower at University

Hospital, a large diagnostic and treatment building at University Health Center – Downtown, as well as parking/landscape enhancements and significant renovations at both locations. Construction on the new clinical building downtown will get underway in December 2010, and the new hospital tower will break ground in January 2011. The first of these new healthcare facilities will open in 2012.

Once completed, University Hospital will have a new Emergency Center that is more than double the size of the existing one, new state-of-the-art operating suites, and 716 single-occupancy patient rooms

What does it take to build a 3,300-space garage?

- **55 million pounds of steel:** Enough to build 100 buses
- **55 thousand cubic feet of concrete:** Enough to build a five-foot wide walkway from San Antonio to Port Aransas
- **20.5 miles of barrier cable:** Enough to stretch from University Hospital to downtown and back.

“Our goal is to provide the highest quality care in the most appropriate setting.” – University Health System president/CEO George B. Hernández, Jr.

Going for Gold

As good stewards of its resources and mindful of its impact on the environment, University Health System is seeking LEED (Leadership in Energy and Environmental Design) Gold certification on both of its new buildings. Developed by the U.S. Green Building Council, LEED evaluates the strategies used design and construction process as they relate to energy savings, water efficiency, carbon emissions reduction, improved indoor environmental quality and stewardship of resources. LEED provides a framework to identify and implement practical green building design, construction, operations and maintenance solutions. LEED points are awarded based on a complex set of criteria involving every aspect of design and construction. Gold is the second highest certification.

which will maximize privacy, reduce infection control concerns and provide adequate space for patients' family members.

The new diagnostic and treatment building at University Health Center – Downtown will expand opportunities for patients to receive services, including advanced specialty care, outside the hospital, in a more convenient location. “Our goal is to provide the highest quality care in the most appropriate setting,” said University Health System president/CEO George B. Hernández, Jr. “This project will enhance our partnership with the UT Health Science Center School of Medicine and position our academic medical center and Level I trauma center to meet the needs of our growing South Texas trauma region well into the future.”

The Capital Improvement Program was developed through an extensive, multi-year planning process that involved dozens of University Health System staff

members and UT Medicine physicians working with a team of consultants.

The project was recommended for approval by the Bexar County Hospital District Board of Managers, and given the final nod by the Bexar County Commissioners Court in the summer of 2008.

“We are so fortunate to live in a community, with strong leadership, dedicated to assuring access to high quality healthcare for all,” said Roberto L. Jimenez, MD, chair, Bexar County Hospital District Board of Managers during the groundbreaking ceremony. “And with the UT Health Science Center, we are committed to training the next generation of healthcare providers and developing new and better ways to provide care and improve patient outcomes through clinical research. These new facilities will make a positive impact on the lives of countless individuals and families for many years to come.”



[Click here to watch video](#)

Implementing a Historic Expansion



[Click here to watch video](#)

Construction began on the new 3300-space parking garage in March 2010. The Capital Improvement Project will provide work for thousands of Bexar County residents and have an economic benefit of \$2.3 billion.

Good medicine for patients and the local economy

“It couldn’t be happening at a better time.” That’s what Bexar County officials are saying about University Health System’s \$899.4 million Target 2012: Capital Improvement Program. Not only will the large construction project lead to much-needed expanded health services for the community well into the future, it also represents a welcome business opportunity for hundreds of local individuals and businesses involved in the construction industry.

Hundreds turned out for a contractor kickoff meeting held in February 2010 at St. Philips College. Hosted by University Health System and its construction managers Zachry Vaughn Layton (for the University Hospital project) and Bartlett Cocke General Contractors (for the University Health Center – Downtown project), the event offered those interested in bidding on parts of the project an opportunity to hear firsthand about what types of trades will be needed and when requests for proposal (RFPs) will be offered for bid.

Bexar County Commissioner for Precinct 2 Paul Elizondo said identifying these opportunities and helping local businesses, especially

small, woman or minority-owned enterprises, participate in this work is a top priority of the project. “About half the cost of this project is being paid for through tax dollars,” said Elizondo. “So, giving as much of it back to taxpayers by hiring local people is the right thing to do.”

“This is one of the largest construction projects in Bexar County history,” explained Mark Webb, University Health System’s vice president of Facilities Development and Project Management. “It is a great ‘shot in the arm’ for our economy.”

Given the downturn in the economy, market conditions to purchase construction-related goods and services are very favorable and there has been a great deal of interest on the project. “They say timing is everything,” said Bexar County Judge Nelson Wolff. “And that has certainly been the case with this project. We not only have the best national firms working to create facilities that will be efficient, state-of-the-art and the pride of Bexar County, this project also offers local businesses and subcontractors a tremendous opportunity to earn money and gain valuable experience. This is exactly what our community needs today and for the future.”

Economic Impact of the Capital Improvement Program (CIP):

Through October 2010, more than 58 percent, or \$159 million, of the \$273 million committed to date has been awarded to local businesses.

