

# Transformations

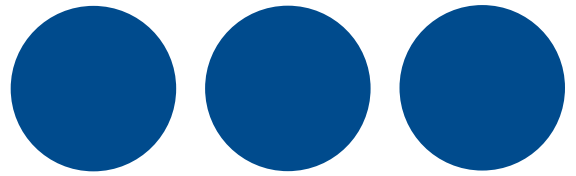
Report to the Community

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University  
Health System





## Our Mission

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

## Our Vision

We will continuously improve the health and well-being of the people of Bexar County, South Texas, and beyond.

## Our Aspiration

University Health System will be the premier Health System in South Texas, committed to delivering patient-centered, culturally competent and high-quality healthcare, based on a strong foundation of outcomes-based research and innovative teaching.



# Transformations

Report to the Community | 2013



University  
Health System

## Quality

It's at the heart of our vision for the newly expanded Robert B. Green Campus, which contains the latest technology and a strong dedication to evidence-based medicine. Our CenteringPregnancy program, for example, brings together expectant mothers in groups for learning and support — at the same time they are scheduled for their prenatal exams.



## The patient experience

From the beautiful artworks that humanize the high-tech medicine provided, to an enhanced emphasis on customer service and comfort, our goal is to offer the very best care for adults and children in a warm, friendly and caring environment. Labs, X-rays and prescriptions are located in the same place. Even the technology has been selected with the patients' needs at the forefront — including our new large-bore MRI, for claustrophobic or limited-mobility patients.



## Efficiency

University Health System is owned by the people of Bexar County, who provide about 25 percent of our operating revenue, and we are committed to being good stewards of all our resources. Our new Robert B. Green building is designed to maximize staff efficiency while conserving water and electricity. Of the contractors who built it, 98 percent were local businesses and craftsmen. We're also implementing a "lean" program to improve operational efficiency at every location.

