

CONNECTIONS

2010-2011

REPORT TO THE COMMUNITY

Giving our
BEST to those
who matter most.



University
Health System

Living Proof for Bexar County and Beyond



Our Mission

The Mission of 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.

Our Values

Our patients come first.

We work as a team.

We work for our community.

We do everything with respect, dignity, sensitivity and trust.

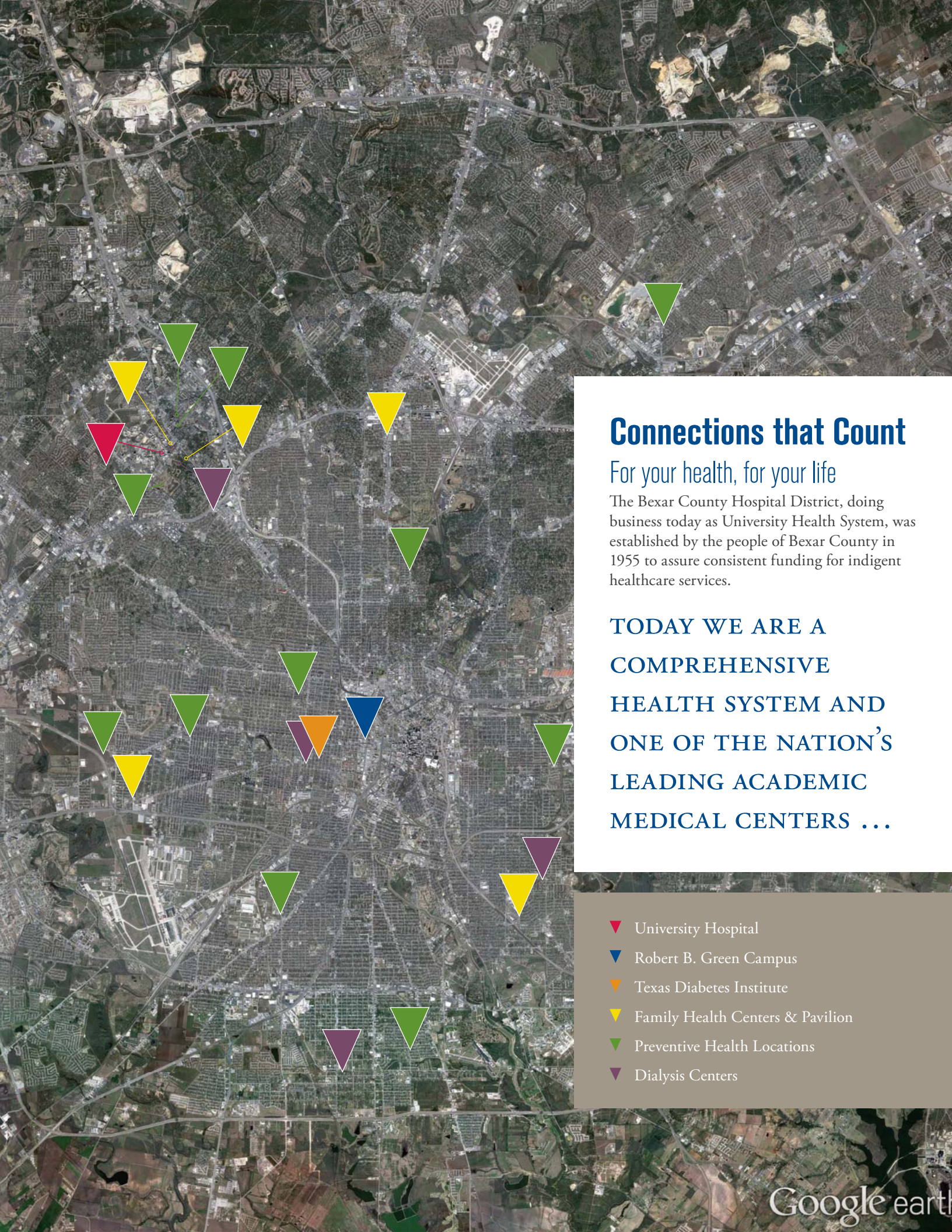
We will be experts at our jobs.

Education and research are important to excellent patient care.

Making Connections

Through this mission and these values, University Health System is making connections that matter for people.

Utilizing new technologies and treatment options, we are connecting people to the care they need, with the service they expect and deserve. Additionally, as the primary teaching partner for The University of Texas Health Science Center San Antonio, University Health System is, each year, connecting more than 2,500 healthcare professionals in training with the experiences and mentors they need to become competent, respectful and compassionate physicians, nurses and allied health professionals.



Connections that Count

For your health, for your life

The Bexar County Hospital District, doing business today as University Health System, was established by the people of Bexar County in 1955 to assure consistent funding for indigent healthcare services.

**TODAY WE ARE A
COMPREHENSIVE
HEALTH SYSTEM AND
ONE OF THE NATION'S
LEADING ACADEMIC
MEDICAL CENTERS ...**

- ▼ University Hospital
- ▼ Robert B. Green Campus
- ▼ Texas Diabetes Institute
- ▼ Family Health Centers & Pavilion
- ▼ Preventive Health Locations
- ▼ Dialysis Centers



Air Methods

UNIVERSITY HEALTH SYSTEM

SAN ANTONIO
AIR METHODS

EMERGENCY
UNIVERSITY HEALTH SYSTEM

EMERGENCY
UNIVERSITY HEALTH SYSTEM

EMERGENCY





Not just a
hospital, but a

24-HOUR

LEVEL I TRAUMA CENTER

because a serious
injury can happen
to anyone, anytime.



Not just any nurses,
but the ONLY
nursing team in
San Antonio to
achieve the

GOLD
STANDARD IN CARE

Magnet[®]
status from the
American Nurses
Credentialing
Center, a subsidiary
of the American
Nurses Association.



Watch video: *Magnetically Excellent and Rich in History*



Not only the

**BEST HOSPITAL
IN SAN ANTONIO,**

as ranked by U.S.
News & World Report,
but a comprehensive
network of clinics ...
with a goal to provide
the best care in the most
appropriate setting.







Not settling for
state of the art, but

**INCORPORATING
TOMORROW'S
BEST PRACTICES TODAY**

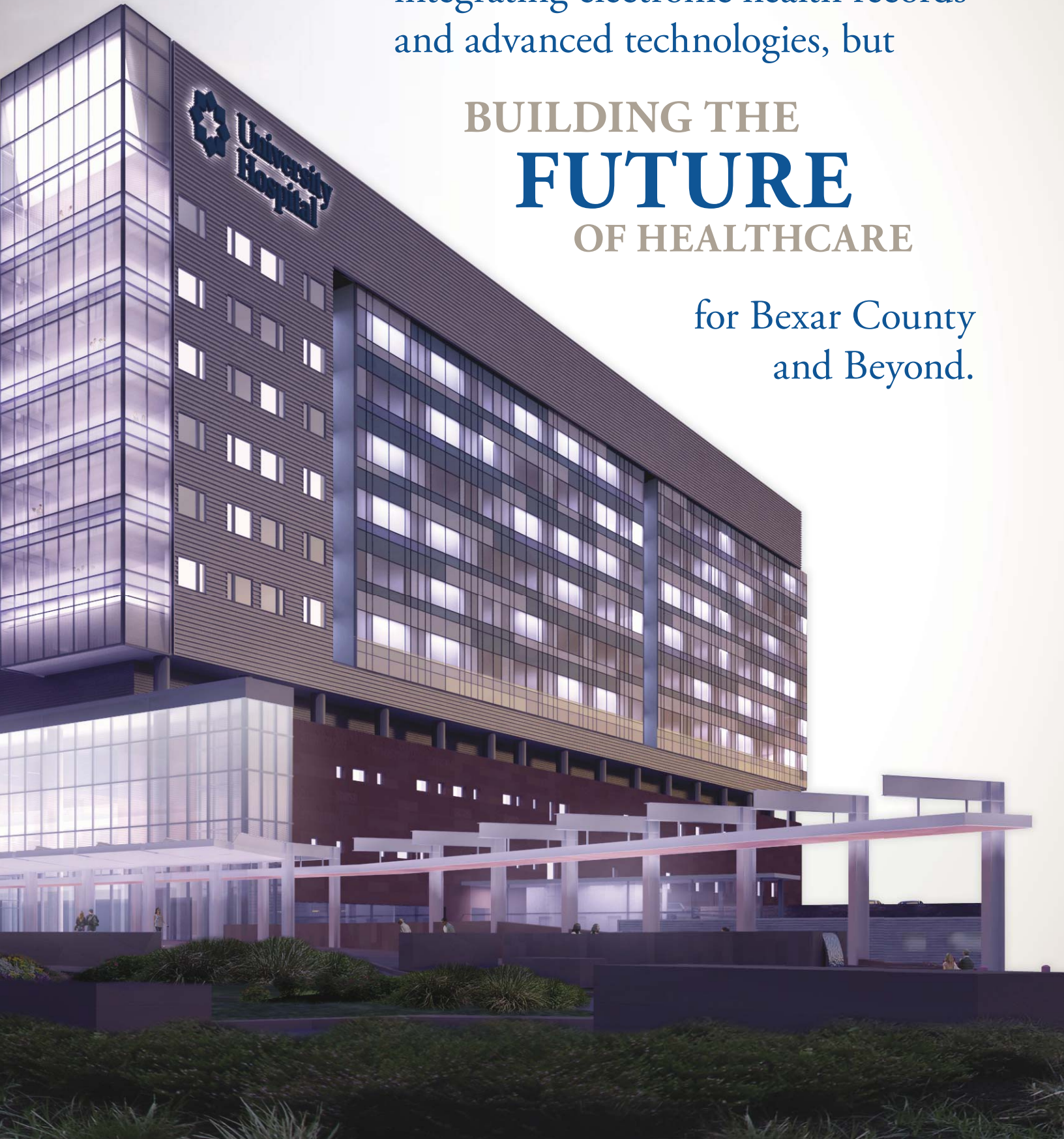
like South Texas'
first Cardiovascular
Hybrid Suite.



Not only one of the top
health systems in the nation for
integrating electronic health records
and advanced technologies, but

BUILDING THE
FUTURE
OF HEALTHCARE

for Bexar County
and Beyond.



Dear friends,

We are pleased to introduce University Health System's 2010 - 2011 Report to the Community and honored you are taking this time to learn more about our activities and accomplishments over the past year.

If you have had the opportunity to visit University Hospital or our historic Robert B. Green Campus downtown recently, you know our Capital Improvement Program is well underway. This is the largest expansion program in the history of our organization and it is literally transforming our two largest campuses. The new six-story Clinical Pavilion on our downtown campus is on schedule to open in early 2013 and the new 10-story tower at University Hospital will follow about a year later. Thanks to the leadership and support of the Bexar County Commissioners Court and the Bexar County Hospital District Board of Managers, these new facilities will redefine excellence in healthcare for Bexar County and beyond for many decades to come.



As the title of this report suggests, this year we reached new heights in connecting people with the professionals, technology, services and information they need to maintain wellness, manage disease, heal injury, and cope with health crises. Despite the serious challenges resulting from reimbursement reductions and program cuts approved during the Texas Legislative session, 2011 was an exceptional year for University Health System in many ways. Our success is the direct result of the tireless efforts of our staff to develop and implement innovative strategies to deliver high-quality, patient-centered care in the most efficient ways possible.



On behalf of the Board of Managers, the 5,000 people of University Health System, and our partners at The University of Texas Health Science Center School of Medicine and its physician practice plan UT Medicine, we thank you for your interest and support.

A handwritten signature in black ink, reading "George Hernández".

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

A handwritten signature in black ink, reading "Roberto L. Jimenez MD".

Roberto L. Jimenez, MD
Chairman, Board of Managers

CONTENTS

- 14 Bexar County Commissioners Court
- 15 Bexar County Hospital District Board of Managers
- 16 Connecting the Dots to be the Best
- 23 Lifesaving Connections: Real people. Real stories. Living proof.
 - “My mom had a heart attack.”*
 - “Her son saved my life.”*
 - “I thought I lost my little girl.”*
 - “The pain was so bad I wanted to die.”*
- 27 Saving Abby: One Connection and One Day at a Time
- 30 Connecting Parents to Important Information
- 32 A 30th Reunion for Premature Babies
- 33 Inspiring Healthcare’s Future
- 34 Shaping Young Minds
- 36 Walking in the Shoes of a Nurse
- 38 Exciting New Preventive Health Connections
 - \$1.2 Million in Grants will help more People get Screened for Colorectal Cancer*
 - Hop on the Bus to Good Health*
 - Partnering to Think Pink and Save Lives*
 - Are You at Risk for Stroke?*
- 43 Breaking Ground for a Better Future
 - CareLink a National Model
- 44 Building the Future of Healthcare, Together
- 50 Connecting with the Community
- 52 The Community First Connection to Better Health
- 54 Financial Statements
- 58 Giving from the Heart
- 70 Thanks for Your Service - Honoring Our Retirees
- 72 Connections ... by the Numbers

Bexar County Commissioners Court

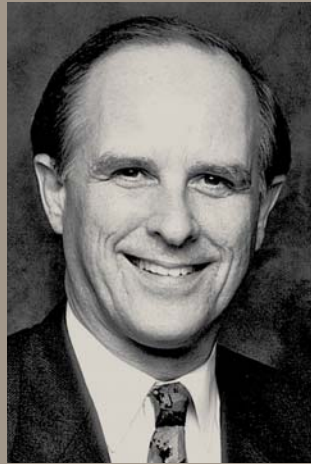
Nelson W. Wolff
Bexar County Judge

Sergio "Chico" Rodriguez
Commissioner
Precinct 1

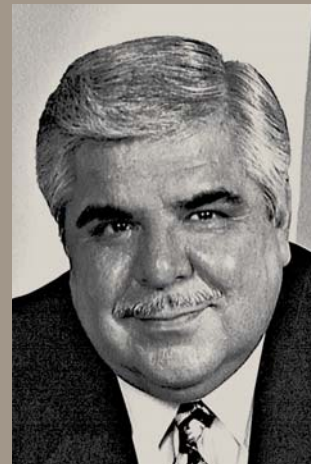
Paul Elizondo
Commissioner
Precinct 2

Kevin Wolff
Commissioner
Precinct 3

Tommy Adkisson
Commissioner
Precinct 4



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.