- Of that, 30 percent, or \$82 million, was awarded to small, minority, women, or veteran business enterprises.
- Jobs created through the Capital Improvement Program: 295, as of October 2010, and increasing each month as construction activity increases.
- According to a study by the Perryman Group, the total economic stimulus of the CIP on Bexar County includes:
 - › \$1.1 billion in output
 - › \$2.3 billion in spending
 - › 14,625 person-years of employment

Implementing a Historic Expansion

The equation for successful CIP financing:

**Solid leadership
+ Public support
+ Excellent timing =
\$177 million in taxpayer savings**



In 2008, following the recommendation of the Bexar County Hospital District Board of Managers, the Bexar Commissioners Court approved the Master Facilities & Financing Plan for University Health System that provided for a 10-story trauma tower at University Hospital and a new six-story diagnostic and treatment facility downtown on the campus of the historic Robert B. Green building. These new buildings will assure access to the highest level of lifesaving trauma care and advanced hospital services, as well as conveniently located, state-of-the-art primary and specialty care.

The public support for this critically needed project has been overwhelmingly positive.

***San Antonio Express-News:*
Hospital expansion an urgent necessity 7/9/2008**

“The planned expansion and renovation of the University Health System is essential...The situation is urgent...The Commissioners Court decision should stand. The expansion is unquestionably needed. And no matter what happens, these leaders deserve credit for showing courage in their efforts to move the county in the right direction.”

KSAT 12 7/28/2008

“University Hospital’s main building is 40 years old and they’re often so crowded they have to turn sick patients away. Recently our County Commissioners did the right thing and approved a tax increase to help pay for a \$900 million expansion. Tax increases are never popular, but ... San Antonio needs strong investment in community healthcare.”

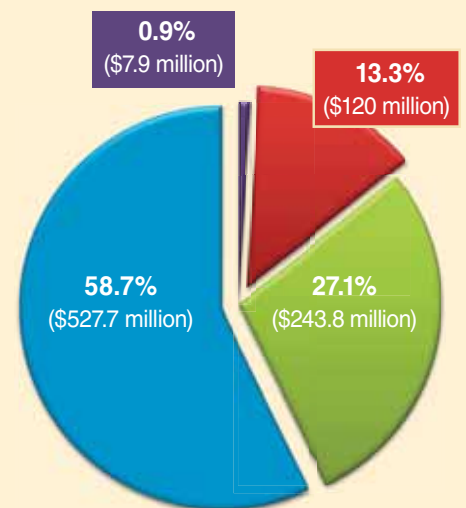
Three issuances of Certificates of Obligation/Build America Bonds (BABs) to fund the Capital Improvement Program have been fully executed and, because of the Court’s bold decision to approve the plan of finance, University Health System was able take advantage of outstanding market conditions to reduce the total interest cost from the planned 5.41% to 4.34%. Bottom line, Bexar County taxpayers will save \$176.7 million.

Build America Bonds, part of the American Recovery and Reinvestment Act of 2009, are designed to provide governmental entities with access to needed capital with lower borrowing costs. The program, announced by the U.S. Treasury in April 2009, allows qualified entities to issue taxable bonds with the federal government agreeing to pay 35 percent of the interest expense.

In summary, the financing plan calls for about 40 percent of the \$899.4 million project to be funded by University Health System (without additional tax revenue) through \$120 million in cash reserves and another \$243.8 million in operational improvements. The debt funded by the taxpayers totals \$527.7 million or about 59 percent of the cost of the project.

Thanks to the support and leadership of the Board of Managers and Commissioners Court, University Health System is well-positioned to meet the needs of our growing community and trauma region.

**Funding for \$899.4 million
Capital Improvement Program**



- Interest Earned on Construction Funds
- University Health System Capital Reserves
- University Health System Maintenance & Operation tax rate transfer to Interest & Sinking fund tax rate
- Additional Bexar County Interest & Sinking

Implementing a Historic Expansion

“This is exactly what our community needs today and for the future.” – Bexar County Judge Nelson Wolff



[Click here to watch video](#)



Enhancements to the Capital Improvement Program include adding a sixth floor to the new clinical services building on the historic Robert B. Green Campus.

Mobile mammography and project enhancements

In June 2010, the Bexar County Hospital District Board of Managers authorized the investment of an additional \$7 million in capital reserves to begin construction of a data center to assure security and redundancy of its electronic health records and operating systems, and another \$26.6 million to make even further facility and service enhancements for three critical components of its mission: trauma care at University Hospital, outpatient diagnostic and treatment services downtown and preventive health services across Bexar County.

These additional dollars will expand the scope of the Capital Improvement Program while creating no additional debt service for Bexar County taxpayers. Projects include renovating University Health System's preventive health clinics in neighborhoods across Bexar County and constructing "shell" space in the new buildings, at the hospital and downtown, to allow for affordable future growth.