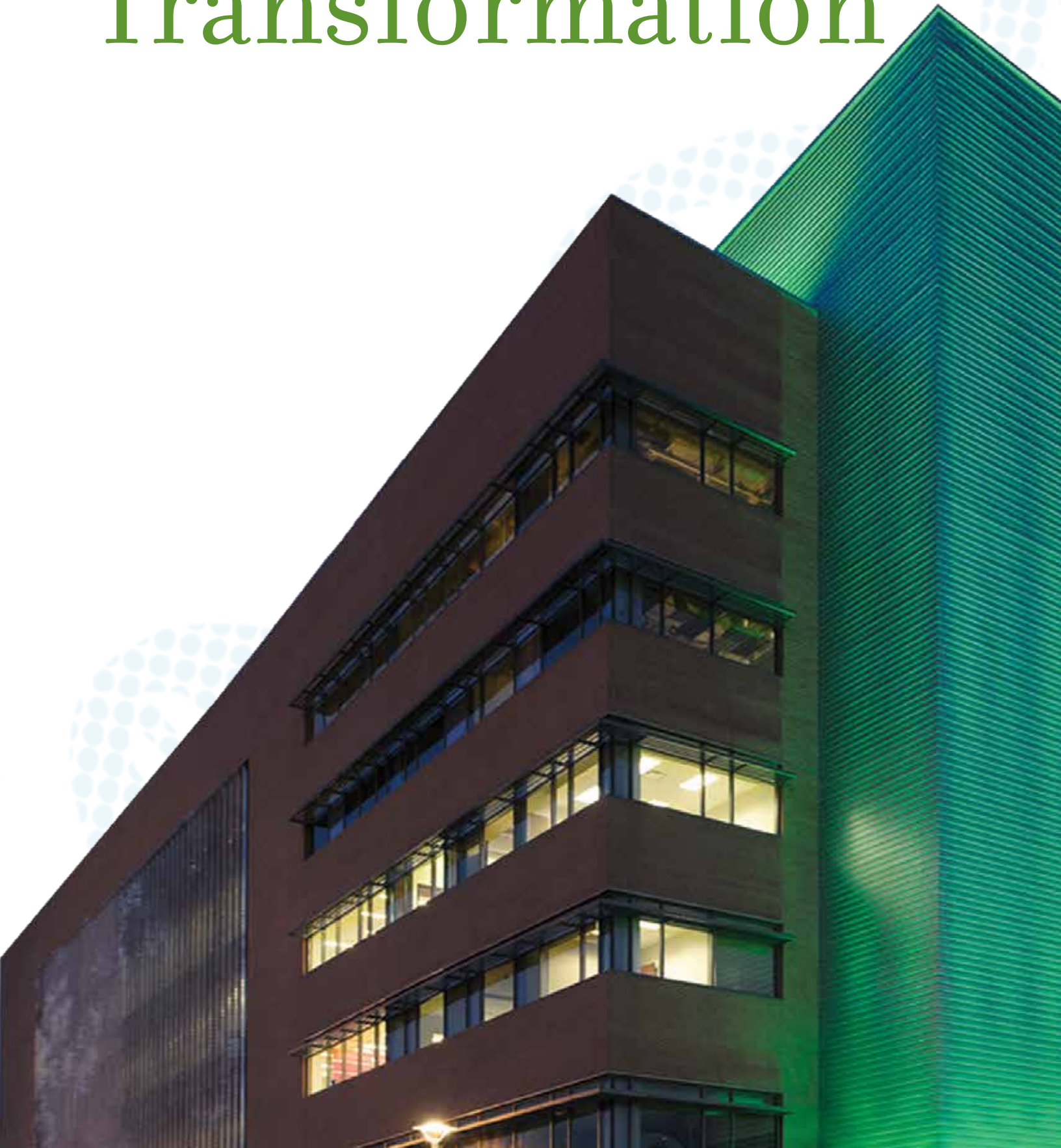


## Access

This has always been the special responsibility of University Health System, to focus on maintaining the health of all Bexar County residents — regardless of where they live or how much they earn. The Robert B. Green Campus, on the western edge of downtown, has been caring for families for almost a century. We've invested millions of dollars into making more and better services available across our community, making good health convenient for our patients.

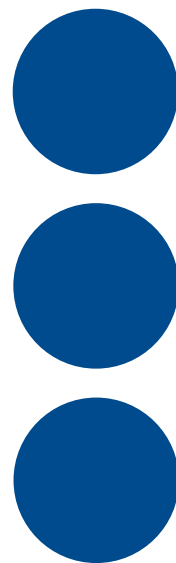


# Transformation





“There is a  
revolution  
in  
healthcare  
underway.”



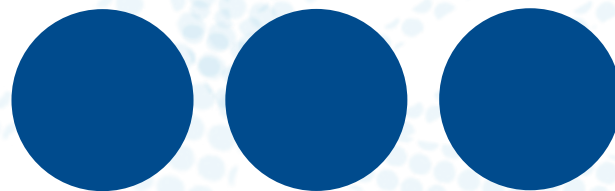
“There is a revolution in healthcare underway. It’s about transforming a complex system that has been focused on treatments and procedures to one that is about helping people stay healthy or get better faster. That’s why we adopted Triple Aim *plus*. Every person in our organization is putting our patients’ needs at the heart of every decision and is focused on delivering what they expect and deserve: greater access to high-quality, affordable and patient-centered hospital care and preventive health services.”

*George B. Hernández Jr., president/CEO*  
**University Health System**

“ ... to offer the newest, most innovative treatments ... ”