Bexar County Hospital District 2011 Board of Managers



Roberto L. Jimenez, MD
Chairman, Board of Managers

James Adam
Vice Chairman

Ira Smith, Jr.
Secretary

Robert Engberg
Chair, Budget &
Finance Committee

Linda Rivas
Chair, Planning &
Operations Committee

Alexander E. Briseño

Rebecca Q. Cedillo



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.



2011 was a remarkable year for University Health System, filled with significant achievements that demonstrate the commitment, hard work and expertise of our healthcare team.

We are thrilled by these recognitions, but what really matters most to us – and to the people we are honored to serve – is our ability to consistently provide high-quality care and excellent customer service.

CONNECTING THE DOTS TO BE THE BEST

... for those who trust
us with their health
and lives.



Top 50 Hospital in Two Specialties and Overall Best Hospital in San Antonio – page 18

Top 50 Best Hospital: University Health System is the ONLY San Antonio health system to receive national recognition as a U.S. News **Top 50 Best Hospital**.

Best Hospital in San Antonio: We are also recognized as the overall **Best Hospital** in the San Antonio metro area and a top-performing hospital in the region for orthopedics and urology.

Most Connected Hospital: University Health System is recognized by U.S. News as the “best of the best” when it comes to advanced medical care and the use of integrated and comprehensive electronic health records.

Top Doctors: 47 University Health System/UT Medicine San Antonio physicians are included in the 2011 U.S. News Top Doctors listing.

At the Forefront of Electronic Records Adoption and Integration – page 19

University Health System is the only organization in San Antonio to be named one of the 100 **Most Wired** and **Most Wireless** hospitals in the U.S. by Hospitals and Health Networks and the Journal of the American Hospital Association.

Connections to Enhance Quality and Safety – page 19

University Health System is once again among the **Top 25 Most Connected Healthcare Facilities** in the nation, according to HealthImaging & IT Magazine’s annual study.

One of the BEST Learning Workplaces in the World – page 20

University Health System ranked 12th in the American Society for Training & Development’s (ASTD) 2011 **BEST Awards** program, and is among just 32 organizations to be honored for enterprise-wide success as a result of employee learning and development.

A Big Payoff for “Going Paperless” – page 21

University Health System is the first in San Antonio to receive an incentive payment for meeting certain goals in adopting electronic health records.

Highest Level of Care for Heart Attacks – page 22

University Health System received the American Heart Association Get with the Guidelines **Gold Performance Achievement Award** by the American College of Cardiology Foundation’s National Cardiac Data Registry ACTION Registry.

One of the Top Stroke Teams in the Nation – page 22

The Stroke Center at University Hospital received the American Stroke Association Get with the Guidelines **Silver Performance Achievement Award** for its commitment to provide stroke care in accordance with national standards.



Top 50 Hospital in Two Specialties and Overall Best Hospital in San Antonio

Recognized by the 22nd Annual U.S. News Rankings

University Health System is among the Top 50 hospitals in the nation for caring for patients with diabetes and kidney disease according to U.S. News & World Report's 2011-12 rankings of the nation's **Best Hospitals**. The Health System, owned by the people of Bexar County and in partnership with the UT Health Science Center School of Medicine, is also named the best hospital in the San Antonio metro area by U.S. News.

The 22nd annual rankings showcase 720 hospitals out of almost 5,000 hospitals nationwide. Each is ranked among the country's top hospitals in at least one medical specialty and/or ranked among the best hospitals in its metro area.

"We are thrilled to be recognized by U.S. News & World Report again, but our greatest honor comes from making a real and positive difference in the lives of people who entrust us with their health and lives," said George B. Hernández, Jr., University Health System president/CEO. "Having advanced care and a nationally recognized academic medical center close to home is something most people don't think about until they need it. University Health System is committed to be here, every day, around the clock, with the highest level of care for everyone in Bexar County and South Texas."

The core mission of the magazine's national **Best Hospitals** ranking report is to help guide patients who need an especially high level of care because of a difficult surgery, a challenging condition, or added risk because of other health problems or age. "These are referral centers where other hospitals send their sickest patients," said Avery Comarow, U.S. News Health Rankings Editor. "Hospitals like these are ones you or those close to you should consider when the stakes are high."

Hard numbers stand behind the rankings in most specialties — death rates, patient safety, procedure volume, and other objective data. Responses to a national survey, in which physicians were asked to name hospitals they consider best in their specialty for the toughest cases, were also factored in.

Covering 94 metro areas across the country, U.S. News introduced a regional hospital rankings report in 2011. The regional lists complement the national rankings by including hospitals with solid performance nearly at the level of nationally ranked institutions. "These are hospitals we call 'high performers.' They are fully capable of giving most patients first-rate care, even if they have serious conditions or need demanding procedures," Comarow said. "Almost every major metro area has at least one of these hospitals."

According to the U.S. News 2011-2012 rankings, University Health System is nationally ranked in:

Diabetes & Endocrinology
(ranked #40 in the nation)

Nephrology
(ranked #46 in the nation)

University Health System is also high performing in:

- *Orthopedics*
- *Urology*

U.S. News also ranks University Health System as the best overall hospital in the San Antonio metro area.

At the Forefront of Electronic Records Adoption and Integration

Leading San Antonio in the digital age

University Health System is one of the nation's **MOST WIRED** health systems, according to the results of the 2011 Most Wired Survey by Hospitals & Health Networks magazine.

The study evaluates how the nation's hospitals are focused on expanding and adopting certain kinds of health information technology, such as fully-integrated electronic medical records and computerized physician order entry (CPOE), to promote improved patient care.

"We pride ourselves on being a forward-thinking organization, always looking to make solid investments in those areas that can help us provide the best care for patients and enable us to carry out our mission in the most efficient ways possible," said University Health System president/CEO George B. Hernández, Jr. "We are honored to be recognized as a **Most Wired** health system, but more important than any prestigious list or award is the positive impact these new technologies are having on our patients."

Digital imaging, electronic lab and pharmacy orders and results are all examples of health information technology that minimize response times and obstacles to care. "When one of our patients arrives for a clinic appointment at any location, the provider can immediately access the patient's



complete medical record electronically," explained Bill Phillips, University Health System vice president/Chief Information Officer. "They can see X-rays, CTs and MRIs, as well as all lab results on the computer screen with just a couple of mouse clicks. Any allergies or possible drug interactions are noted immediately."

"Greater adoption of IT can bring important new tools to our efforts to improve the safety and quality of care in hospitals, and better coordinate care across settings," said Rich Umbdenstock, president/CEO of the American Hospital Association. "To promote further use of information technology, we are aggressively working to remove regulatory barriers, and provide clarity in areas such as the meaningful use criteria."

University Health System began integrating its electronic medical record system in March 2006, and the use of paper orders and records has been dramatically reduced each year since. Phillips said more than five million orders and 11 million notes were entered into the Health System's electronic medical record system in 2010.

The 2011 Most Wired Survey is conducted in cooperation with McKesson Corporation, HIT Exchange, the College of Healthcare Information Management Executives (CHIME), and the American Hospital Association. The July 2011 H&HN cover story detailing results is available at www.hhnmag.com.

Connections to Enhance Quality and Safety

University Health System is once again among the **Top 25 Most Connected Healthcare Facilities** in the nation, according to HealthImaging & IT Magazine's annual study of how U.S. hospitals and health systems integrate new technologies to improve quality and efficiency throughout their organizations.

University Health System is the only healthcare organization in Texas to be included in this prestigious ranking.

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. "We are proud to be leading the nation on this extremely important initiative."





(From left) Jacqueline Burandt, Administrative Director, Staff Development; Lynn Lindemann, Performance Development Manager; Theresa Scepaniski, Sr. VP, Organizational Development; and George B. Hernández, Jr., President/CEO.



One of the BEST Learning Workplaces in the World

Awards recognize commitment to world-class employee learning & development

University Health System ranked 12th in the American Society for Training & Development's (ASTD) 2011 **BEST Awards** program, and is among just 32 organizations from the United States, India, British Columbia, Turkey and Hong Kong to be included in this year's list of the **BEST** learning organizations in the world.

The **BEST** Awards recognize organizations that demonstrate enterprise-wide success as a result of employee learning and development. The award-winning companies are deeply committed to a successful learning environment and strongly invested in learning and performance initiatives for their employees. **BEST** organizations have also shown they are **BEST** at **B**uilding talent, **E**nterprise wide, **S**upported by the organization's leaders, fostering a **T**horough learning culture.

"This achievement is about innovation and commitment across all levels of our organization," said University Health System president/CEO George B. Hernández, Jr. "It honors every staff member who took the initiative and the time to participate in the various learning opportunities offered within our organization."

University Health System, recognized for three consecutive years, was honored for its leadership development programs including the Performance Leadership Academy, Management Development Academy, Directors' Mentoring Program, and Leadership Academy for Physicians.

All of the **BEST** winners' training initiatives focused on increasing productivity, developing new skills, engaging with clients and customers, and taking individual responsibility for learning. This type of strong commitment to learning has helped many of the winning organizations build a culture of integrated talent management, resulting in higher workforce retention rates and support for learning at the highest levels.

This is the eighth year for the **ASTD BEST** Awards. More information about the 2011 **ASTD Best Award** winners may be found in the October 2011 issue of T+D magazine and online at www.astd.org/best.

A Big Payoff for “Going Paperless”

Texas Health and Human Services Commissioner and State Senator present \$3.6 million incentive payment

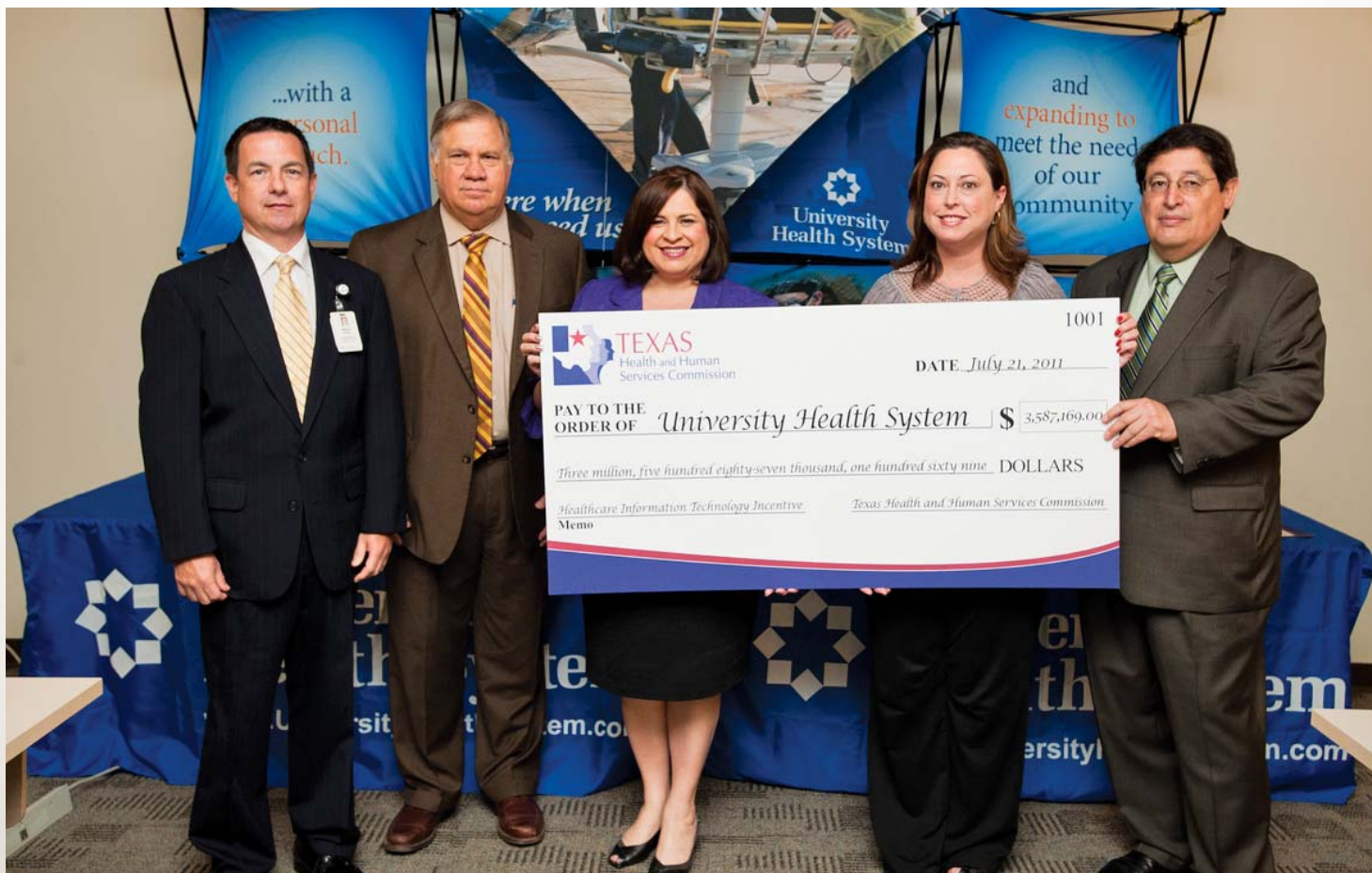
University Health System is in the top three percent in the nation for moving away from paper medical records and replacing them with an integrated electronic medical record (EMR). It is also the first health system in San Antonio to receive an incentive payment from the Medicaid Electronic Health Record Incentive Program. In July 2011, state officials recognized University Health System’s success with EMR adoption and presented the Health System with a check for \$3,587,169.

University Health System began “going paperless” in 2006 to help assure patients consistently receive high-quality best-practice care, and to enable its healthcare team to work collaboratively and efficiently. Studies have shown that high-tech hospitals deliver better outcomes for patients and, bottom line, that’s what matters most.