Also approved in the package is a state-of-the-art digital mobile mammography motor coach. Expected to roll-out in the community in 2011, the large "clinic on wheels" will allow University

Health System in partnership with UT Medicine and CTSC to expand its preventive health efforts.

The unit will be fully integrated into the health system's comprehensive electronic medical record to assure high quality images, as well automated systems for patient follow-up. University Health System's plan for implementation of mobile mammography has been very well received. To support implementation, the program was awarded a \$285,000 Cancer Prevention & Research Institute of Texas (CPRIT) grant and a \$227 thousand grant from the San Antonio affiliate of the Susan G. Komen for the Cure.

2009 Financial Statements

Financial Highlights

- The System's net assets increased by \$58.2 million (9.5%) and \$33.8 million (5.8%) in 2009 and 2008, respectively, given the results of operating and non-operating activities.
- During 2009, the System's total operating revenue increased \$59.5 million or 9.8%, while expenses increased \$64.8 million or 7.9%.
- 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 2009 and 2008, the System made the following significant capital acquisitions:

2009

- Bi-Plane Cardiac Cath Lab and uninterrupted power source
- South Dialysis Clinic, equipment and dialysis machines
- Chilled Water expansion
- System wide EMR and PACS
- Storage system
- Echocardiography System
- Server Storage, Software Licenses and Upgrades, Hardware and Fiber Optic Interfaces
- Administrative Offices and Information Services Relocation –
- Pathology Equipment, Scopes, Sonograms, Ventilators, and Monitors
- Digital Imaging System for UHC-Downtown

2008

- EMR 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

In 2009, significant progress was made on the implementation of the Master Facility Plan (MFP). The focus was on: securing contracts for the lead program manager; the Architect and Engineer (A/E) for the University Hospital (UH) and UHC-Downtown projects; the Central Plant consulting and design and the Project managers for both the UH and UHC-Downtown campuses; and key specialty consultants for food services, material handling and distribution. The source of the funding for these projects was from Bond Proceeds.

Net Assets

Condensed Balance Sheets (In Millions)

	December 31		
	2009	2008	2007
Current and other assets	\$1,401	\$1,075	\$708
Capital assets	250	226	215
Total assets	\$1,651	\$1,301	\$923
Long-term debt outstanding	\$553	\$276	\$ –
Other liabilities	428	413	345
Total liabilities	\$981	\$689	\$345
Invested in capital assets, net of related debt	\$218	\$226	\$215
Restricted	1	1	–
Unrestricted	451	385	363
Total net assets	\$670	\$612	\$578

Net assets increased \$58 million to \$670 million in fiscal year 2009, up from \$612 million in fiscal year 2008. Net assets increased \$34 million to \$612 million in fiscal year 2008 up from \$578 million in fiscal year 2007. The change in net assets results primarily from positive increases in non-operating revenue over losses from operations.

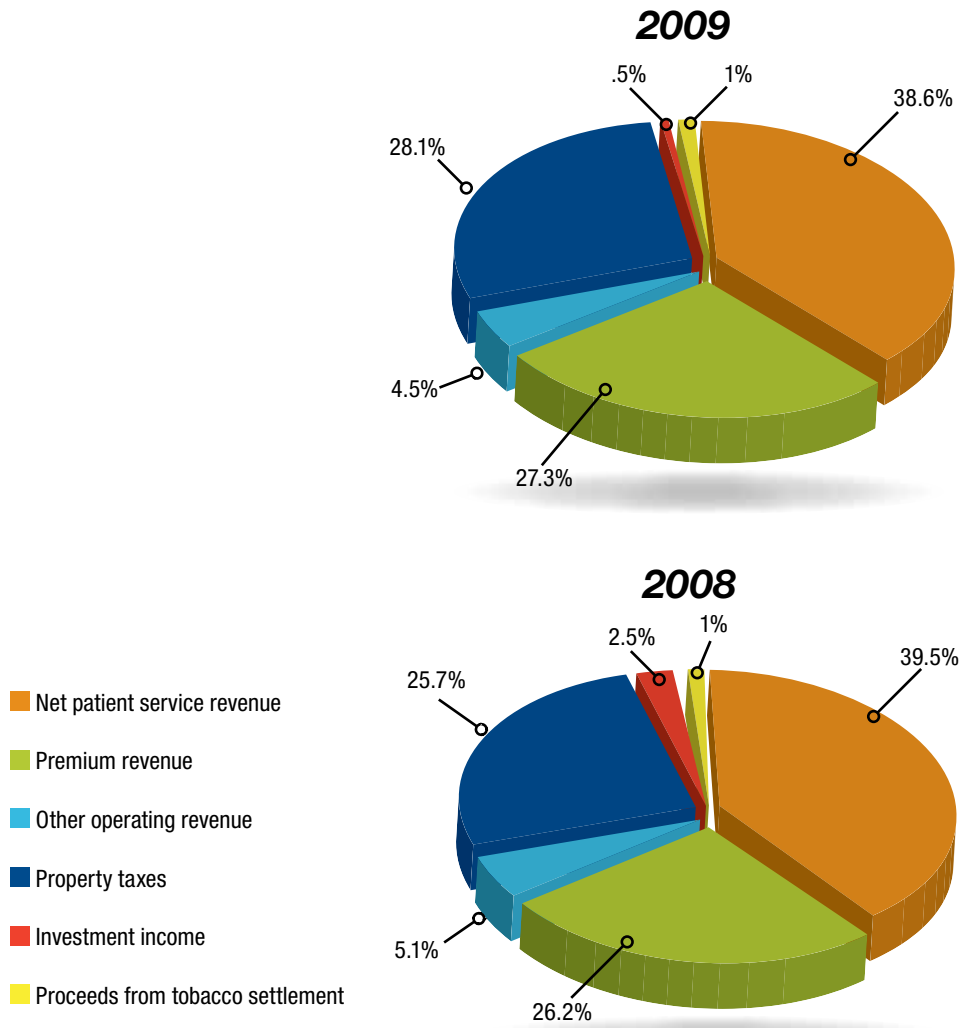
During 2009, University Health System obtained approval from the Bexar County Commissioners Court for a second debt issuance which consisted of Series A tax exempt Certificates of Obligation in the amount of \$36.2 million and a Series B Certificates of Obligation, Taxable Direct Subsidy Build America Bonds in the amount of \$246.4 million. University Health System obtained ratings of AA+ from Fitch Ratings, Aa2 from Moody's Investor Services, Inc. and an increase to AA+ from the previous AA rating in 2008 from Standard & Poor's Ratings Services.