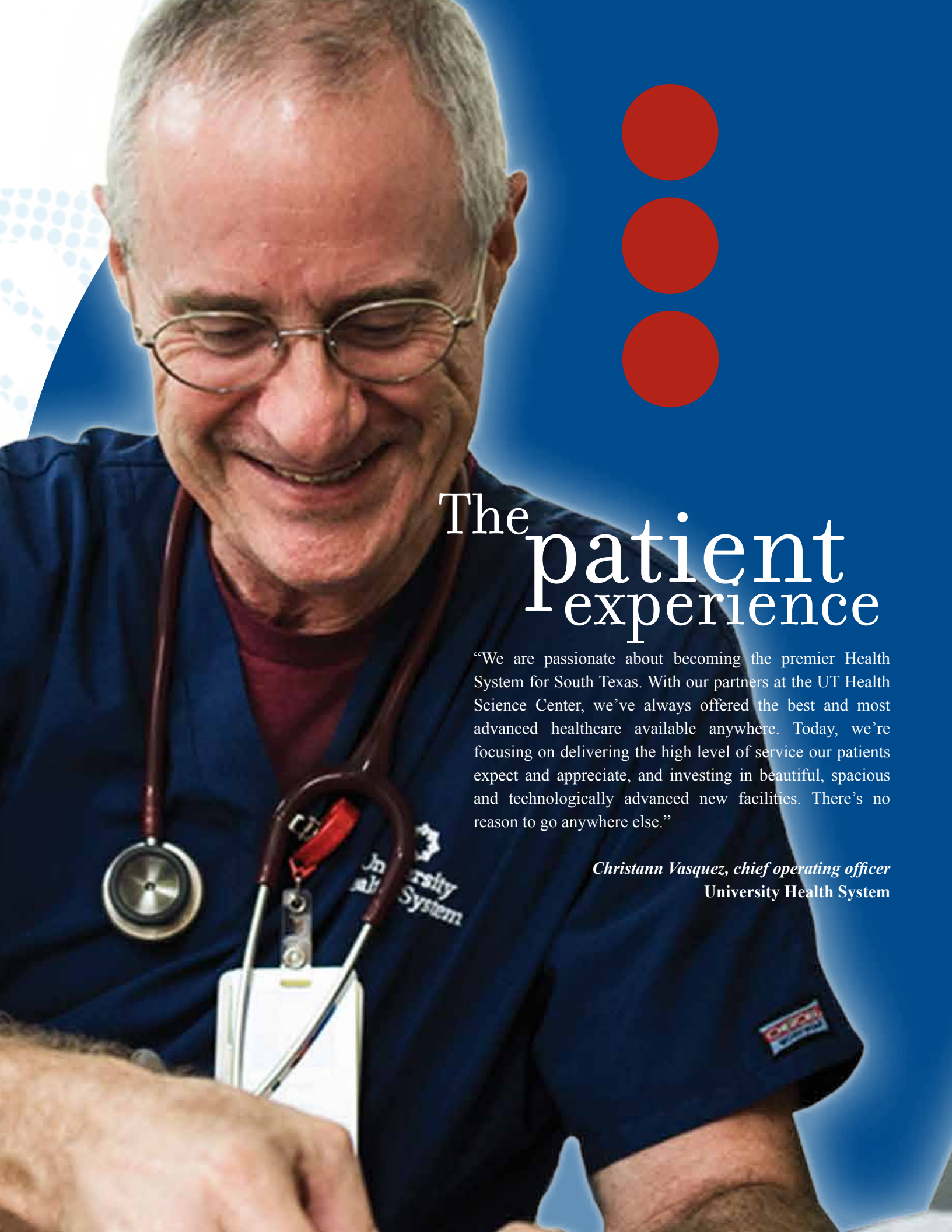




# Quality

“As the academic medical center in our community, one of our Health System’s special roles is to bring together specialized teams of physicians, nurses, and other healthcare professionals to offer the newest, most innovative treatments that are data-driven, patient-centered, and founded on our commitment to clinically effective medicine and outcomes-based research.”

*Dr. Bryan Alsip, chief medical officer*  
**University Health System**



# The patient experience

“We are passionate about becoming the premier Health System for South Texas. With our partners at the UT Health Science Center, we’ve always offered the best and most advanced healthcare available anywhere. Today, we’re focusing on delivering the high level of service our patients expect and appreciate, and investing in beautiful, spacious and technologically advanced new facilities. There’s no reason to go anywhere else.”

*Christann Vasquez, chief operating officer*  
University Health System



“There’s **no reason**  
to go anywhere else.”



“ We  
understand that our owners,  
the people of  
**Bexar County,**  
expect no less.”