The U.S. Centers for Medicare and Medicaid set aside funding to encourage this high-tech transition in order to improve care and outcomes, and the Texas Health and Human Services Commission used the opportunity to implement a statewide incentive program. The program offers financial payments to healthcare providers who are laying the framework for what the commission hopes will be a statewide electronic health information network in which patient records can be shared securely between doctors and hospitals with the click of a mouse.

Texas Health and Human Services Commissioner Tom Suehs and Texas State Senator Leticia Van de Putte presented University Health System president/CEO George B. Hernández, Jr. with a large check and toured the University Health System’s new Tech Center in July 2011. The center, constructed inside a former fitness center, is a large and impressive fortress-like structure that serves as the hub for health IT systems. A Tier 3 Data Center “hot site” is under construction at the Tech Center to assure redundancy and the immediate ability to switch to a back-up system if the primary one goes down for any reason.

(From left) Bill Phillips, VP/CIO, Information Services; Tom Suehs, Texas Health and Human Services Commissioner; Leticia Van de Putte, Texas State Senator, District 26; Stephanie Smith, Special Projects Manager for U.S. Congressman Charles A. Gonzalez; and George B. Hernández, Jr., President/CEO, University Health System.





University Health System Gets GOLD

Doing our best for heart attack patients in 2011

University Health System received the American College of Cardiology Foundation's NCDR ACTION Registry–**GWTG Gold Performance Achievement Award** for 2011. The award recognizes the Health System's commitment and success in implementing a higher standard of care for heart attack patients. It signifies that University Health System has reached an impressive goal of treating coronary artery disease patients with 85 percent compliance to core standard levels of care and consistently following these treatment guidelines for 24 consecutive months.

These best practice guidelines outlined by the American College of Cardiology and American Heart Association include aggressive use of medications like cholesterol-lowering drugs, beta-blockers, ACE inhibitors, aspirin, and anticoagulants in the hospital. "The full implementation of acute and secondary prevention guideline-recommended therapy is a critical step in saving the lives and improving outcomes of heart attack patients," said Gregg C. Fonarow, MD, ACTION Registry - GWTG Steering Committee chairperson and director of Ahmanson-UCLA Cardiomyopathy Center.



University Health System Receives the STROKE SILVER AWARD

Continuing a tradition of success

University Health System received the 2011 American Heart Association/American Stroke Association's Get With The Guidelines®– **Stroke Silver Quality Achievement Award**. The award recognizes University Health System's success in implementing a higher standard of stroke care by ensuring that stroke patients receive treatment according to nationally accepted standards and recommendations.

University Health System has developed a comprehensive system for rapid diagnosis and treatment of stroke patients admitted to our Emergency Center. This includes always being equipped to provide brain imaging scans, having neurologists available to conduct patient evaluations and using clot-busting medications when appropriate.

To achieve the **Silver award**, University Health System consistently followed the treatment guidelines for at least one year and achieved a compliance level of 85 percent or higher. "We commend University Health System for its success in implementing standards of care and protocols," said Lee H. Schwamm, M.D., chair of the national Get With the Guidelines Steering Committee and director of the TeleStroke and Acute Stroke Services at Massachusetts General Hospital in Boston.

Stroke is one of the leading causes of death and serious, long-term disability in the United States, according to the American Heart Association/American Stroke Association. On average, someone suffers a stroke every 40 seconds; someone dies of a stroke every four minutes; and 795,000 people suffer a new or recurrent stroke each year.

LIFESAVING CONNECTIONS

Real People.
Real Stories.
Living Proof.



“My mom had a heart attack.”

As a physician, wife and mother of four, Kristen Plastino was used to taking care of others. At 36 years of age, she was active and trim – the picture of health.

One of the very last things she worried about was having a heart attack.

That all changed in February of 2011. The UT Medicine San Antonio obstetrician and gynecologist (OB/GYN) was on her way home from her son Cole’s baseball game, when she began to feel a terrible crushing pain in her chest. It worsened quickly and began radiating to her jaw. As she continued to drive home as safely as possible, Dr. Plastino knew the unthinkable was happening. She was having a heart attack.

After dropping her children off at home with the babysitter, her husband rushed her to University Hospital’s Emergency Center. “I knew they would take care of me when I got here. From the guy at the front desk, to the Emergency Center team and the Cath Lab, they were all there waiting,” she explains. “That’s the difference between an academic medical center and a regular community hospital.”

Dr. Plastino was immediately evaluated and connected to an EKG machine. “We were shocked with what we were seeing,” recalls Greg Goodweiler, P.A. “It was a massive heart attack.” She remembers seeing everyone’s eyes get as “big as saucers.” She called home to tell her children she loved them and that she was having a procedure at the hospital but that she would see them soon.

A Code Heart was called and, within minutes, Dr. Hinan Ahmed, an interventional cardiologist at University Hospital and assistant professor of Interventional Cardiology at the UT Health Science Center School of Medicine, opened up her arteries to get blood flowing back to her heart. “She only had about 20 minutes of heart muscle left,” he explains.

After another heart attack the next morning, she went back to the Cath Lab and had several stents placed in her arteries. She recovered and underwent rehabilitation at University Hospital’s Reeves Rehabilitation Center.

Dr. Plastino is grateful for her life, her family and her colleagues at University Hospital and UT Medicine. She is

Dr. Kristen Plastino and her son, Cole.

back to caring for others at home and in her OB/GYN practice. She is feeling great, taking good care of herself and treasuring every moment. “My mom had a heart attack,” says Cole, in a television spot aimed at helping more young women understand their risk for heart attack. At the time of his mom’s attack, he really didn’t know what was happening. Today, he holds his mom tight, knowing how close he came to losing her.

Watch Dr. Plastino’s story



Dr. Hinan Ahmed.



Debra Aparicio and her husband.

“Her son saved my life.”

As an active duty army nurse in Germany in 2002, Debra Aparicio never thought she would be fighting for air. That summer she became concerned when she started having problems taking a deep breath. She was diagnosed with pulmonary fibrosis. As a nurse, she knew without a lung transplant she had maybe five years to live.

Determined to beat the odds, she began researching transplant centers around the world. She learned University Transplant Center in San Antonio, a partnership of University Health System and the UT Health Science Center, would be the best choice. She requested a transfer and by December of 2002, she was settled at Brooke Army Medical Center (BAMC) in San Antonio. She immediately appreciated the expertise and support of Dr. Luis Angel, pulmonologist and medical director of the Lung Transplant Program at University Transplant Center.

It became increasingly difficult to manage her oxygen on the job, so Debra retired from the military in 2003. In August 2004, her disease suddenly got

much worse. She was on an oxygen tank 24 hours a day, going through four to six liters each day. That’s a lot. She knew it was time for a transplant. “I saw myself getting worse,” Debra says. “I knew this was the only way to stay alive.” She was placed on the waiting list for a lung in October 2004.

A couple of months later on December 22 at 11:30 p.m., Debra received a phone call that changed her life. A lung was available. Debra came through the operation and recovery exceptionally well and was released before New Year’s Day. Today, she is breathing easy, traveling and living life to its fullest.

At the time, to protect privacy, she was not told much about the person who provided her life-saving gift. A few years after her transplant, she wrote to the family of her donor. “I told them a colonel at BAMC was donating a tree in his honor to keep his memory alive.” The boy’s mother wrote back. Debra learned her donor’s name was Kevin. She was overwhelmed by gratitude for the decision they made during the

absolute worst time in their lives. “Her son saved my life,” she says. “And I will never forget that.” She met Kevin’s parents in April of 2009, and they have kept in contact ever since. “We talk and have lunch regularly. I always tell her when I go out of town. I tell her I am taking her son with me.”

Watch Debra’s story



Dr. Luis Angel.



“I thought I lost my little girl.”

San Antonio mom Traci Lopez was enjoying the help of her little girls as they gardened in their front yard on April 23, 2009 when suddenly, a car jumped the curb and plowed straight into them. Traci and both daughters were hit, but it was 18-month-old Ava who took the brunt of the impact.

She wasn't moving or breathing so Traci quickly called 911. Her neighbor saw the crash and called Traci's husband, Manny. "Get home as quickly as you can," were the words Manny will never forget hearing. He saw the ambulance as he neared the house. His heart ached when he saw his precious baby. "I thought I lost my little girl."

Ava was rushed by San Antonio AirLIFE to University Hospital, South Texas' lead Level I Trauma Center. Trauma surgeon and associate professor of surgery at the UT Health Science Center School of Medicine, Dr. Mike Corneille, was on call in the hospital. He was waiting in the hospital's trauma room for Ava to arrive. "She had massive head injury, including a skull fracture and internal bleeding," he recalls. Ava's ribs had also been fractured and her lungs were severely bruised.

"They told us they would do everything they could in the operating room, but that her injuries were so bad, the odds of her surviving were not good," Traci remembers.

She made it through the operation and continued to fight for her life. The community prayed and showed its support with pink ribbons. "There were pink ribbons tied all over our neighborhood," Traci recalls with tears in her eyes. The trauma team at University Hospital never gave up. As each day passed, Ava continued to fight and eventually beat the odds.

Today, she continues to work with doctors and physical therapists to improve her vision and motor skills and serves as a constant reminder that miracles do happen.

Ava's Wish

The outpouring of prayers and support from their family, friends, the community, and complete strangers overwhelms them to this day. "They offered prayers, food and money to help with equipment needed during rehabilitation," Traci explains.

Traci and Ava Lopez.

The Lopez Family understood that many children in the hospital and their families don't have that level of support, so they created a nonprofit organization to help them. Ava's Wish, Inc. is their way of providing resources during these stressful and possibly life-changing events. They raise funds to purchase helpful items for these families and deliver them to University Hospital each month. More information on Ava's Wish is available at avaswish.org.

Watch Ava's story



Dr. Michael Corneille.



“The pain was so bad I wanted to die.”

As a caregiver for the elderly, Lourdes Lopez has been helping others for as long as she can remember, but in 2009, she was the one in desperate need of help. She had been having back pain for quite some time, but she was finding it increasingly difficult to move around, much less work. She couldn't imagine what was going on. “I was praying to God to take me. The pain was so horrible I didn't want to live,” Lourdes said.

Lourdes' daughter, Natalia, works in the medical field and knew University Hospital was the best place for her mother to go to find out what was wrong so she could get some relief. “She got to the point where she never left her home,” she remembers. “I was so worried.” At first, Lourdes

was hesitant. “I didn't want to go to University Hospital because I thought only poor people went there,” she says. “But Natalia told me that they had the best doctors and the best technology, so I went.”

It was one of the best decisions Lourdes ever made.

She saw Dr. David Jimenez, neurosurgeon at University Hospital and chair of the Department of Neurosurgery at the UT Health Science Center School of Medicine. After a thorough evaluation, he told her what was causing the pain. A rare cyst had formed on her spine.

Removing it involved a complex operation, but knowing it was her only option to ease her pain,

Natalia and Lourdes Lopez.

Lourdes agreed. After the successful procedure, she underwent months of extensive rehabilitation.

Today, Lourdes is walking without pain and enjoying a full and active retirement. She thanks God every day for her daughter's recommendation and her team at University Hospital.

Watch Lourdes' story



Dr. David Jimenez.



SAVING ABBY: ONE CONNECTION AND ONE DAY AT A TIME

Medical Miracles
Gala honors a
tiny survivor
and celebrates
a coordinated
system of care.

It was April 17, 2009 and six-month-old Abby Jack was buckled in her car seat. Her mom, Rachel, was driving her to Grandma's house. Rachel needed her mom to watch the baby while she went to the doctor to try to find out why she was having severe migraines. The last thing Rachel remembers was being stopped at a traffic light. She learned later that a seizure, related to those migraines, had caused her foot to hit the gas and send her car straight into a large tree.



When Rachel's husband Darrell arrived at the scene, a paramedic explained that Rachel was on her way to Brooke Army Medical Center (BAMC), but that Abby seemed okay. They said he could take the baby home or they could transport her to a local Emergency Room to be checked out. It was his decision. He thought for just a minute about the time and money involved with a trip to the ER, but in the end he decided it was best to have a doctor check her out to make sure she really wasn't injured. He followed the ambulance to a nearby hospital. It was the best decision of his life.

A CT scan revealed serious head injury and Abby was rapidly transferred to the Level I Trauma Center at University Hospital. Dr. David Jimenez, chair of the UT Health Science Center Department of Neurosurgery, was standing by when she arrived. He told Darrell that Abby was in very bad shape. Her brain was bleeding and swelling. He needed to operate immediately. It was a very good thing he hadn't taken her home after the accident. Even though she was in the right place to receive the highest level of care, Dr. Jimenez could not promise Darrell that his baby would survive.





In the operating room, a third of Abby's skull was removed to relieve the pressure in her head. It was the worst day of this family's life. Rachel was at BAMC in serious condition and Abby was fighting for her life at University Hospital. That was the first day of a very long journey.

Abby's sister Lauren was in school at the time of the crash. She was really too young to spend much time at the hospital, so she stayed with family and tried to stay connected to what was happening as best as she could.

The tiny baby spent the next three weeks in a medically-induced coma in the Pediatric Intensive Care Unit, with nurses and doctors working around the clock to keep her stabilized. There really wasn't a prognosis.

For Darrell, his life was all about getting through one day, sleeping a couple of hours at the hospital, then waking up to see how the next day would go. Some days brought a little good news. Others were filled with setbacks. He spent countless hours working with the nurses, watching the monitors and praying.

Rachel also had significant injuries, and, as her tiny daughter continued to hang onto life one day at a time, she was discharged from the hospital but in a great deal of pain and continuing to undergo procedures to put her own mangled body back together. Whenever she could, she would come to the hospital to sit at Abby's side.

It was the longest five weeks of their lives, but their prayers were answered when Abby was able to go home. With therapy, Abby got stronger and it became clear there was no lasting brain damage. The operation to replace her skull piece happened in late 2009.

Unfortunately, Abby's journey doesn't end there. The skull piece that had been in cold storage for several months did not heal correctly, so little Abby received a custom artificial skull in the spring of 2010.

She may need more operations as she grows and gets older, and they will face those decisions as best as they can. They still concentrate on taking each day at a time, but that's only because they are seeing how quickly their two beautiful daughters are growing up, and they want to make sure to enjoy every moment – every connection.

Watch Medical Miracles Gala video.