Summary of Revenue, Expenses, and Changes in Net Assets

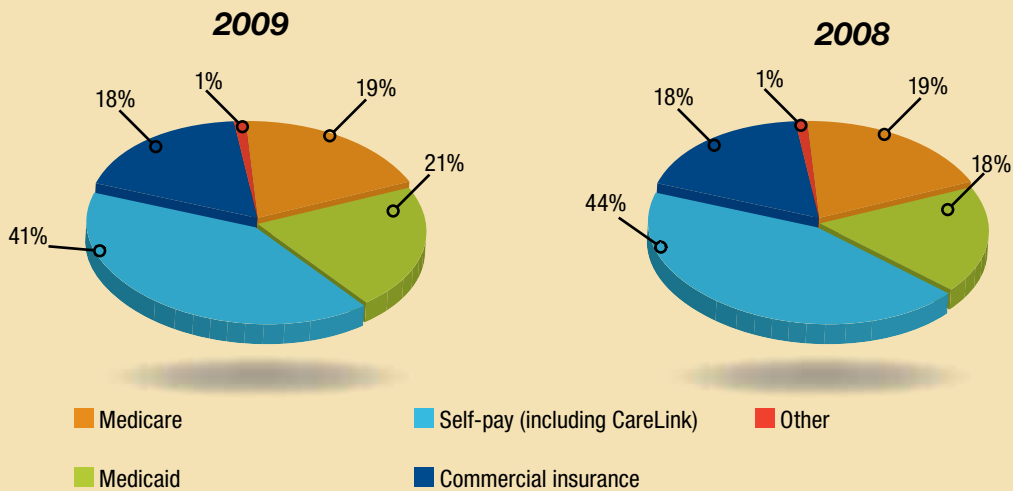
Condensed Statements of Revenue, Expenses, and Changes in Net Assets (In Thousands)

	Years Ended December 31		
	2009	2008	2007
Net patient service revenue	\$366,257	\$339,017	\$331,164
Premium revenue	258,007	224,605	205,145
Other operating revenue	42,828	44,014	36,713
Total operating revenue	667,092	607,636	573,022
Maintenance and operation expenses	616,160	598,030	551,309
Medical claims expense	239,552	195,532	183,105
Depreciation expense	33,705	31,054	25,615
Total operating expenses	889,417	824,616	760,029
Operating loss	(222,325)	(216,980)	(187,007)
Nonoperating revenue	280,030	250,515	225,386
Income before contributions	57,705	33,535	38,379
Capital contributions received (used), net	516	245	(1,286)
Change in net assets	58,221	33,780	37,093
Total net assets – beginning of year	611,967	578,187	541,094
Total net assets – end of year	\$670,188	\$611,967	\$578,187

Sources of Revenue by Percentage



Payor Mix by Percentage



Report of Management Responsibility

University Hospital
4502 Medical Drive
San Antonio, TX 78229



University Hospital

University Health
Center – Downtown

University Center for
Community Health /
Texas Diabetes Institute

University Family
Health Centers:

North
Northwest
Southeast
Southwest

University Health System
Clinics:

Eastside
Good Health Clinic
Kenwood
Naco Perrin
Old Hwy 90
Salinas
South Flores
Westend
Zarzamora

University Health System
Business Center

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 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 the 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

Supporting the mission and making a difference



University Health System

Foundation

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

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, food and shelter for families needing to return for ongoing treatment and rehabilitation for burn injuries, bicycles and sports equipment for muscle exercise, and any other expenses directly related to the recovery of a child who is not covered by insurance.