“In today’s economic environment, our success depends on whether we can provide great healthcare as efficiently as possible. We understand that our owners, the people of Bexar County, expect no less. We’ve launched new initiatives to examine everything we do to ensure we’re making the best possible use of our resources to deliver the highest quality care.”

*Peggy Deming, chief financial officer*  
University Health System

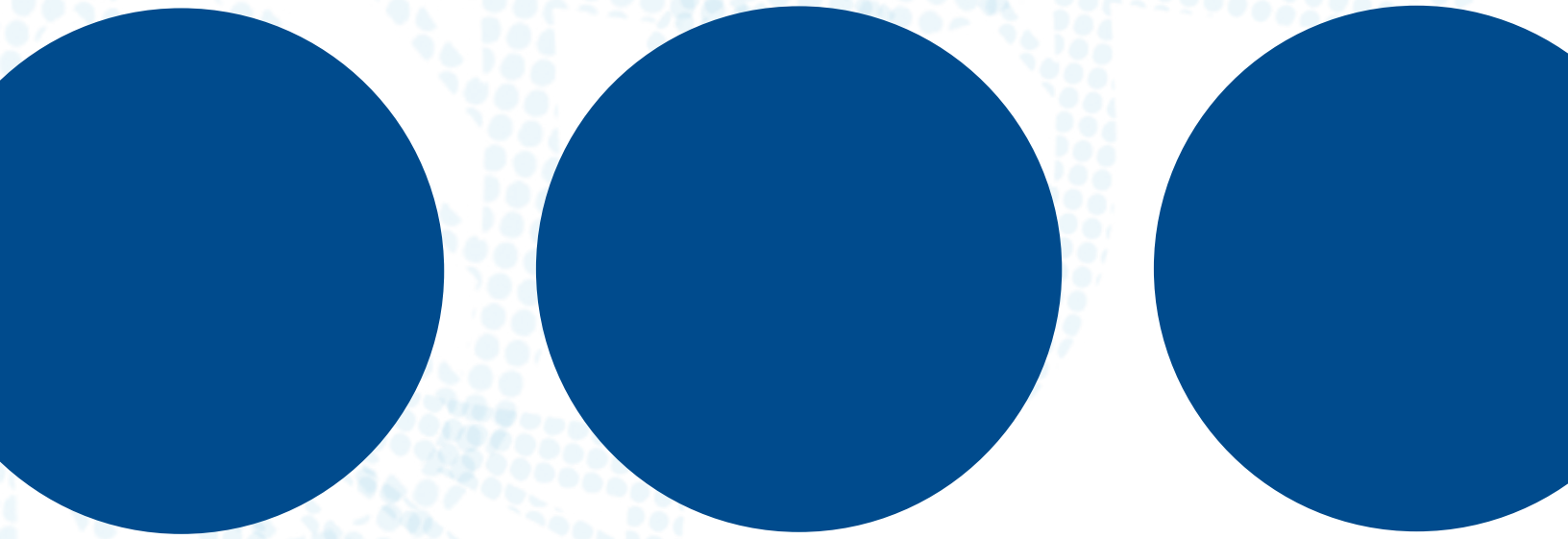






# Efficiency





“Our patients come from  
every neighborhood in  
Bexar County, and beyond.”



# Access

“Our patients come from every neighborhood in Bexar County, and beyond. We know that for some of them, making their way to the other side of town with a sick child in tow isn’t easy — or sometimes even possible. That’s why we’ve moved our doctors and nurses into convenient locations all across the county, and invested millions of dollars in expanding the Robert B. Green Campus, so that we can now offer a wider range of services in a beautiful and convenient downtown location.”

*Dr. Gary McWilliams, chief ambulatory services officer*  
**University Health System**



**Dear Friends,**

Thank you for taking a moment to learn more about University Health System, the nationally recognized academic medical center and Health System owned by the people of Bexar County. As the title of this publication clearly states, this is truly a time of transformation for our Health System as well as our industry as a whole.