Abby Jack with her family and Dr. David Jimenez at the University Health System Foundation's Medical Miracles Gala in May 2011.

CONNECTING PARENTS TO IMPORTANT INFORMATION

Your Child. Their Health. Our Priority.

Doing our Best to Prevent Burns in Children

Trauma team teaches on the danger of hot noodles

Winter is one of the busiest times of the year for the Pediatric Burn Program at University Hospital. Most people would probably guess that is due to space heaters and fireplaces. In reality, your child may be more likely to need specialized burn care because of ramen noodles, microwaveable mac 'n cheese or other types of hot foods kids can cook themselves (or accidentally spill) on a cold afternoon. That was the message the University Hospital Trauma Team delivered to the community during Burn Awareness Week, February 6 – 12, 2011.

Extensive media coverage helped parents understand why children are most at risk for serious injury and steps they can take to protect their families.

1. Children have thinner skin than adults.
2. A young child's skin burns at a lower temperature and burns more deeply.
3. 60% of all scald injuries happen to children aged 0 – 4 (National Center for Health Statistics). In addition to hot bath water, younger children often suffer burns when an older child is cooking or carrying a scalding substance.
4. New treatments, like artificial skin, are not available at most hospitals or doctors' offices. The Pediatric Burn Program at University Hospital does have these capabilities, but patients must be treated in the first 24 hours after the injury.

The Pediatric Burn Program at University Hospital is available every day, 24 hours a day, through the Emergency Center.





Think 39: Protecting the Mother/Baby Connection

New law limits elective C-sections before 39 weeks

There is no doubt babies born at full-term have the very best outcomes, with the lowest rates of death and health complications. That's why officials at University Health System and the March of Dimes marked the inaugural World Prematurity Day on November 17, 2011, by celebrating House Bill 1983, passed by the Texas Legislature and signed into law earlier in 2011. The new law prohibits Medicaid reimbursement for elective cesarean sections performed prior to 39 weeks gestation, unless it is deemed necessary for the health of the mother or baby.

Donald Dudley, MD, an obstetrician at University Hospital, is helping to educate the public on the importance of waiting to deliver. He serves as chair of the March of Dimes' Texas Quality Improvement Committee and is a professor in the Department of Obstetrics and Gynecology at The UT Health Science Center School of Medicine.

"I truly believe that this next generation of Americans will be critical to the success of our country, and I firmly believe that babies should be given the best possible chance to grow up and do well," he remarked during the event in the Neonatal Intensive Care Unit (NICU) at University Hospital. "The best way to do this is to work to get the very best possible outcome for each and every pregnancy."

His goal is to help more expectant parents understand that babies are still undergoing important developmental changes during the final weeks of pregnancy. He said programs that have been successful in decreasing rates of elective early-term births, between 27 and 39 weeks, have seen a decrease in their rates of NICU admissions.

"About 10-15 percent of women who deliver electively between 37-39 weeks have their babies admitted to the NICU. The majority of these babies do not go home with their moms so, in addition to the health complications and high costs associated with NICU admissions, maternal/infant bonding can be impaired," he explained.

He said the most concerning danger from early-term delivery is neonatal death. "But the next main risk for babies born too early is abnormal and delayed brain development, including increased risks for cerebral palsy," he added.

In addition to the health problems, Dr. Dudley said the financial cost to the healthcare system is enormous. The care of preterm babies in the NICU is the single biggest financial cost in pregnancy and newborn care, and Texas officials estimate the ban will save the state over \$36 million in Medicaid costs.



30th Reunion For Premature Babies Born at University Hospital

Not so “itty-bitty” anymore!

At University Hospital, we see miracles happen every day. That’s especially true in the Neonatal Intensive Care Unit (NICU), where advancements in medicine have enabled more and more premature babies to not only survive, but thrive. The road for micro-preemies and their families is long and difficult, as many of these babies spend weeks, or even months, in the NICU connected to all kinds of machines and tubes. Overwhelmed doesn’t begin to describe how most of our NICU parents feel as they go through this journey, but they are so grateful for the PREMIERE Program.

Since 1981, the PREMIERE Program has helped hundreds of miracle babies and their families go from small beginnings to realizing great expectations. Sponsored by UT Medicine San Antonio and University Health System, the program monitors the development of premature infants (birth weight under 3 pounds) from birth through age three, when the child officially “graduates” from the program. Routine follow-up visits provide support for parents and enable the vast majority of preemies to grow up to be normal, healthy children and adults.

Premature babies, born up to 30 years ago, came back to see those who helped them survive and grow up at the 30th PREMIERE Program Reunion on October 27, 2011. With a Halloween carnival theme, many of the graduates wore costumes and enjoyed games. Prizes were given to the youngest and oldest graduates in attendance. It was amazing for the NICU staff and neonatologists, many of whom have been with University Hospital for more than a decade or two, to see patients they remembered as the tiniest of babies growing up or even as “grown-ups.”





2011 Camp 98.6 students from Fox Tech High School on the helipad at University Hospital with members of San Antonio AirLIFE and the Health System's Learning Resources team.

Inspiring Healthcare's Future

Camp 98.6 connects kids with career mentors

As schools in San Antonio let out for summer, this group of local high school kids kicked off their holiday learning the lessons of their lives. More than a dozen students from Fox Tech High School were able to get a close-up look at AirLIFE and the University Hospital Emergency Center staff in action, as part of an intensive summer education program.

Camp 98.6 is designed to expose some of the best and brightest students from one of the area's most economically disadvantaged areas 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 of Health Professionals program at University Health System, working to improve San Antonio's critical shortage of healthcare professionals.

Additionally, program organizers hope the students came away from their experience with a new understanding of the consequences of driving recklessly or under the influence of alcohol, since the number one cause of death in teens is trauma - most the result of car crashes.



(From left) Tom Lopez, Member, SAISD Board; Dr. Joe Bernal, Member, Magnet Program Steering Committee; Olga Hernandez, Member, SAISD Board; Dr. Roberto Jimenez, Chair, Board of Managers, Bexar County Hospital District; James Howard, President SAISD Board; Ira Smith, Secretary, Board of Managers, Bexar County Hospital District; and George B. Hernández, Jr., President/CEO, University Health System.

Shaping Young Minds, One Student at a Time

New medical magnet high school connects with University Health System

University Health System officials were on hand as the San Antonio Independent School District (SAISD) announced the creation of a new Medical Professions Magnet Program at Fox Tech High School. The program offers students the opportunity to study in the heart of San Antonio's thriving downtown medical community, with a rigorous academic curriculum focusing on the medical profession. Enrollment is open to students from across Bexar County. Its first freshman class began in the fall of 2010. "We are truly fortunate to have partnered with an organization that has a genuine sense of community and has played an integral role in the well-being of our citizens for so many years," said SAISD Board President

James Howard. "The University Health System leadership looks forward to working with SAISD to make this medical career magnet school an educational center of excellence," said George B. Hernández, Jr. University Health System president/CEO. "Our downtown expansion provides even greater opportunity to bring students into the real world of medicine and healthcare."

Dr. Roberto Jimenez, chairman of the Bexar County Hospital District Board of Managers applauds the move to prepare local students for good-paying jobs that provide an important service to the community. "Together, we can encourage young and bright students at an earlier age to seriously consider and prepare for careers in the healthcare industry here in San Antonio. This type of collaboration makes our city stronger."



Win Big!

Move more. Eat well.

University Health System proudly sponsored San Antonio's Sports' Fit Family Challenge in the summer of 2011. The three-month promotion encouraged families to be active and eat healthy through a series of free events across the community. Families that completed their Training Journals and attended the Finale Bash were entered into a drawing to win \$3,000 and other great prizes.



WALKING IN THE SHOES OF A NURSE

Trading in suits and ties for scrubs and stethoscopes.

*University Health System Chief Operating Officer
Christann Vasquez (right) walked in the shoes of Jenny Heins,
RN (left) in the Intermediate Progressive Care Unit.*



Nurses are on the front lines everyday, saving lives and caring for patients at University Hospital, the lead Level I Trauma Center for all of South Texas, and across University Health System's network of outpatient care locations throughout Bexar County.

It's a tough job and, unless you walk in their shoes, it's impossible to really understand the multitasking, critical decision making, and other skills required of nurses at a busy academic medical center or clinic. So, that's exactly what about a dozen administrators did on May 11, 2011, in celebration of National Nurses' Week.

The CEO and nearly every member of the Health System's executive team cancelled their meetings, logged off their computers, traded in their suits for scrubs and spent a morning shadowing a nurse. "These administrators write policies and set budgets, so this is the ideal way for them to see the impact of their decisions, and appreciate the skill and dedication of nurses," explained University Health System Chief Nursing Officer Nancy Ray.

University Health System is home to more than 1,500 registered nurses and licensed vocational nurses. National Nurses' Week is celebrated in May, in honor of the birthday of Florence Nightingale, the founder of modern nursing.



Maria Hernandez, RN; and James Adams, Vice Chair, Bexar County Hospital District Board of Managers.



(From left) Catherine Celestino, RN, Janey Briscoe Children's Center; Yvonne Gonzalez, Member of the University Health System Foundation Board; and Shawna Velez, RN, Pediatric Intensive Care Unit.



(On left) Richard Rodriguez, VP, University Health System Facilities/Support Services; and Rheana Galan, RN, Neonatal Intensive Care Unit.

As of December 2011, University Health System had received a total of four Cancer Prevention and Research Institute of Texas (CPRIT) grants totaling \$1,606,693. In addition to the two colorectal cancer prevention grants, CPRIT is funding health promotion programs at University Health System to increase access to pap tests and mammograms for uninsured women in Bexar County.

Texas voters overwhelmingly approved a constitutional amendment in 2007 to establish CPRIT and authorize \$3 billion in bonds to fund cancer research and prevention programs and services in Texas. CPRIT has funded 350 projects and programs since 2010.

EXCITING NEW PREVENTIVE HEALTH CONNECTIONS

Working to stop illness
before it starts.

(From left) Jose Mendez, Texas House of Representatives, Dist. 124; George B. Hernández, Jr., University Health System President/CEO; Ruth Jones McClendon, Texas House of Representative, Dist. 120; Joe Straus, Texas Speaker of the House, District 121; Letica Van De Putte, Texas State Senator, District 26; Trey Martinez Fischer, Texas House of Representatives, Dist. 116.





CPRIT officials were in San Antonio in July 2012 to honor local cancer researchers. (From left) Anna McAndrew, University Health System Director of Health Services; Bill Gimson, Executive Director of CPRIT; Dr. Roberto Villarreal, University Health System Vice President of Grants and Applied Research; George B. Hernández, Jr., University Health System President/CEO; Jimmy Mansour, Chairman CPRIT oversight committee; Dr. Becky Garcia, CPRIT Chief Prevention Officer.

A Grant to Screen, a Grant to Save Lives

\$1.2 million in grants will help more people get screened for colorectal cancer

Colorectal cancer is the fourth most commonly diagnosed cancer in Bexar County and the second leading cause of cancer death. The best defense is early detection and, thanks to two grants totaling \$1,214,149 from the Cancer Prevention and Research Institute of Texas (CPRIT), University Health System has increased resources to educate and screen more people in Bexar County.

Screening is key to early diagnosis, and the earlier colorectal cancer can be detected, the better the chances for survival. According to CPRIT, Hispanics are more likely to be diagnosed with advanced stage colorectal cancer, and the group most likely to die as a result of their late diagnosis is Hispanic men. The first award for \$914,149 is being used to establish the University Health System Colorectal Cancer Screening Male Navigation Program. The second,

for \$300 thousand, provides resources to increase colorectal cancer screening through a public awareness campaign and professional education training program.

University Health System's goal for the Navigation Program grant is to increase the screening rate of men over the age of 50 who are enrolled in its CareLink program for qualifying uninsured residents. Prior to the grant only 16 percent of these men had been screened for this deadly form of cancer. By making the screening process easier and more affordable, and by giving patients the emotional, social, and logistical support they need to complete the procedure, the goal is to increase that rate to 56 percent.

Since colorectal cancer also affects large numbers of women, through the \$300 thousand Health Behavior Change grant, University Health System hopes to increase the screening rate among all CareLink members through an awareness and educational program for both CareLink members and their primary care physicians.

Hop on the Bus to Good Health

Convenient digital mammograms from the *Healthy U Express*

Busy women are notorious for putting their needs behind those of their families, so taking time to have a mammogram sometimes doesn't happen as regularly as it should. Even though most women know the importance of getting screened for breast cancer, other barriers to mammography can include cost, transportation, or difficulties taking time off from work. Breaking down these barriers is exactly what University Health System's big, beautiful and very blue new "bus" is all about.

It's called the *Healthy U Express* and, since coming into service in September 2011, area businesses and organizations with a large number of women employees over the age of 40 are being encouraged to contact University Health System to learn more about bringing it to their workplaces.

The vision to make mammography more accessible to more women came directly from the Bexar County Hospital District Board of Managers, who challenged the University Health System leadership to develop a state-of-the-art mammography outreach program. Inside the 45-foot vehicle is the very latest in digital mammography equipment and satellite technology. In fact, it is the first-ever mobile mammography unit equipped to beam images via satellite back to the hospital so radiologists can read them within minutes and report results back to the vehicle.

"Not having to wait days or weeks to get your results offers great peace of mind," says Anna McAndrew, University Health System's health services director running the Mobile Mammography program. "We are so thrilled to be able to bring this important service out to large employers, schools, churches and other organizations across Bexar County." The *Healthy U Express* also includes a separate exam room, so that other health screenings can be made available for the whole family.

Those who see the vehicle out and about may wonder who those smiling people are on the sides. The "family" side features members of the University Health System employee family. On the "pink" side, the ladies in the pink shirts are Health System employees who are also breast cancer survivors.

Registered nurse Jeanie Sauerland says seeing herself on the new vehicle makes her proud to be a survivor and to be part of an organization that is so dedicated to making breast cancer screening accessible and convenient. "My cancer was found with a mammogram so hopefully more women will get their mammograms done through this mobile unit," she says. "I hope to encourage others to get their mammography exams because early detection is the key." Rebecca Pompa, a case manager for the University Transplant Center, agrees. "I'm living proof. It's been 25 years since I've been cancer free," she says. "This mobile unit will help women who do not have the means to travel to clinics. It's convenient and will help raise awareness about the importance of getting a mammogram."