The Nursing Scholarship Program which 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. Since its inception in 2001, the Nursing Scholarship Fund has provided scholarship support to 57 graduates.

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

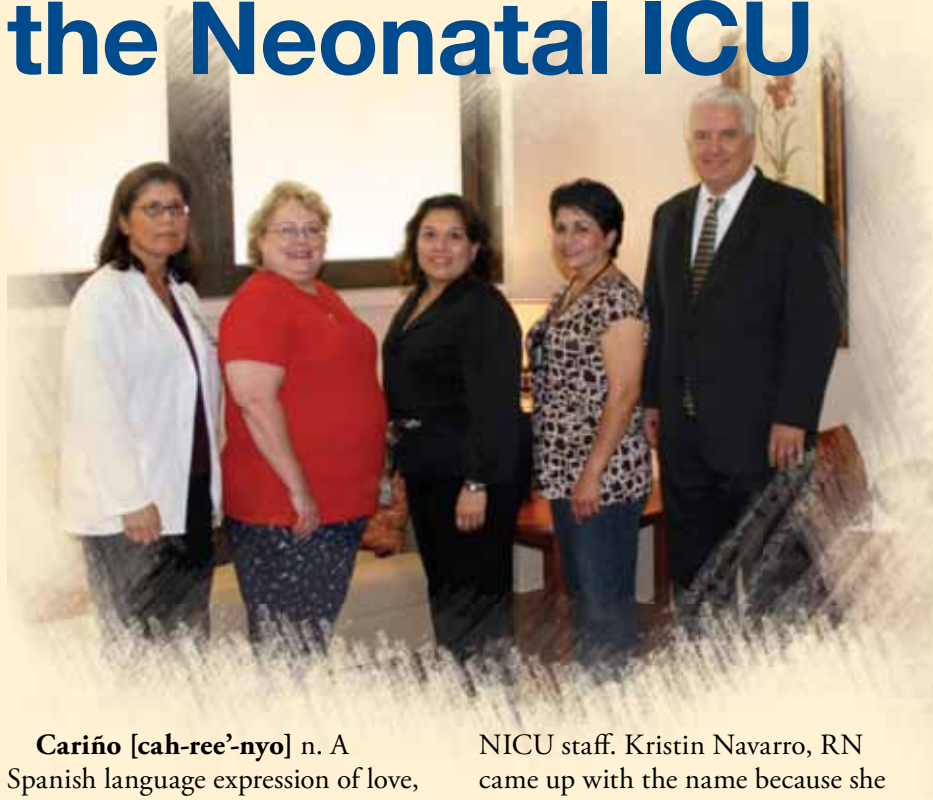
Key Foundation Funds and Projects:

Key Foundation Funds include:

- Blair Reeves Rehabilitation Fund
- Burned Children's Fund
- Center for Caring Fund
- Emergency Center Fund
- HIV/AIDS Fund
- Janey Briscoe Children's Center Fund
 - › Child Life Fund
 - › Project Bear Hug
- Living Proof Fund
- Neonatal ICU Fund
- Nursing Scholarship Fund
- Our Sons & Daughters Family Scholarship Fund
- Peveto Center for Pastoral Care Fund
- Renal Dialysis Fund
- Safety Seat Fund
- Texas Diabetes Institute Fund
- Transplant Center Fund
- Think Pink Fund

Supporting the mission and making a difference

Cariño Room opened in the Neonatal ICU



l. to r. Irene Garcia-Sandate, RNC, MSN, NNP Administrative Director Newborn Services & NICU; Cammie Todd, San Antonio Alumni Chapter of Alpha Phi; Rachel Tavitas, Administrative Assistant – Learning Resources; Elsa Guzman, Medical Surgical Technician – General Medicine; Mark Wittig, President/Owner, Wittigs Office Interiors

Cariño [cah-ree'-nyo] n. A Spanish language expression of love, fondness, tenderness, affection, kindness, and concern.

Families of babies admitted to the Neonatal ICU spend much of their time on the floor with the staff taking care of their little ones. With over 400 babies admitted every year, there's a lot of interaction.

Doctors in the unit were using a room that looked and functioned as a work space to consult with families on the status of their babies and to discuss upcoming procedures. This room also served as the place where some families had to say their final good-byes.

Now, thanks to the generosity of many, the room has a new look and name. The Cariño Room recently opened and features a new cozy feel with warm home furnishings and versatile lighting. It can now seat up to eight people, and the doctors, staff and social workers love it.

The name of the room was picked out of many submissions from the

NICU staff. Kristin Navarro, RN came up with the name because she felt that this is what this room is all about and using a Spanish word was appropriate for a hospital in San Antonio.

“This room is such an improvement to what it used to be. There is a release of stress as soon as the families sit down in here. We're so grateful to everyone who made this room possible,” said Irene Garcia-Sandate.