**Transformation is about change.** Sometimes change can be exciting, as is the case with the transformation of our Robert B. Green Campus in downtown San Antonio and University Hospital in the South Texas Medical Center. Quite often in healthcare, change is less exciting but needed to meet new funding challenges or regulatory requirements. Regardless of how it comes to pass, major change is rarely easy or comfortable. However, over this past year, we have learned important lessons on how change, through leadership and innovation, can strengthen a large and complex healthcare organization and, most importantly, truly benefit the people who entrust this organization with their health and lives.

As University Health System has been transforming to meet the needs of our growing population, and to assure we are using all of our resources in the best and most efficient ways, we put forth a simple platform to outline what we aimed to achieve. Based on the Triple Aim foundation outlined through the Institute for Healthcare Improvement, we developed the Triple Aim *plus*. Our strategic plans and projects are designed to help us improve:

- The quality of the services we provide and the outcomes for our patients
- The experience of our patients at every touch point
- Efficiencies in how we utilize resources and maximize opportunities to collaborate
- *Plus* — expand access to provide the right level of care in the right, and most convenient, locations for our patients

University Health System's Triple Aim *plus* transformation is still very much in the making, but we are thrilled to share with you our progress and successes. On behalf of the Bexar County Hospital District Board of Managers, the staff of University Health System and our medical staff and physician partners with UT Medicine San Antonio (the practice plan of the UT Health Science Center School of Medicine), we thank you for your interest and support.



*Jim Adams*  
James Adams  
Chairman, Board of Managers



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





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## Commissioners Court

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



**Nelson W. Wolff**  
*Bexar County Judge*



**Sergio "Chico" Rodriguez**  
*Commissioner, Precinct 1*



**Paul Elizondo**  
*Commissioner, Precinct 2*



**Kevin Wolff**  
*Commissioner, Precinct 3*



**Tommy Adkisson**  
*Commissioner, Precinct 4*

# Hospital District Board of Managers

Authorized by Article IX, Section 9 of the Texas Constitution, and established by Bexar County voters in 1955, University Health System is the county hospital district for Bexar County, Texas. It is governed by a Board of Managers appointed by the Bexar County Commissioners. The seven members of this board serve in an unpaid capacity for two-year terms. There is no limit on the number of terms a member may serve.