Partnering to Think Pink and Save Lives



Komen awards \$215 thousand for screening, education and treatment

More women in Bexar County will be able to receive mammograms to screen for breast cancer, as well as needed diagnostic tests and treatment, thanks to a \$214,919 grant from the San Antonio affiliate of the Susan G. Komen for the Cure.

“We know early detection saves lives, so screening as many women in our community as possible is our number one goal in the fight against breast cancer,” said Theresa De La Haya, University Health System senior vice president of Community Health & Clinical Prevention Programs. “This grant will enable us to help more women receive regular breast cancer screenings, as well as biopsies, treatment and other support services if they are diagnosed with the disease.”

Mammography remains the most effective screening tool and the best way for women to lower their risk of dying from breast cancer but, according to De La Haya, women without health coverage are less likely to receive the necessary early detection tests and are less likely to receive follow-up care in a timely manner. According to the American Cancer Society, these ladies are more likely to be diagnosed with advanced stage cancer than those with private insurance.

The Komen grant will also help University Health System operate its new digital mobile mammography vehicle, the *Healthy U Express*. University Health System is also a participant provider in the Texas Breast and Cervical Cancer Services (BCCS). BCCS enables women with low income to have access to high-quality screening and diagnostic services for breast and cervical cancer.

According to the Texas Cancer Data Center, in 2011, some 926 women in Bexar County were expected to be diagnosed with breast cancer, and 176 of these mothers, daughters, sisters and friends will die from the disease.

Are You at Risk for Stroke?

A new online test can help you know and protect yourself

With just a few clicks of the mouse, visitors to UniversityHealthSystem.com can learn if they have a high risk for suffering a stroke, thanks to a new online Stroke Risk Assessment tool. The online test includes eight questions. If the risk is high, it will recommend an appointment with a physician for specialized care in stroke prevention.

Stroke is the third leading cause of death in the U.S., behind heart disease and cancer, so understanding your risk and what you can do to lessen the chance of stroke is one of the most important things you can do for your health. High blood pressure, smoking and diabetes are some of the key risk factors for stroke that can be managed. Unfortunately, other factors like family history and age are uncontrollable.

As a Joint Commission Certified Stroke Center, University Hospital is staffed around the clock to provide the highest level of care for stroke patients. The signs of stroke can include sudden numbness or weakness of the face, arm



or leg; sudden confusion; trouble speaking; dizziness; trouble seeing; or a sudden severe headache. If you think you are having a stroke, call 911 and get to a stroke center right away.

The Stroke Risk Assessment tool is online at UniversityHealthSystem.com/stroke-risk-tool. The information and materials on the site do not provide, and are not a replacement for, professional medical evaluation, advice, diagnosis, or treatment, but do provide a quick and easy assessment that can help prevent a stroke.



(from left) Dr. Gary McWilliams, University Health System Chief Ambulatory Services Officer; Sergio Farrell, University Health System Senior Vice President, Ambulatory Services; Theresa De La Haya, University Health System Senior Vice President, Community Health & Clinical Prevention Program; Christann Vasquez, University Health System Chief Operating Officer; Debhora Thompson, CommuniCare CEO; George B. Hernández, Jr., University Health System President/CEO; Felipe Morales, DDS, President CommuniCare Board of Directors; Leni Kirkman, University Health System Vice President, Strategic Communications & Patient Relations.

Breaking Ground for a Better Future

CommuniCare Health Centers and University Health System join forces for new clinic

CommuniCare Health Centers and University Health System broke ground November 9, 2011 to build a new healthcare center on San Antonio's Northwest side. The new 21 thousand-square-foot cooperative outpatient center, on Callaghan Road just east of IH-10, will provide services in pediatrics, family medicine, women's health, and behavioral health.

"This new building will offer improved access to affordable healthcare services for thousands of individuals and families in our growing community," said George B. Hernández, Jr., president/CEO of University Health System. We are excited about this opportunity to partner with CommuniCare. It is truly a win-win for our patients and our organizations."

"As the area grows, so does the demand for more healthcare services," Debhora A. Thompson, CEO of CommuniCare added. "This collaboration is a reflection of the history of what we have established since 1972. Our growth and our reputation for care have developed because of our strong community partners." The clinic will open in the fall of 2012 and will be managed by CommuniCare.

CommuniCare Health Centers is a Federally Qualified Health Center that operates two full health centers in San Antonio and two in Hays County.

CareLink Program is a Model for the Nation

Health Affairs magazine features Bexar County's program for the uninsured

The ongoing efforts and success of University Health System's CareLink program were highlighted in the September 2011 edition of *Health Affairs* titled "Model Safety-Net Programs Could Care for the Uninsured at One-half the Cost of Medicaid or Private Insurance."

The article aims to address best ways to manage the twenty million Americans that will continue to be uninsured under the reforms of the Affordable Care Act of 2010. The comparative case study assesses the costs of care provided by four well-structured, comprehensive programs for the uninsured located in Texas, North Carolina, Michigan and Colorado. The authors conclude that, of the four programs evaluated, Bexar County's CareLink program and the Denver program are best positioned to serve as models for the nation.

The CareLink program was established in 1997. It is not health insurance, but a financial assistance program that offers a schedule of benefits. It is open to Bexar County residents who do not have access to affordable health insurance and with household incomes that do not exceed 300 percent of the Federal Poverty Level. Once enrolled, CareLink members are assigned to primary care physicians and have access to healthcare services through University Health System. Members are placed on monthly payment plans based on income and family size.

Health Affairs is the leading journal of health policy thought and research, founded in 1981. *Health Affairs* explores health policy issues in its monthly publication and weekly peer-reviewed papers. The authors of this article are Mark Hall, the Fred D. and Elizabeth L. Turnage Professor of Law and Public Health at Wake Forest University; Wenke Hwang, associate professor in the Division of Health Services Research, Penn State College of Medicine; and Alison Snow Jones, associate professor in the Department of Health Policy and Management at Drexel University.

CareLink

 University Health System

Building the Future of Healthcare, Together

“The future belongs to those who believe in the beauty of their dreams.”

The words of Eleanor Roosevelt are coming alive in San Antonio, as one of the largest construction projects in this community’s history is taking shape in the South Texas Medical Center and on University Health System’s historic Robert B. Green Campus.

The \$899.4 million Capital Improvement Program includes a 10-story, one million-square-foot Trauma Tower at University Hospital and a six-story, outpatient Clinical Pavilion downtown. The project also includes a new 3,300-space parking garage at the hospital and significant renovations to both campuses.

As the region’s lead Level I Trauma Center and a nationally recognized academic medical center, in partnership with The University Health Science Center San Antonio School of Medicine, it is vitally important for University Hospital to be right-sized to meet the growing needs of Bexar County and South Texas. University Hospital’s Emergency Department, built more than a quarter century ago, was designed to serve 35,000 patients a year. Today that number is close to 70,000 patients a year.

Additionally, as new technologies and less-invasive treatment options continue to emerge, investment to expand the downtown campus will enable patients to receive high-quality diagnostic and treatment services – even outpatient surgical procedures – without having to go to the hospital. A multi-year planning process began in 2006 and included community partners and stakeholders.

University Health System’s ability to act on that plan was the direct result of the commitment and leadership of the Bexar County Hospital District Board of Managers and the Bexar County Commissioners Court. Following a recommendation from the hospital district’s board of managers, Bexar County

Commissioners made the bold decision to approve the issuance of \$527.7 million in certificates of obligation to fund the expansion program. The remaining project cost is being funded by University Health System, without additional tax revenue, through cash reserves and operational improvements.

The new buildings are incorporating best practices in clinical design and advanced technologies to assure patients receive the highest quality care in the most appropriate location. “What is best for patients?” is the question at the heart of every design and program decision.

As the health system owned by the people of Bexar County, University Health System is committed to its responsibility to invest wisely and make decisions based on best value and efficiencies. Standardization of much of the construction materials, equipment and furnishings is one of the many ways the project team is stretching every dollar to assure the construction is completed within budget.

University Health System is seeking LEED (Leadership in Energy and Environmental Design) Gold certification on both projects. Developed by the U.S. Green Building Council, LEED evaluates the design and construction processes related to stewardship of resources, energy savings, water efficiency, carbon emissions and indoor environmental quality. LEED points are awarded based on a complex set of criteria involving every aspect of design and construction. Gold is the second highest certification. The Health System will accomplish this goal while creating spaces that will be efficient, welcoming and healing.

The Advanced Outpatient Care Center at the Robert B. Green Campus will open in early 2013, and the new Trauma Tower at University Hospital will open about a year later.

Watch latest progress through live WebCams on both campuses.





New 10-story tower at University Hospital opening in early 2013.

New 10-Story Trauma Tower Going Up at University Hospital

New facilities will bring the highest level of academic medicine to Bexar County and beyond

On January 21, 2011, grateful patients, whose lives were saved at University Hospital, turned the first bit of dirt for a new state-of-the-art, 10-story tower at University Hospital. The groundbreaking ceremony included comments from Jane Swanson, the lone survivor of the Century 21 office shooting in 2003 and a beautiful rendition of the National Anthem by Sandra Haggray, a professional singer and double lung transplant recipient.

The new tower, set to open in early 2014, will connect to the front of the existing hospital and include a new and expanded Emergency Center, two floors of advanced operating suites and a tower filled with large, single-patient hospital rooms.

“Today, we bring the final piece of an extensive Master Facility Planning process to life. We celebrate the fact that ‘groundbreaking healthcare for the people of Bexar County and beyond’ is well on its way to becoming reality,” said George B. Hernández, Jr., president/CEO of University Health System.

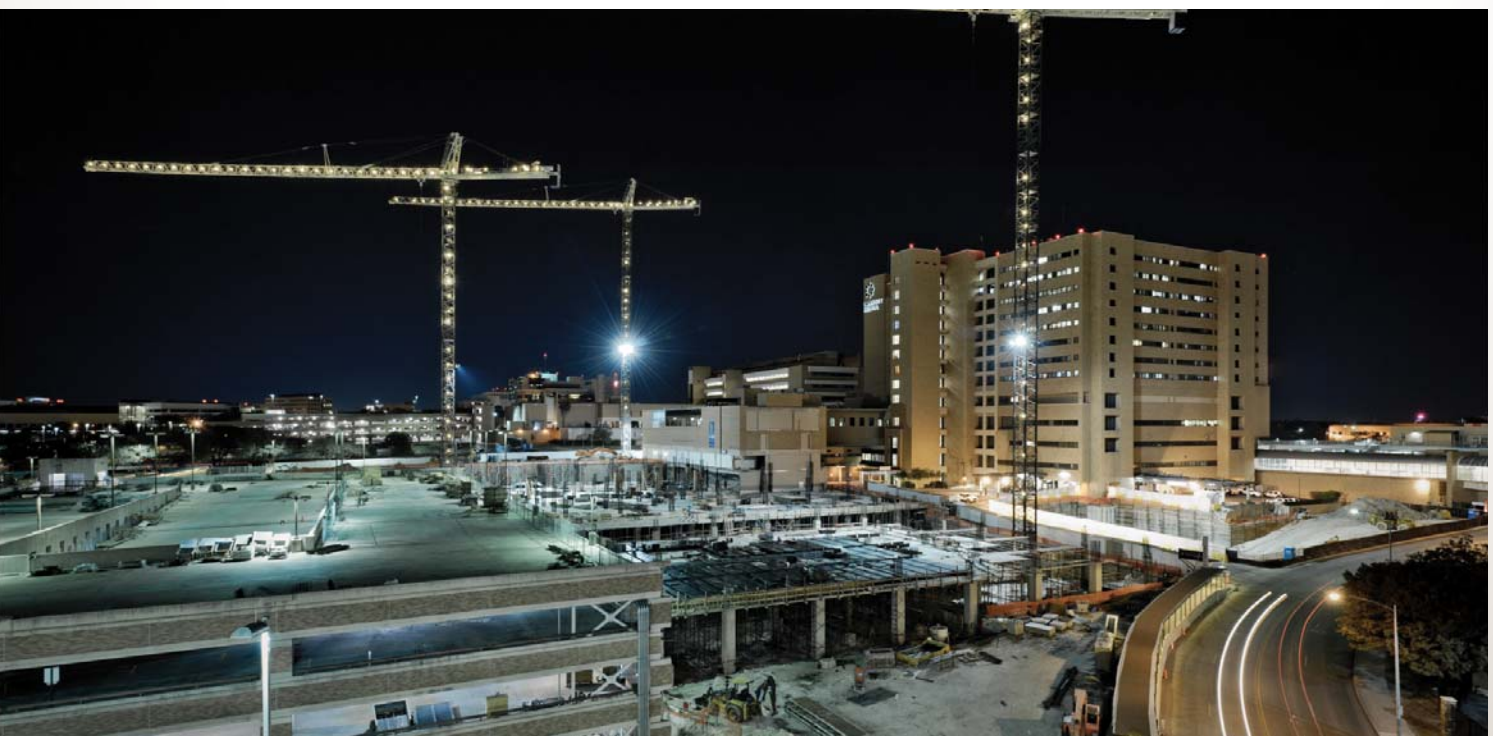
University Health System is owned by the people of Bexar County. About 26 percent of its operating budget comes from local property taxes. County Judge Nelson Wolff was on hand to offer thanks to people of Bexar County for their

support for this much-needed expansion. He was inspired by the courage and strength of the patients like Swanson and Haggray, along with the others who took part in the event, including Nicholas Velasquez, a 10-year-old DWI crash survivor, Chaciti McMorris, a 7-year-old girl who was cared for at University Hospital’s Pediatric Burn Center and Larry Price, a San Antonio police officer who underwent a complex operation to prevent a deadly form of cancer. “These five people represent the tens of thousands of people who come through the doors of [University Hospital] every year. Some walk through the front doors, others come in on a gurney through the Emergency Room,” said Wolff. “They all come with an expectation that expert doctors, nurses, operating rooms and life-saving equipment are here for them when they need it most, when their lives might depend on these resources.”