The University Health System Foundation would like to thank the following donors who made this room possible:

- 2009 University Health System Administrative Professionals Council
- 2009 University Health System Employee Giving Campaign Donors
- San Antonio Alumni Chapter of Alpha Phi
- Mark Wittig, Wittigs Office Interiors

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Supporting the mission and making a difference

Community and Giving



Team UHS, including president/CEO George B. Hernández, Jr. and his wife Adel, at the 2009 Komen Race for a Cure. University Health System has been recognized for having the largest healthcare team in this event for the past several years.

University Health System employees are ambassadors of hope and service for organizations across our city and county. In 2009, they donated thousands of hours outside work to improve people's lives and give back to the communities where they live and work. Employees from every University Health System location – from front line staff to the highest levels of administration – are dedicated to making a difference.

2009 United Way Campaign

As a United Way Pacesetter Organization, University Health System leadership and staff rise to the challenge every year to raise more money than the previous year. In 2009, a record-breaking \$310,865 was raised in employee pledges, and another \$18,595 was raised in special events, for a grand total of \$329,460.

Employee Giving Campaign to benefit the University Health System Foundation

Over 1,500 employees participated in the first annual employee giving campaign to support our unique and

important mission. They pledged over \$124,000 with an average gift of \$81.78. Staff designated their donations for various programs such as Project Bear Hug, the Neonatal ICU and the Janey Briscoe Children's Center.

2009 Blood Donor Campaign

Through blood donor services, 1914 staff members rolled up their sleeves to give the gift of their good health through the donation of blood products. More than 400 of these generous staff members donated blood twice in 2009 and several of them donated more than seven times. Together they made a real difference in the lives of critically injured and ill patients. They also saved University Health System \$545,163 in blood product expense.

Volunteerism

The UHS Volunteer Corps is made up of not only staff members but friends and family members. This past year, you could find our Volunteer Corps at the San Antonio

Food Bank, Habitat for Humanity, San Antonio Rodeo, the Latina Health Conference, University Health System Family Health Center Southwest's Piñatas in the Barrio and Spring Fest, and various immunization drives and health fairs across the community.

Community Involvement

Health promotion, injury prevention and educational activities about health and safety issues are an important part of our mission to the community. University Health System sponsors numerous health-related activities and members of Team UHS participate in nearly every community "run or walk." Events in 2009 included those supporting: the Cystic Fibrosis Foundation, National Alliance on Mental Illness, Komen Foundation, Vital Alliance Donate Life, Any Baby Can, March of Dimes, San Antonio AIDS Foundation, American Heart Association, Leukemia & Lymphoma Society, American Diabetes Association, and Juvenile Diabetes Research Foundation.

Supporting the mission and making a difference

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.

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Cathy Beachman
Lozie Bios
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Antonio & Irma Camargo
Carmen Casas
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Faustina Sharp
Samuel Spencer
Ronald Stewart, MD
Barbara Sutherlun
Tracy Talley, RN

Eric T. Tschirhart
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In Memory of:

Juanita Acevedo
Jamie Marie Adams
Marcos Aguilar
Ariana Aguinaga
Amethyst Lynn Alanis
Mary Aldridge
Timmie N. Aranda
John F. Arnaud
John Balderas
Kirk Allen Balter
Mitzi Barber
Mary Bell
Joseph Bemer
Michael Bennett
Eric Blankenship
Mary Brisco
Mr. & Mrs. Francisco Carranco, Sr.
Jonathan Abbie Carroll
Irene Casas
Alvera "Bonnie" Cejka
Kathleen Charleston
Bruce Cherry
Raymond Clayton
Marcos Correa
Gary Cozby
Steven Culp
Juan DelaRosa
Melvin Dirmeier
Howard W. Diserens, MD
Fructuosa O. Espanto
Matthew R. Fettig
Lee Fitzsimmons
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Juan Flores

Jordyn Taylor Fraga

Beatrice Fugelt

Jose A. Galvan

Flora Garcia

Jeremy Ryan Garcia

Ramon N. Garcia

Raymond Garcia

Gloria R. Garza

Oswaldo Garza, RPh

Betsy Glassman

Raymundo H. Gonzales

Rudolfo & Enedina Gonzales

Elizabeth A. Gonzalez

Kristie Gonzalez

Richard R. Greer

Tyler Scott Gruendler

Geri Guajardo

Mary L. Guajardo

Juan Guerrero

Heraclio R. Gutierrez

Rafaela Gutierrez

Mary Guzman

Channie Harris

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Lucilia Hernandez-Domenech

Eric Alan Hidalgo

Linda Hollis

Jimmie L. Holman

Mary Isabella

Carlos M. Jimenez

Michelle Jimenez

Robert Eugene Keith

Brooks & Bret Kelly

Deana Laurel

Elvira Ledezma

Baudelio Lomas

Rolando Lopez

Ollie Lozano

Gloria F. Luna

Allison Maloney

Aimee Kristine Martinez

Lillie G. Martinez

Pedro M. Martinez

Brigida Reyes Mayfield

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Maria V. Melendez

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Reno David Ortiz

Betty Parker

Robert D. Payne

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Justin Perdue

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Rojana Summers

Salvador M. Tevini

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Margarita Trejo

Quinton L. Tschirhart

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Sylvia M. Urby

Gilbert Valdemar

Art Valero

Iola Watkins

Sherry Wendland

Frederick W. Wendt

Marjorie Margaret & Emily West

Mike Wolf

Terry Wriggle

Evangelina Ybarra

Placida Ybarra

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.