**James Adams**  
*Chair, Board of Managers*



**Linda Rivas**  
*Vice Chair*



**Rebecca Q. Cedillo**  
*Secretary*



**Roberto L. Jimenez, MD**  
*Immediate Past Chair*



**Alexander E. Briseño**

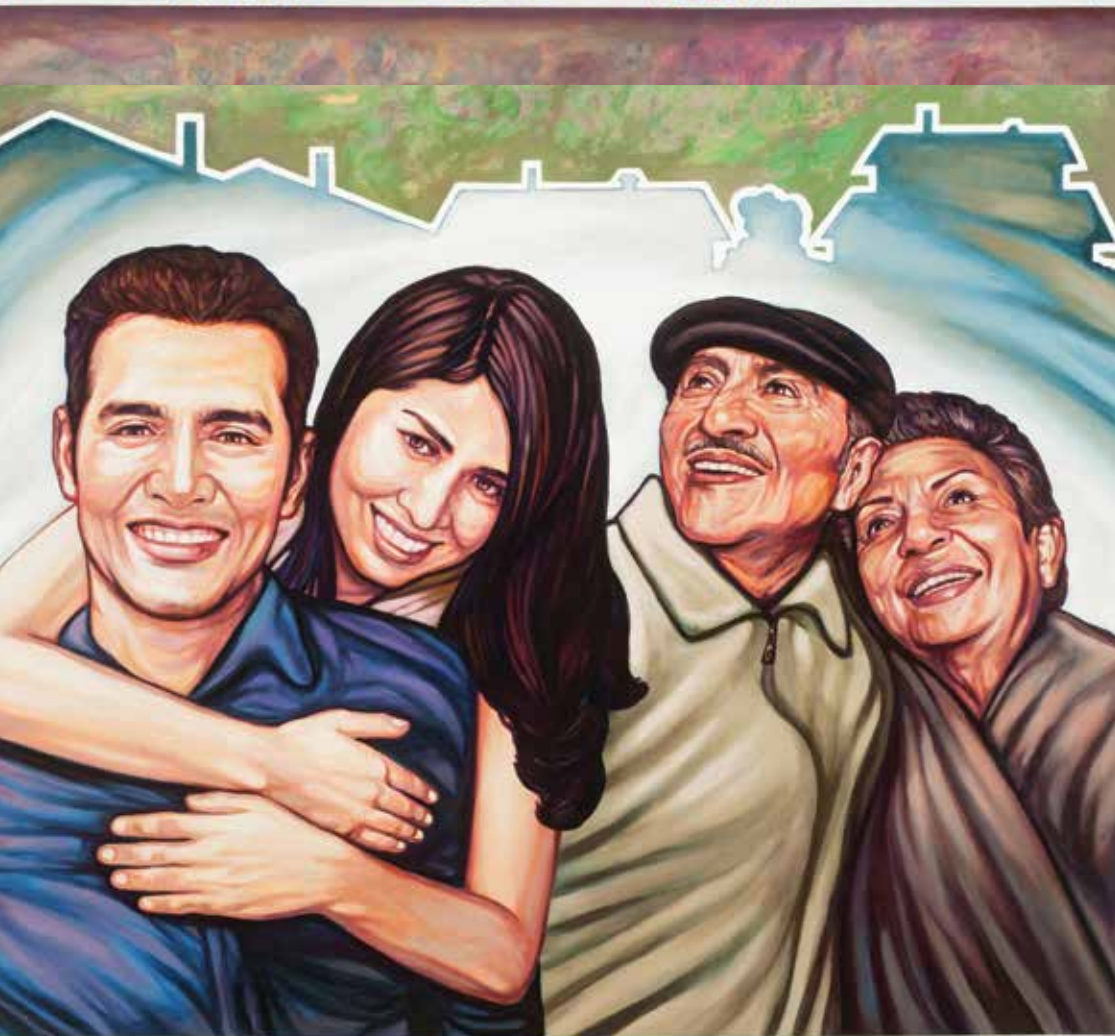


**Robert Engberg**



**Ira Smith, Jr.**





The Heartbeat of La Comunidad  
by David Blancas



# ●●● Transformation





# Transforming to serve South Texas

Major expansion unveils Robert B. Green Campus; another takes shape at University Hospital.



*First floor, Robert B. Green Campus Clinical Pavilion*

University Health System saw an unprecedented growth spurt in 2012. A million-square-foot tower began to take shape at University Hospital, while the expansion of the historic Robert B. Green Campus drew communitywide praise for its art and architecture, and for the investment it represented in downtown San Antonio.

The six-story, 269,000-square-foot addition to the Robert B. Green Campus was the first major project completed under the Health System's \$899 million Capital Improvement Program.

"Many in our community have a strong connection to the Robert B. Green going back generations," said George B. Hernández Jr., president and CEO of University Health System. "Thousands were born here. Many more came here for care when they were sick or hurt. That special bond will continue with the opening of this beautiful new building, with added services and the latest technology."

The new building serves as a distinctive new landmark on the western edge of downtown. Two unique and beautiful features in particular set it apart. The first is a towering section of the front wall that flutters with every breeze — a unique wind veil called Feather Wall, created by California artist Ned Kahn. The second comes to life only at night, when a computerized LED light display by San Antonio artist Bill Fitzgibbons bathes the building in dramatic colors.

More important is the transformation of healthcare taking place downtown. Urgent and primary care are being expanded for those who find the downtown location more convenient. Outpatient surgery and endoscopy are available for the first time, along with a host of specialty clinics. A larger, more comprehensive imaging center adds nuclear medicine, bone density testing and a large-bore MRI for patients with claustrophobia or mobility challenges.

And in a late development, a new agreement with our partners at UT Medicine has brought an expanded array of pediatric primary care and specialty clinics to the campus.