Bexar County Hospital District Board of Managers Chairman Dr. Roberto L. Jimenez, added, “No one wants to be in the hospital, but if you do have to be an inpatient, this is where everyone will want to come. We already have the best doctors and nurses. With this new tower, we will set the bar at a whole new level for excellence.”

Hernández concluded his remarks at the groundbreaking by quoting Doug Mitchell, the man at the helm of the Bexar County Hospital District in 1968, when the hospital was initially built, “Without hesitation and without qualification, we’re going to give the very best care in the world in this teaching hospital.”

The construction project is being coordinated in great detail to minimize the impact on hospital operations. A large portion of the new 3,300 parking garage opened in 2011. The three large tower cranes can be seen from more than ten miles away.





Sandra Haggray, a double-lung transplant recipient, sings the Star-Spangled Banner at the groundbreaking ceremony on January 21. Alex Briseño, Member of the Bexar County Hospital District Board of Managers and George B. Hernández, Jr., UHS president/CEO salute the U.S. flag.



University Hospital patients (from left) Angelica Velasquez, Chaciti McMorris, Jane Swanson and Nicholas Velasquez turn the first bits of dirt.



New 6-story Clinical Pavilion on the Robert B. Green Campus opens in early 2013.

Historic Healthcare Expansion Well Underway Downtown

Your doctor's office, only more advanced and all about you

With golden shovels in hand, members of the Bexar County Commissioners Court and Bexar County Hospital District Board of Managers joined University Health System employees and physicians to break ground at the Robert B. Green Campus on December 16, 2010.

The new Clinical Pavilion is literally going up before the eyes of the community, given its prominent location along the access road of IH-10 at Martin Street. "Our goal is to provide the highest quality care in the most appropriate setting," said University Health System president/CEO George B. Hernández, Jr. during the ceremony. "I am thankful to everyone who helped bring us to this milestone, but I would especially like to recognize the Bexar County Commissioners Court and our Board of Managers.

Without their leadership, we would not be standing here today embarking on this much-needed expansion and renovation initiative."

University Health System Board of Managers Chair Dr. Roberto L. Jimenez echoed Hernández's praise. "We are so fortunate to live in a community with strong leadership, dedicated to assuring access to high-quality healthcare for all. University Health System has a unique mission to provide all levels of care, from preventive health screenings to the most complex surgical procedures," he said. "And through our partnership 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 enable your health system to fulfill its mission and make a positive impact on the lives of countless individuals and families for many years to come."



Final Support Beam Takes its Place

Steel beam was signed by hundreds of staff members

“My signature is on the highest beam of that huge building.” That’s what hundreds of University Health System doctors, nurses and staff members will be saying for many years to come, whenever they drive by the Robert B. Green Campus at the intersection of IH-10 and IH-35.

When it opens in early 2013, the new Clinical Pavilion will literally define “best practice” in terms of its technology and advanced diagnostic and treatment options.

A beam-signing ceremony was held October 24, 2011, to encourage staff members to take to heart the important role they will play in the future of healthcare for the people of Bexar County and beyond. The signed beam was lifted into place and used to “top out” the new building on October 27, 2011.



University Health System President/CEO George B. Hernández, Jr.



Staff member signing “the Pledge.”



(From left) Rebecca Cedillo, member, Bexar County Hospital District Board of Managers; Christann Vasquez, COO; Robert Engberg, Bexar County Hospital District Board of Managers Chair, Budget & Finance Committee; Columbus Duke, a UHS employee for more than 30 years; George B. Hernández, Jr., UHS president/CEO; Sergio Farrell, Senior Vice President, Ambulatory Services; and Dr. Gary McWilliams, Executive Vice President, Chief Ambulatory Services, at the ceremonial beam signing and pledge Monday, October 24.



(Right) Senior Vice President, Ambulatory Services, Sergio Farrell signs the beam.

CONNECTING WITH THE COMMUNITY

Making the difference for San Antonio

Finding a Cure, One Step at a Time!

More than 200 University Health System staff members participated in the annual Susan G. Komen for the Cure's Race for the Cure San Antonio on May 12, 2011. This year marked the fifth consecutive year for Team UHS to have the largest hospital team in San Antonio.

Marching for Healthier Babies!

More than 250 University Health System staff members Marched for Babies at SeaWorld on May 7, 2011, to raise money for the March of Dimes and support San Antonio's 2011 March for Babies chairman, University Health System president/CEO George B. Hernández, Jr.

In addition to having one of the largest teams, the Health System was one of the top fundraising organizations for the event, and University Health System vice president of Facilities Development and Project Management Mark Webb became the all-time top individual fundraiser. University Health System also won first place in the corporate t-shirt contest.

March for Babies offers hope to babies born too soon and the money raised during the walk supports local March of Dimes programs to help moms have healthy, full-term pregnancies, and to fund research to find answers to the problems that threaten babies.



Employees ROCK for United Way

University Health System "rocks" when it comes to giving from the heart! Breaking all previous records, the 2011 University Health System United Way Campaign raised \$381,705.70. As a PaceSetter organization, the Health System holds its employee payroll campaign early - to set the pace for other campaigns across the community. Special thanks and congratulations to Susan McKinley and Brian Smith, co-chairs for this very successful "UHS Rocks" campaign. In addition to payroll deduction, a series of special fundraising events added fun and camaraderie. The Learning Resources Silent Auction, this year called the "Good Vibrations Basket Contest," included 50 entries from individuals, teams, and departments throughout the Health System.





Team UHS at the March of Dimes Walk for Babies in May 2011.



Team UHS at the Komen Race for a Cure in May 2011.

THE COMMUNITY FIRST CONNECTION TO BETTER HEALTH

Proudly Serving 131,000 South and Central Texans

As a successful nonprofit health maintenance organization (HMO), Community First Health Plans, Inc. (CFHP) is meeting the healthcare coverage needs of the community – particularly the members enrolled in Medicaid and Children’s Health Insurance Program (CHIP).

CFHP is an affiliate of University Health System, established in 1995. Of CFHP’s 131,000 current members, 85 percent are enrolled in the State’s STAR managed Medicaid program and the Children’s Health Insurance Program (CHIP). With two locations, 215 local employees, and over 3000 providers, CFHP’s STAR and CHIP program membership has increased over 200 percent since 2001, and CFHP has sustained its position as the market leader in STAR and CHIP since these programs were implemented in the Bexar County Service Area.

CFHP’s growth, under strict State and Federal contracting standards and oversight, has resulted in well-disciplined development as a network-model HMO, with broad community-wide representation of both private and public physicians, hospitals, and ancillary providers. CFHP attributes this success to its investment in building partnerships with State and local government entities and organizations who are committed to improving the health of the community. CFHP’s Board of Directors is comprised of local leaders who share this vision.

Delivery of Healthcare to Diverse Populations

From its inception, CFHP has been staffed by individuals from San Antonio and surrounding communities who reflect the diversity and demographics of the community we service. CFHP is skilled in developing member materials at the appropriate reading level and in Spanish, with considerable resources in-house to ensure the materials are culturally appropriate. Nearly every Member Services Representative (MSR) assigned to the STAR and CHIP call center is bilingual, speaking English and Spanish. Further, CFHP’s two San Antonio locations provide the opportunity for providers and members to visit in-person with a CFHP Representative. CFHP is committed to reducing health disparities and was selected to participate in the national Disparities Leadership Program sponsored by Harvard Medical School and Massachusetts General Hospital. Through this effort, CFHP is learning and implementing best practices for provider offices, disease management programs, and case management to achieve equity in health outcomes regardless of a member’s race or ethnicity.

Network Adequacy and Access to Care

Our robust network provides healthcare services to all CFHP members. CFHP is committed to meeting access standards related to travel times, after-hours access, appointment availability, and language services. CFHP’s staff assists members to obtain the most appropriate level of healthcare. According to CFHP’s 2010 provider survey, almost 94 percent of providers responded that they expect to continue a long-term relationship with CFHP.

Behavioral Health Services

CFHP maintains a robust network of behavioral health providers. CFHP's behavioral health functions are managed internally with specially trained staff and a medical director who is Board Certified in Psychiatry and Child and Adolescent Psychiatry. In addition to offering a toll-free Behavioral Health Crisis Hotline, CFHP's local nurses and case managers provide assistance to members and providers regarding behavioral health questions, referrals, coordination of care, and case management. CFHP feels strongly that its integration of medical and behavioral health functions has brought administrative efficiencies and improved care coordination to its members by taking into account the whole member and his/her medical, social and psychological needs during the delivery of healthcare services.

Disease Management

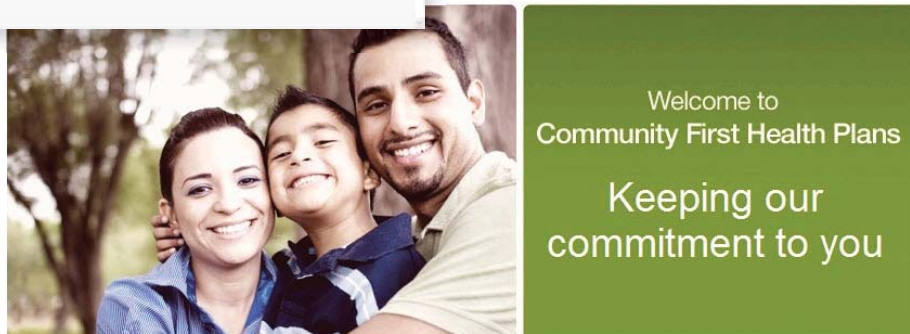
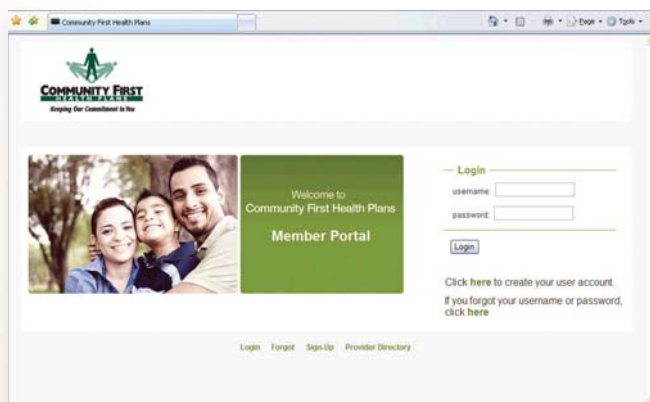
CFHP's preventive health and disease management programs, focusing on asthma, healthy pregnancies and babies, preventive care (Texas Health Steps) and diabetes, are maturing and yielding measurable results. The 2010 Provider Satisfaction survey showed 96 percent of respondents were satisfied with the availability of disease management programs, a significant improvement over the prior survey, and higher than the national average.

Healthy Expectations Program

Delivering healthy babies is an area of utmost importance to CFHP. Through its Healthy Expectations program, staff reach out to newly-enrolled pregnant women to assess their health risk and expedite access to prenatal care. 83 percent of CFHP's pregnant STAR members receive timely entry into prenatal care. However, CFHP believes, and research supports, that ensuring positive birth outcomes begins not at the first prenatal care visit, but before the woman becomes pregnant. Therefore, the postpartum period is just as critical as the prenatal period. CFHP staff use this time to educate women about the recommended time interval between births and on ways to prevent unplanned pregnancies with the goal to decrease the rate of preterm birth, produce healthier babies, and reduce costs to the Medicaid program.

Investments in Technology

CFHP continues to improve its information technology infrastructure to advance its commitment to customer service. A new web portal implemented in 2011 gives CFHP members and providers the opportunity to verify member eligibility, check claim status, and communicate with health plan representatives. Future enhancements will include the ability to submit electronically to CFHP and print temporary member ID cards. CFHP will also upgrade its core transaction system in 2012 to prepare for the healthcare industry transition to ICD-10 codes.



The System's net assets increased by \$58.9 million (8.8%) and \$58.2 million (9.5%) in 2010 and 2009, respectively, given the results of operating and non-operating activities.

During 2010, the System's total operating revenue increased by \$9.4 million or 1.4%, while expenses increased by \$25.2 million or 2.8%.

During 2009, the System's total operating revenue increased by \$59.5 million or 9.8%, while expenses increased by \$64.8 million or 7.9%.

2010 FINANCIAL HIGHLIGHTS

During 2010 and 2009, the System made the following significant capital acquisitions:

2010

- Purchase and remodeling of Diagnostic Pavilion building and relocation of University Hospital ExpressMed Clinic to the Diagnostic Pavilion
- Relocation and remodeling costs for the University Hospital Outpatient Dialysis Unit move to 7540 Louis Pasteur
- Northwest clinic relocation and remodeling at 7726 Louis Pasteur
- Information systems virtualization project, consolidation of servers
- Operating room equipment, surgical tables, endoscopic/laparoscopic units/scopes
- Interim staff parking lot
- Phone switch (VOIP) for CMA clinics
- Par Excellence University Hospital Inventory System and Central Supply renovations
- Server storage, upgrades, data integration, wireless technology and patient portal
- Radiology equipment, voice recognition software system and X-ray and ultrasound machines

2009

- Bi-Plane Cardiac Cath Lab and uninterrupted power source
- South Dialysis Clinic, equipment and dialysis machines
- Chilled water expansion, System-wide EMR
- 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 Robert B. Green Campus

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

In 2010, significant progress was made on the Capital Improvement Program (CIP). Achievements at University Hospital include completion of a temporary remote parking lot for employees and commencement of construction for a new parking garage; relocation of the MRI Department and ExpressMed Clinic; commencement of construction for a new Heliport and enhanced site utilities; and partial demolition of the 1987 Building. Achievements at the Robert B. Green Campus include completion of a new parking lot; upgrades to the existing employee parking lot; and groundbreaking for the new Clinical Services Building.