University Health System

THANK YOU for your service

It is the people of University Health System who bring its mission to life. The following individuals retired from University Health System from January 1, 2009 – October 15, 2010. We are honored they chose to carry out their life's work in our organization. They have made a lasting impression on the lives of our patients, and their expertise, compassion and dedication will not be forgotten.

Ann T. Duffy-Randall

*Nurse Educator,
January 2009*

Thomas A. Peters

*Vice President' Security & Support,
January 2009*

Leonard H. Sims III

*Chief of Police,
January 2009*

James S. Peterson

*Clinical Pharmacist,
January 2009*

Mary F. Harris

*Clinical Operations Customer
Service Rep., January 2009*

Gloria V. Zapata

*Mail Room Supervisor,
January 2009*

Margarita H. Pereida

*Communications Services Operator,
January 2009*

Manuel M. Cerenio

*EC Operations Clerk,
February 2009*

Yvonne M. Tennard

*Central Supply Supervisor,
March 2009*

Mary Louise Mata

*Environmental Services
Administrative Assistant, March 2009*

Barbara Jones

*Medical Records, Team Leader,
March 2009*

Maria D. Quintero

*OR Sterile Processing Instrument
Tech., April 2009*

Mary M.E. Gutierrez

*Acute Care Clinic Customer
Service Rep., April 2009*

Carlos Cruz, LVN

Orthopedic Clinic, April 2009

Rosa Mann

*Community Initiatives Customer
Service, April 2009*

Delia E. Ramos

*Senior Food Services Tech.,
April 2009*

Dianne M. Jones

*Clinical Operations Customer Service
Rep., May 2009*

Lucila D. Garcia

*Obstetrics Medical-Surgical Tech.,
May 2009*

Juana Salazar

*Skin Clinic Medical Assistant,
May 2009*

Dolores A. Reyna

*LVN, Adult Detention Health Care,
June 2009*

Gloria J. Rios

*OR Inventory Control Specialist,
June 2009*

Darlene K. Bunten

*Chemical Pathology Medical Tech.,
June 2009*

Brenda Bunten, RN

*Hartman Surgical Pavilion,
June 2009*

Christina D. Ortiz, LVN

*Adult Detention Health Care,
July 2009*

Juanita Zamora Garza

*Environmental Services Associate,
July 2009*

Josephine Rangel, LVN

*Rehabilitation,
July 2009*

Herlinda H. Salazar

*Environmental Services Associate,
July 2009*

Wanda Henderson, LVN

*Clinical Operations, Ambulatory,
July 2009*

Carol A. Martin, RN

*Neonatal ICU,
July 2009*

Leonor De Los Santos, LVN

*Adult Diabetes Clinic Supervisor,
July 2009*

Catarina A. Pargas

*Inventory Control Clerk, OR
Operations Support, August 2009*

Yvonne R. Hernandez

*Food Service Tech.,
August 2009*

Jacquelyn E. Walker

*CareLink Member Services Financial
Access Specialist, August 2009*

Minerva G. Romo

*CareLink Administrative Associate,
August 2009*

Priscilla Gonzales

*Medical Records Analyst,
August 2009*

Rita C. Moreno

*Data Security, Electronic Access
Coordinator, August 2009*

Tommie Baker

*Nurse Telephone Triage,
September 2009*

Stephanie L. Stevens

*Cognitive Education Services
Coordinator, September 2009*

Mary Kathryn De Arlo

*Clinical Operations Customer
Service Rep., October 2009*

Roberto M. Perez

*Dietary Support Technician,
October 2009*

Dolores R. Medellin

*Diabetes Education Clerk,
October 2009*

Beth Vega

*Transfusion Service Medical Tech.,
October 2009*

Rosalie Godines

*Emergency Center Clerk,
October 2009*

Miguel G. Martinez, LVN

*General Medicine,
November 2009*

Doris M. Fuentes

*Payroll Clerk,
November 2009*

Cecile P. Gorham, RN

*Emergency Center,
November 2009*

Janet L. Kramer, RN

*Transplant Unit,
November 2009*

Rosa M. Villarreal

*Med Records Rep.,
December 2009*

Richard R. Zotz

*Information Systems Director,
December 2009*

Joy L. Hall, RN

*Obstetrics,
December 2009*

Virginia Castillo

*Environmental Services Associate,
December 2009*

Gloria G. Barrows

*Patient Access Leader,
December 2009*

Charles G. Rufe, Sr.