## Fast facts about the new Clinical Pavilion at the Robert B. Green Campus

It took 930,000 man-hours and two years to build it, including the installation of:

- 500 tons of structural steel (*equal to the weight of 83 African elephants*)
- 200,000 pounds of sheet metal duct work
- 15,000 cubic yards of concrete (*equal to 38.35 miles of sidewalk*)
- 375 miles of electrical cabling (*equal to the distance between San Antonio and Paris, Texas*)
- 5,029 sunshade veins, individually installed to create Ned Kahn's Feather Wall
- More than 300 original art pieces throughout the building, created by 76 artists (*56 of them local*).

Also, 98 percent of the contractors hired on the project were local businesses and craftsmen. And 64 percent were small, minority, women or veteran-owned business enterprises.



*The technologically advanced new building on the Robert B. Green Campus downtown opened in early 2013.*

Shell space on the sixth floor is being adapted to house the new children's services. Along with the new PediExpress on the first floor, the Robert B. Green Campus will become the most comprehensive outpatient pediatric center in the region.

Meanwhile, construction continues on the new 10-story tower at University Hospital, scheduled to open in the spring of 2014.

The new tower, clad in distinctive brick, sandstone and glass, will contain an expanded Emergency Center, 35 surgical

suites occupying two floors, 420 new private rooms (bringing the total throughout the hospital to 716) and advanced technology throughout — including intuitive way-finding to make it easy to locate any destination.

Patients will find the amenities second to none. Patient meals will be ordered via room service from a varied menu, and delivered hot within 20 minutes. Three green spaces, including two rooftop gardens, will provide a quiet, calming place for respite, while other comfortable spaces throughout the hospital will be available for families to gather. The first-floor Marketplace will offer a wide range of dining selections with an emphasis on healthy eating.

And both projects were designed to be environmentally friendly. The hospital will be connected to San Antonio Water System's recycled water lines; so even with the expanded facility, the hospital will use even less water than it does currently. The Health System is seeking LEED Gold certification from the U.S. Green Building Council on both projects. LEED, or Leadership in Energy and Environmental Design, evaluates the design and construction process as it relates to the good stewardship of resources, energy savings, water efficiency, carbon emissions and indoor environmental quality.

*The new tower at University Hospital will open in the spring of 2014.*









# A tale of two tiny brothers

Twins needing more time to thrive are transferred to University Hospital's NICU

**B**ecky Young was only six weeks pregnant with her second child, but she knew something was different this time. Her doctor confirmed it.

It wasn't her second child, he said. It was her second *and* third child.

"He said the reason I was so big was because I was carrying twins," said Young, a 29-year-old former kindergarten teacher who lives in Nixon, about 50 miles east of San Antonio. "Literally, I laughed then I cried."

Eventually, she was referred to Dr. Robert Huff, professor of obstetrics and gynecology at UT Health Science Center San Antonio, who staffs a prenatal clinic at Guadalupe Regional Medical Center in Seguin every two weeks.

Huff told her she would need to be monitored closely for a condition called twin-to-twin transfusion syndrome, in which one baby gets less blood and nutrients than the other. Fortunately, that didn't prove to be a major problem. But when mom's critically high blood pressure led to the early delivery of Reese and Ryan at 36 weeks gestation,

the twins were brought by University Health System's three-member Neonatal Transport Team to University Hospital. There, they were cared for in the hospital's neonatal intensive care unit for eight days, to be monitored for high levels of magnesium that Young had been given to lower her blood pressure.

University Hospital's 30,000-square-foot NICU has 32 beds for intensive, Level III care, and 24 beds for intermediate, Level II care. The busy unit admits 600 babies a year from throughout South and Central Texas. The NICU has its own adjoining support facilities, including parent/infant rooms where parents can "room in" with their babies before discharge, a pharmacy staffed during daytime hours by a pharmacist experienced in neonatal pharmacology, a dedicated clinical lab and more.

Young remained in the Seguin hospital where she had delivered for six of those eight days.

Today, she remembers most clearly the kindness and patience of the NICU nurses who gave her updates on the boys' progress over the telephone until she could make the trip to University Hospital and finally hold them.

"That was very hard," Young recalled. "I was in the hospital for the whole week because of my blood pressure. I was really, really sick. But the nurses in San Antonio were so nice. When I wasn't there, I'd call and get to speak to the boys' nurses. They were really, really good."