Net Assets

Condensed Balance Sheets (In Millions)

	December 31		
	2010	2009	2008
Current and other assets	\$ 1,545	\$ 1,401	\$ 1,075
Capital assets	366	250	226
Total assets	\$ 1,911	\$ 1,651	\$ 1,301
Long-term debt outstanding	\$ 745	\$ 553	\$ 276
Other liabilities	437	428	413
Total liabilities	\$ 1,182	\$ 981	\$ 689
Invested in capital assets, net of related debt	\$ 223	\$ 218	\$ 226
Restricted	2	1	1
Unrestricted	504	451	385
Total net assets	\$ 729	\$ 670	\$ 612

Net assets increased by \$59 million to \$729 million in fiscal year 2010, up from \$670 million in fiscal year 2009. Net assets increased by \$58 million to \$670 million in fiscal year 2009, up from \$612 million in fiscal year 2008. The change in net assets results primarily from positive increases in non-operating revenue over losses from operations.

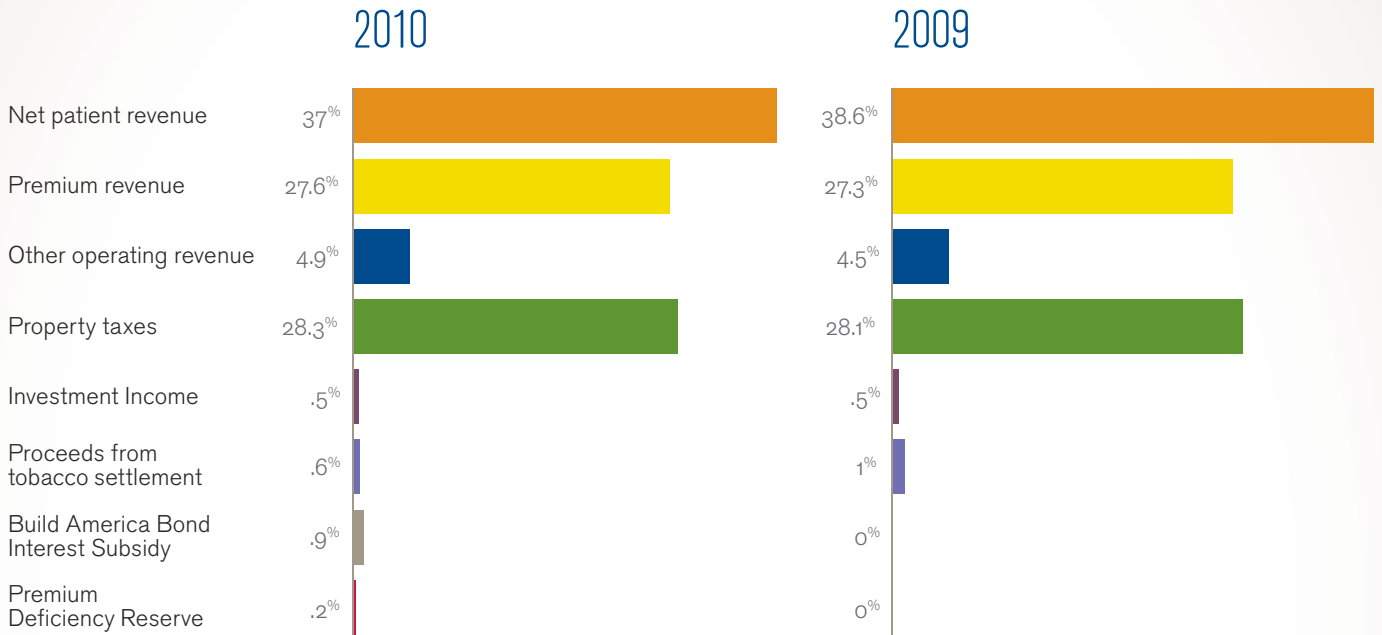
During 2010, the System obtained approval from the Bexar County Commissioners Court for the third and final debt issuance, which consisted of a Series B Certificates of Obligation, Taxable Direct Subsidy Build America Bonds (BABs) in the amount of \$204.9 million as detailed in Note 7 to the financial statements. The System obtained credit ratings from three rating services. Fitch Ratings increased the rating to AAA from AA+, Moody's Investor Services, Inc. increased the rating to Aaa from Aa2, and Standard & Poor's Ratings Services remained the same at AA+.

Summary of Revenue, Expenses, and Changes in Net Assets

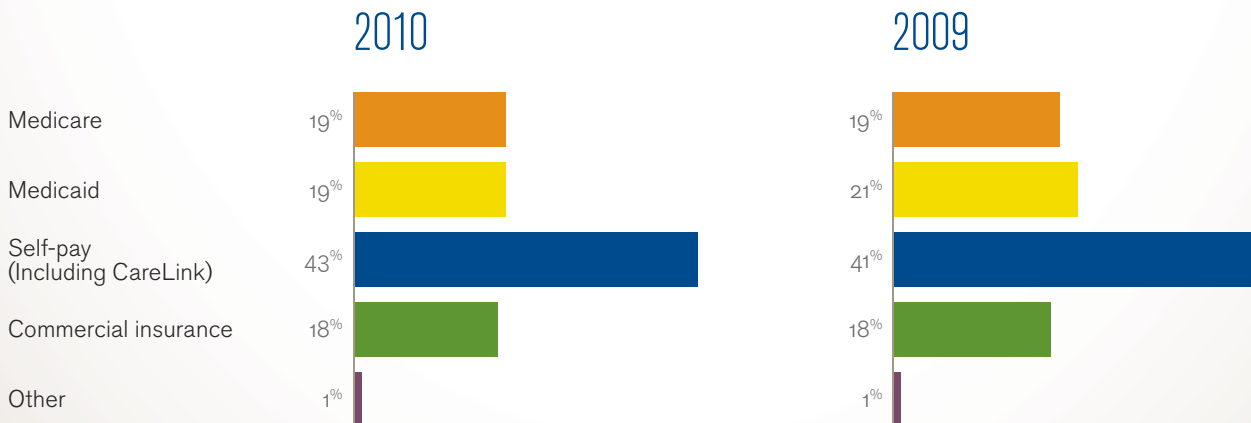
Condensed Statements of Revenue, Expenses, and Changes in Net Assets (In Thousands)

	Year End December 31		
	2010	2009	2008
Net patient service revenue	\$ 360,380	\$ 366,257	\$ 339,017
Premium revenue	268,562	258,007	224,605
Other operating revenue	47,606	42,828	44,014
Total operating revenue	676,548	667,092	607,636
Maintenance and operation expenses	641,085	616,160	598,030
Medical claims expense	236,282	239,552	195,532
Depreciation expense	37,208	33,705	31,054
Total operating expenses	914,575	889,417	824,616
Operating loss	(238,027)	(222,325)	(216,980)
Non-operating revenue	296,350	280,030	250,515
Income before contributions	58,323	57,705	33,535
Capital contributions received, net	549	516	245
Change in net assets	58,872	58,221	33,780
Total net assets—beginning of year	670,188	611,967	578,187
Total net assets—end of year	\$ 729,060	\$ 670,188	\$ 611,967

Sources of Revenue by Percentage



Payor Mix by Percentage



University Hospital

Robert B. Green Campus

Texas Diabetes Institute

University Family
Health Centers:

North
Northwest
Southeast
Southwest

University Health System
Clinics:

Eastside
Kenwood
Naco Perrin
Salinas
South Flores
Zarzamora

Business Center

Pavilion

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 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





**University
Health System**
Foundation

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—San Antonio. 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.

GIVING FROM THE HEART

Building a Healthy Community
Through Philanthropy

Key Foundation Funds and Projects

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

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2nd annual Employee Giving Campaign is a huge success

With over 1,477 University Health System staff participating, the 2010 Employee Giving Campaign raised \$124,579.67. The average gift per person was \$84.34, a 2.23 percent increase over 2009's donations. Staff designated their donations for various programs such as the Burned Children's Fund, the Neonatal ICU and the Janey Briscoe Children's Center.

Special thanks to all of those who not only bring their best to work each day to serve our patients and community, but gave from their hearts and wallets this year to support the Foundation.

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.

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.

HONOR ROLL OF DONORS

*Gifts \$250 and Above
January 1, 2010 to
September 30, 2011*

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*Gifts \$100 and Above
January 1, 2010 to
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Alamo Draffthouse Cinema

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State Farm Insurance

Ronald Stewart, MD

John Strand

Sunin Clay Studio

Tapatio Springs Resort & Conference Center

The Container Store

The Dominion Country Club

The Home Accessory

The Last Straw

Tiffany & Co.

Time Warner Cable

Turtle Dragon Acupuncture

Luis Valderas

Valero Energy Foundation

Water 2 Wine

The Westin La Cantera Resort

Westin Riverwalk San Antonio

Whataburger

Wittigs Office Interiors

Woodrose Winery

Ye Kendall Inn

HONOR GIFTS

In Honor of Gift from

*Gifts January 1, 2010 to
September 30, 2011*

Josefina Almares

Margaret S. Castillo

Basantes Grandchildren

Theresa Basantes

Danielle, Victoria & Andrew Bennett

Caroline Bennett

Ruben Borrego

Rachel Borrego

Edward Bustos

Patricia Galindo

Alberto Cardenas

Anita Cardenas

Grace Cookson

Donna Marie Grieder

Louise McDaniel

Maria Cubas

Magaly Bailon

Geraldine Cunningham

Lee Rust-Gonzalez

Sofia & CJ Garcia

Michelle Garcia

Stelle Garcia

Angella Acevedo

Christian B. Garza

Angelica DeLeon

Maria Gomez

Beatriz Gomez

Carlos Gomez, Jr.

Martha Acevedo

Fela Gonzales

Denise Pruett

Ashley Gonzalez

Kathryn Smith-Gonzalez

Faith Gonzalez

Kathryn Smith-Gonzalez

Arthur H. Grijalva

Guadalupe Grijalva

Carmen Guerra

Cynthia Gamboa

(Ret.) Capt. Clovis Hanna

Homer Hachiya

Patricia Webe

Willie & Marileyn Hargrave

Heather Dobie

Judith Hernandez

Enriqueta Benavides

Roberto Benavides

Frances M. Fernandez

Maria Angela Garcia

Pedro V. Hernandez, Jr.

Ricardo Hernandez

Sergio Lopez

Felice Lopez

Juan Luna

Alfredo Martinez

Ricardo Martinez

Oscar Medina

Adriana Murphy

Ida Perez

Abe Ramirez, Jr.

Dr. Ricardo Riojas, Sr.

Minnie Rosas

Carmen Herrera

Barbara Herrera

Regina Herrera

Criselda Escamilla

Josh & Emily Holloway

Erica Flores

Charles Jennings

Susan Vaughn

Daniel Johnson

Laura Hamilton

Felecia Johnson

Sylvia Starrett

John Kaster

Diane Avery

Barbara & Thomas Kurtz

Chryseis Hecox

Gloria Larque

Rosalinda Larque

Jacqueline Lee Lindsay

Lori Lindsey

Rita Mark-Chan

Mooney Mark-Johnson

Cynthia Martin

Laura Hamilton

David Martinez

Brianna Martinez

Elizabeth Martinez

Bianca Martinez

Esmeralda Martinez

Elizabeth Martinez

Lillie G. Martinez

Diane L. Martinez

Isiah Anthony Mendoza

Belinda Fuentes

Jennifer Lomas

Jaclyn Luna

Gerardo Molina

Angelica Molina

Mary Moreno

Pete Gutierrez, III

Dakota Prarie Rose Osife

Kimberly Contreras

Daniel F. Palacio

Georgene Ramos

Lina Ramirez

Andres Ramirez

Lydia Salas

Rachel Borrego

Sara Smolens

Maria Cedillo

Sadie Tanberg

Wendy Scallorn

Candelaria M. Tevini

Mary Alice Ayon

Elisa Tevini

Mary Alice Ayon

Transplant Department

Erica Vivanco

TRIBUTE GIFTS

In Memory of Gift from

*Gifts January 1, 2010 to
September 30, 2011*

Marcos Aguilar
Edward Aguilar

Esperanza Y. Alonzo
Marisol Alonzo

Cecil Alvis
Joannie Christa

Minerva Z. Apaez
Mrs. Linda Ivy

Rose Mary Beecher
Rosemary Beecher

Domingo H. Berlanga
Lucy Berlanga

Mary Elizabeth Boazeman
Don H. Ford

Opal Branson
Linda Ivy

Mary Power Brisco
Joan Trimble

Sandy Bryant
Teresa Prigmore

Lezlie Calandres
Karen Lanford

Delia Casaova
Rebecca Cisneros

Roland & Rudy Coldiron
Carol Flores

Bill Curry, Jr.
Linda Ivy

Blas H. De La Pena
Cynthia De La Pena

Rosendo & Dora De la Rosa
Lauren Favela

Josephine DeHerrera
Linda Ivy
Brandi Kelly

Juan De La Rosa
Emilia Martinez

Dialysis Patients
Selia Goddard

Eligio Diaz
Sandra D. Garcia

Meesha & AJ Diebel
Tammy Hamann

Helen Durette
Ida Robbins
Kate Robertson

Mr. & Mrs. Frank Espanto
Franklin Espanto

Guadalupe Estrada
Gildardo Beltran

Guadalupe Falkenberg
Christian Falkenberg

Florine Finnell
Kenneth Guiy

Dora Flores
Pete Gutierrez, III

Edward Foster
Charlene Brush
CASSIS
Dobbs-Stanford Corporation
Philip Freed
Mary Freeman
Jennifer Gonzalez
Jo-ann Kahn
Kowalsky, Rose & Company
Laredo Church of the Crossroads
Federico Longoria, Jr.
Merlin Development, Ltd., Co.
Peggy Newman
Rick Norton
Princess Pocahontas Council
Cynthia Haynes Ramirez
Carroll Summers