*Vice President, Hospital
Administrator,
January 2010*

Tommy W. Fimple

*Cook,
January 2010*

Ramona B. Gomez

*Medical Record Analyst,
January 2010*

Virgilio A. Masilungan, RN

*General Medicine,
January 2010*

Bettie J. Ware, RN

*Corrections,
February 2010*

Roland Castaneda

*Cafeteria Manager,
February 2010*

Idalia C. Ortiz

*Administrative Assistant,
February 2010*

Pamela J. Higby

*Admin Director Patient Care Services,
February 2010*

Thomas D. Galliher

*Police Operations Supervisor,
March 2010*

Jack L. Klinzmann

*Senior System Administrator,
April 2010*

Betty A. Neal

*Intake Representative,
April 2010*

Grace E. Cookson

*Admin Director Patient Care
Services, May 2010*

Dolores C. Barbosa

*Registered Pharmacy Technician,
May 2010*

Christina I. Gorton, RN

*Obstetrics,
June 2010*

Irene R. Gonzalez

*Environmental Associate,
June 2010*

Brenda J. Minor, RN

*Neonatal ICU,
June 2010*

Ruben M. Hernandez

*Cardiac Lab Technologist,
July 2010*

Anna T. Gonzales

*Parking Enforcement Officer,
July 2010*

Jane L. Keller

*Coding, Medical Records Tech,
July 2010*

Karyn N. O'Brien

*Cafeteria Manager,
July 2010*

Ethel D. Perryman

*Internal Transport Manager,
July 2010*

SanJuanita D. Nieto

*Tech Food Service,
July 2010*

Alejandro Hernandez

*Cafeteria Manager,
July 2010*

Kenneth M. Barley

*Respiratory Therapist,
July 2010*

Gloria A. Navaira

*Unit Clerk,
July 2010*

Larry W. Bess

*Engineer,
July 2010*

Robert Aguilar

*Painter,
July 2010*

Marta H. Oliva

*Unit Clerk,
August 2010*

Paul A. Perez, Jr.

*Employee Registration Manager,
August 2010*

Gregoria A. Makilan

*Food Service Tech,
August 2010*

Maria S. Rhodes

*Administrative Associate,
August 2010*

Oma C. Chapman

*Unit Clerk,
August 2010*

Judith C. Lerma, RN

*Psychiatry,
August 2010*

Alejandro R. Aguilar

*Environmental Associate,
August 2010*

Aurora Acuna

*Medical Technician,
September 2010*

Jean Setzer

*Vice President Strategic Planning,
September 2010*

Edward Spiller

*Master Social Worker,
September 2010*

Evelyn C. Pluchinsky, RN

*General Medicine,
September 2010*

Glenn F. Graham

*Chief Plumber,
September 2010*

Ravindra L. Vyas

*Electrician,
September 2010*

John F. Wandless

*Social Worker,
October 2010*

Pamela K. Goodman, RN

*Special Procedures,
October 2010*

Maria E. Guerra, RN

*Labor and Delivery,
October 2010*

Carroll L. Brooks, RN

*Obstetrics,
October 2010*

2009 By the Numbers

University Hospital Inpatient Activity

Operating Beds.....	498
Inpatient Discharges.....	20,812
Patient Days.....	128,802
Observation Days.....	7,848
Births.....	2,859

University Hospital Outpatient Visits

Emergency Center.....	67,126
ExpressMed Clinic.....	33,916
Outpatient Surgery.....	8,868
Outpatient Clinics.....	28,546
Ancillary Visits.....	136,516

Total Hospital Outpatient Visits: 274,972

Community Clinic Visits

University Health Center – Downtown.....	123,947
University Center for Community Health (UCCH).....	57,690
University Family Health Centers (UFHC):	
University Family Health Center – SW.....	47,671
University Family Health Center – SE.....	61,229
University Family Health Center – North.....	35,065
University Family Health Center – NW.....	14,042
Ambulatory Ancillary Visits.....	168,240
Community Visits to CareLink Patients.....	65,596

Preventive Health Clinic Visits48,750

Total Community/Preventive Health Clinic Visits622,230

Total Hospital, Outpatient, Community and Preventive Health Visits897,202

Number of Unique Patients233,539

Prescriptions Filled at UHS Pharmacies952,118

University Health System Employees (as of 12/31/09) 5,132

FTE Equivalent 4560.30

Medical Staff

Community Medicine Associates (physicians and mid-level providers).....	73
UT Health Science Center/University Health System Medical Staff Physicians.....	806
Resident Physicians.....	695

Volunteers.....209

Volunteer Hours..... 34,118.40

Living Proof ...

for Bexar County and Beyond
Report to the Community – Fall 2010

Produced by the University Health System Corporate Communications & Marketing Department

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University Health System

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