Jordyn Fraga
Janice Johnson

Briar Mae J. Francis
Shannette Williams

Sapphire Siena Gallego
Barbara Lopez

David C. Garcia
Laura E. Hernandez

Jenny Geramita
Jessica Gavia

Gerry Girardeau
Community First Health Plans

Rudolfo & Enedina Gonzales
Magdalena Vera

Elizabeth Angela Gonzalez
Cynthia Tamayo

Jaime Gonzalez
Laura E. Hernandez

Randy Gordon, Jr.
Ms. Cris Leveritt

Lazaro Gragafin, Sr.
Cristeta Pescadero

William E. Griffith
Richard A. Griffith

Clovis Hanna
Rose Mary Ermel
Sandra Jackson
Wayburn Slater

Andy Hart
Kay P. Walker

Lisa Hebert
Ella Adley
Barbara Faller
Selia Goddard
Mario Hernandez

Morgan Hellums
Randolph Hellums

Alfonso R. Hernandez
Doreena Galdeano

Bonifacio Hernandez
UHS Access Plus

Manuel Hernandez
Laura E. Hernandez

Ramon L. Hernandez
Denise Garcia

Eric Aron Hidalgo
Leticia Hidalgo

Dammone Holland
Kelly Rodgers

Gwendolyn Humphreys
Linda Ivy

Joanne Janes
Mr. & Mrs. Harold Melander

Dionne Jeanette
Maxine Cantu

Sarah Jane Keller
Jane Keller

Sophia King
Derek Shepherd

Carol Knewitz
James Armalavage
Carol Arthur
M. Joyce Meyer
Gene Seale
Julie Stallcup
C. Albert Tatum, III

Yolanda Ledezma
Linda Ivy

Baudelio Lomas
Irma Lomas

Elvira Lopez
Christine Scott-Lopez

Gilbert Lopez
Valerie Mulcahy
Martin Siroka

Sannie Lopez
Mary Grace Lopez

Maria Elva Lozano
Lizette Gonzalez

Amelia Luna
Magdalena Gonzalez

James Marraro
Albert Acierno

Gary Martin
Steven L. Burman
Charter Brokerage, LLC
Erica Gougler
Cynthia J. Lentz
Allison McCool

Aimee-Kristine Martinez
Sylvia Ann Martinez

Amelia & Francisco Martinez
Hortensia Tellez

Fernando Martinez
Laura E. Hernandez

Jose Antonio Martinez
Laura E. Hernandez

Ruben Medel
Mrs. Jess Womack, II

Amelia & Aurelio Mendez
Diana Hernandez Mendez

Misty Miller
Sandra Jackson

Billy K. Mitchell, RN
Mylissa Mitchell

Lusia Mojica
Yolanda Mojica

Eloise Morales
Lynette Stiles

Carl P. Muellner, Sr.
Kathleen Muellner

Maria Villalba Myers
Louise McDaniel
Arthur McFee, M.D.

O.C. Neal
Laura E. Hernandez

Ola Mae Novak
Barbara Gordy

Michael & David Olmos
Brenda Gutierrez

Reno David Ortiz
Christina Escarzaga

Adela Ortiz
Paula Sanchez

Susan Owen
Carrie Bartosh

Raymond Padron
Cassandra Padron

Linda Pedraza
Jessica Pedraz

Belinda Pena
Art Arocha
Hector Avila
Barbara Barnett
Frederick Brink
Cynthia Brown
Wendolyn Carranco
Vicky Contreras
Rhonda Friedrichsen
Michael Nino
Ricardo Pena
Charles Romey
Brenda Rosales
Glen Terrell
UHS Biomedical Engineering

Justin Perdue
Sue Perdue

Deweese Poulson
Patricia Sharp

Cynthia Pressly
GAEA Services, Inc.
Fredrick Harrison
Hollimon Oil Corporation
Sharon Long
Mary Jean Lowance
Kenneth Nelson
Roma Oil & Gas, Inc.
Kim Thomas
W F Calohan, Ltd.

Arturo G. Quinonez, Jr.
Joann Burriola

Beatrice Ramirez
Erica Korsi

Mauricia H. Ramos
Linda Ivy

Mauricia Reyes
Gloria R. Garcia

Rosalinda Reyes
Laura Reyes

Christopher Reyes, Sr.
Michelle Campos

Joanna P. Rihtarchik
Harold Payne

Ernestina R. Rodriguez
Martha G. Rodriguez

Roy Rodriguez
Angella Acevedo

Barney C. Ronshausen
Kay Simpkins

Alfred Ruby, Jr.
Linda Ivy

Juanita Rzepniewski
Brad L. Rzepniewski

Gary Sampson
Suzette Koulentis

Michael Sanchez, M.D.
Lisa Pinola
Lisa R. Sanchez, RN
Lori Shellhorn
Uvonda Thomas

Griselda Sanchez

Sabrina Shoe

Antonette Skloss

Cynthia Harris

James Smith

Rosa Smith

George Soder

Linda Ivy

Samuel Spencer

Susan Spencer

Diane E. Springs

Janet R. Wagner

George B. Taylor

Shannette Williams

Beatrice Tevini

Mary Alice Ayon

Francisca Tevini

Mary Alice Ayon

Salvador M. Tevini

Mary Alice Ayon

James Thomann

UIW-Faculty Senate

Louis & Gloria Tomaino

Gianna Raymond

Margarita G. Trejo

Alejandro Trejo

Maria T. Tubbs

Joann Cuellar

Ricardo Uriegas

Diana Favela

Arthur Valero, Sr.

Tamyra Valero

Ida Marie Vasquez

Raul Vasquez

Victims of Osteo Sarcoma

John Thornton

Alejandro Villareal

Linda Ivy

Margaret Walk

Phyllis K. Bonfield

Carolyn Curtis

Anita Davies

Henry H. Hill

Carol Nentwich

Linda Schulze

Joan Woodley

Patricia Ward

Barbara Faller

Charles A. Weaver

Linda Ivy

Marjorie M. E. West

Sherrie King

Peggy Wheeler

Marisa Wilson

Lewis Williams

Linda Ivy

Mike Wolf

Terry Butt

Inez M. Frye

Valerie Goodman

Ophelia M. Spence

Dave Wahlert

Wells Fargo Bank N.A.

Brad Wright

Louis Rowe

Rev. Joel Ybarra III

Linda Ivy

Helen Zell

Diane Surdi

Mario Zuniga

Akin Gump Strauss Haver

& Feld LLP

Rose Ann Zuniga

Maria Ortegon



**University
Health System**

Foundation

Thank you for your service

It is the people of University Health System who bring its mission to life. The following individuals retired from the Health System from October 16, 2010 – December 31, 2011. We are honored they choose to carry out their life's work in our organization. They have made a lasting impression on the lives of our patients. Their expertise, compassion and dedication will not be forgotten.

They are listed in order of their years of service to University Health System:

44 Years

Geraldine Cunningham,
Staff Nurse III

43 Years

David Tse,
Medical Laboratory Scientist

42 Years

Lynda Wolfe,
Sr. Medical Laboratory Scientist

39 Years

Don Brownlow,
Orthopedic Technologist

38 Years

Mary Williams,
Unit Clerk

Blanche Byrd,
Outpatient Customer Service Rep.

37 Years

Harold Payne,
Autopsy Supervisor

36 Years

Rosemary Paxson,
Sr. Medical Laboratory Scientist

Ruben Hernandez,
Special Procedures/Cath Lab
Technologist

35 Years

Martha Rodriguez,
Outpatient Customer Service Rep.

34 Years

Celia Morales,
Food Service Technician

James Blake,
Police Lt.

33 Years

Estella Gonzalez,
Insurance Collector

Mary Alcoser,
Unit Coordinator

Ernest Collins,
Registration Access Specialist

32 Years

Pete Gamboa,
Medical Laboratory Scientist

Stephen Enders,
Vice President, Ambulatory Services

Susan Boenig,
Executive Assistant

31 Years

Charlene Ruiz,
Asst. Laboratory Supervisor

Donnie Holman,
Respiratory Care Director

Gisela De Garza,
Senior Analyst

Celia Galvan,
Insurance Collector

Becky Clifton,
Staff Nurse I

Norberto Casas,
Ambulatory Facilities Director

30 Years

Janice Aull,
Staff Nurse

29 Years

Sherlyn Reyes,
Nursing Attendant

Barbara Carpenter,
Medical Surgical Technician

Sharon Baker,
Staff Nurse II

Albert Alcoser,
Anesthesiology, Technician

28 Years

Viola Reyes,
Unit Clerk

Cecilia Heacox,
Patient Care Coordinator

Antonia Alvear,
Computer Operations Analyst

Joe Torres,
Environmental Associate

Sylvia Rodriguez,
Scheduling & Billing Assistant

27 Years

Jill Gray,
Staff Nurse II

26 Years

Ravindra Vyas,
Electrician

Patricia Campell,
Physical Medicine Assistant

Anita Barrera,
Sr. Administrative Assistant

25 Years

Isabel Roque,
Mail Clerk

Rosenda Ramirez,
Phlebotomist

Anselma Banks,
LVN

24 Years

Carolyn Burns,
Clinical Nurse Supervisor

23 Years

Dolores Flores,
LVN

Paula Castillo,
Food Services Cashier

22 Years

Lausanne Wiatrowski,
Sr. Cytotechnologist

Rosalinda Maldonado,
Environmental Associate

Bonnie Ringland,
Insurance Collector

Yolanda De Luna,
Critical Care Technician

Mary J. Chapa,
Resolution Specialist

20 Years

Silvia Martinez,
EEG/Sleep Disorders

Marilyn Newman,
Sr. Administrative Assistant

Charles Kight,
Sr. Vice President, Special Projects,
former CEO of Community First Health
Plans

Kenneth Crowell,
Laboratory Technologist

19 Years

Katherine Muldoon,
Staff Nurse I

Reynaldo Baeza,
Electronic Technician

18 Years

Alonzo Taylor,
Plant Operator

Martin Pamplin,
LVN

17 Years

Mauricio Gonzales,
Polymnograph Technologist

16 Years

Murphy Woodcox,
Social Worker

Yolanda Rodriguez,
Sr. Food Services Technician

Sue Buck,
Nurse, Diabetes Case Manager

15 Years

Leticia Uriegas,
Financial Cashier Supervisor

Douglas Krauskopf,
Anatomic Pathology Operations
Manager

Carroll Brooks,
Staff Nurse III

Thelma Barrios,
Sr. Administrative Assistant

14 Years

Roland Hernandez,
Instrument Technician

Guy Franceschini,
Staff Nurse

13 Years

David Rowden,
Staff Nurse I

Rolando Prudente,
Radio Technologist II

Pamela Goodman,
Staff Nurse III

Rose Columbus,
Outpatient Customer Service
Representative

Edna Brzyski,
Lab Clerk

12 Years

Joan Shmelzle,
Staff Nurse III

Diane Lewis,
Staff Nurse

Maria Guerra,
Labor & Delivery

Amelia Rodriguez,
Environmental Services Team Leader

Beverly Dawson,
Accounts Payable Clerk

11 Years

Herbert Schwencke,
Staff Pharmacist

Dora Quiroga,
Sr. Administrative Assistant

Mabel McDaniel,
Coding Technician

Antonio Flores,
Police Officer

Nilah Stewart,
Sr. Social Worker

Leonor Rodriguez,
Register Pharmacy Technician

Roger Hernandez,
Central Supply Technician

Mary Harris,
Outpatient Customer Service
Representative

Eleodoro Carrillo,
Anesthesiology Supervisor

Maria Suarez,
Outpatient Customer Service
Representative

10 Years

Armando Gonzalez,
Plant Operations & Maintenance

Norma Gutierrez,
Coding Technician

9 Years

Gloria Reyes,
Health Services Management Manager

Terry Leonard,
PA

8 Years

Avelina Lapastora,
Staff Nurse II

Maria Bosque,
Outpatient Customer Service
Representative

Kathleen Hartman,
Unit Clerk

6 Years

Richard Kerwin,
Medical Laboratory Scientist

5 Years

Lucia De La Garza,
LVN

Darwin Tucke,
Master Social Worker

Raul Torres,
Food Service Technician

Mary Ann Reeves,
HR Communications Consultant

Connections ... by the Numbers

University Hospital	<i>2010 Actual</i>	<i>2011 Actual</i>
Operating Beds	493	493
Inpatient Discharges	20,004	19,799
Patient Days	126,484	127,289
Births	2,772	2,864
Observation Days	11,321	12,233
University Health System Clinic Visits		
<i>Hospital Outpatient Visits</i>		
Emergency Center	67,714	66,945
ExpressMed Clinic	39,100	41,568
Trauma Follow-up	12,452	12,354
Transplant Clinic	9,690	9,833
Hematology/Oncology	6,878	7,583
Outpatient Surgery	10,706	9,348
<i>Total Hospital Outpatient Visits</i>	<i>146,540</i>	<i>147,631</i>
Total Hospital Ancillary Visits	118,306	114,071
<i>Ambulatory Clinic Visits</i>		
Robert B. Green Campus	136,893	150,320
Texas Diabetes Institute	58,031	61,298
University Family Health Center – SW	50,218	49,277
University Family Health Center – SE	62,388	60,496
University Family Health Center – North	39,089	40,323
University Family Health Center – NW	17,560	32,432
<i>Total Ambulatory Clinic Visits</i>	<i>364,179</i>	<i>394,146</i>
<i>Preventive Health Clinic Activity</i>		
Provider and Nurse Visits	45,752	49,090
Senior Health Screenings	9,386	10,946
Immunizations	12,705	12,087
<i>Total PHC Activity</i>	<i>67,843</i>	<i>72,123</i>
Total Ambulatory Ancillary Visits	128,885	141,578
<i>CareLink Outpatient Activity</i>		
UT Medicine Visits	51,644	49,560
Outsource Primary Care Physician Visits	46,083	46,073
Outsource Specialty Physician Visits	1,400	788
Center for Health Care Services Visits	19,447	8,911
<i>Total CareLink Outpatient Activity</i>	<i>118,574</i>	<i>105,332</i>
Pharmacy Visits	441,524	435,325
Total University Health System Outpatient Activity	1,385,851	1,410,206
Prescriptions filled at UHS pharmacies	1,024,845	1,032,433
Number of Unique Patients	232,030	233,540

Employment Stats

Total employees as of 12-31-11	5575
FTE equivalent as of 12-31-11	5418
Total physicians on staff	901
Total Community Medicine Associates Physicians as of 12-31-11	53

CONNECTIONS

2010-2011

REPORT TO THE COMMUNITY

Produced by the University Health
System Corporate Communications
& Marketing Department

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Julie Wiley

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Mark Greenberg Photography

Design

esd&associates

Printing

The Watermark Group



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University Health System

Living Proof for Bexar County and Beyond

UniversityHealthSystem.com

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