And while doctors had worried about one twin growing big at the other's expense, in the end the size difference didn't matter much. Reese was born at just over five pounds and Ryan a little over four pounds.

"Ryan has actually caught up with Reese now," Young said. "At their last doctor's appointment, they were 15 and 14 pounds."

On a recent visit to her parents' ranch near Gonzalez, where she and the twins often spend the day until her husband Randy gets home from work, the boys were alert and curious after a nap — quick to laugh when teased by older sister Raelyn.

"They definitely have different personalities," Young said. "Reese is more laid back. Ryan's more, well, outspoken."



*Reese and Ryan Young were born early at 36 weeks and were transferred by our Neonatal Transport Team to the high-level NICU at University Hospital.*

# Other doctors said ‘no,’ University Hospital surgeon said ‘yes’

Tumor considered too big to remove is all in a day’s work for Dr. Jose Almeda.

**M**uch of Valeria Garcia’s young life has been spent on examining tables, in CT scanners and in operating rooms. When she was 13, doctors traced the pain in her belly to a five-pound tumor on one of her ovaries. It was removed, but for whatever reason, more tumors kept sprouting in the Brownsville teenager’s body.

Surgeons kept removing them — until one was discovered in her liver that was considered too big to remove, even by experts in Houston.

Then her family learned about Dr. Jose Almeda at University Hospital, a surgeon with UT Medicine whose expertise is the liver. After a few minutes with Valeria, he resolved to help her.

“While some doctors will come up with five reasons not to do it, I think about five reasons to do it,” Almeda said.

It was a complicated surgery. The tumor was the size of a basketball and 75 percent of her liver had to be removed with it. When Almeda stepped into the waiting room and smiled, Valeria’s parents were filled with relief.

University Hospital’s liver transplant program celebrated its 20th anniversary in 2012, and over those two decades more than 1,300 patients have received new livers. But the program has evolved beyond just transplants, into a team of specialists dedicated to treating all sorts of liver and pancreatic diseases, including cancer, in a variety of ways.

Seasoned transplant surgeons with University Transplant Center also perform liver and pancreatic cancer surgeries routinely, using their advanced training and skills to help patients who aren’t necessarily transplant candidates. The



*Valeria Garcia*

team performed some 150 liver and pancreas surgeries of all kinds in 2012. They are part of a team of specialists — including medical oncologists, gastroenterologists, radiation oncologists, radiologists and others — that meets as a group once a week to discuss each patient.

“What I say to patients all the time is, you don’t come to us to get an operation. You come to us to get an opinion,” said Dr. Kenneth Washburn, surgical director of the liver transplant program, and professor of surgery at the UT Health Science Center. “If that opinion is that you should be put on the waiting list for a transplant, we’ll do the necessary tests. We’ll educate you so that you have an understanding of why that might be an option for you. Then you can make a choice about what is right for you.”

University Transplant Center is one of only two active living-donor liver transplant programs in Texas. Livers are unique for their ability to regenerate in the body after





*Valeria's liver tumor prior to surgery*

being split into two, making such transplants possible. It also makes it possible to transplant a single liver into two patients when the donor is deceased.

Dr. Glenn Halff, who founded the liver transplant program in 1992, serves as director of University Transplant Center and professor of surgery at UT Health Science Center. He said that research and innovation, along with its long record of success, helps distinguish the program from the many others that have followed.

“As academic physicians and surgeons, it’s very appealing to us to try and move treatment forward,” Halff said.

As for Valeria, she underwent a subsequent operation at University Hospital, and may need more in the future. But with a fighting spirit and a new hope, she’s in the top 5 percent of her high school class with plans to go on to college and law school.

And although her teenage years have been anything but typical, she’s got a few things in common with her peers, including a passion for fashion, shoes and the color pink.

In May 2012, Valeria was the honoree for the Medical Miracles Gala, an annual event sponsored by University Health System Foundation to raise money and awareness for the Health System’s programs — including University Transplant Center.

At the Gala, Almeda rose and spoke about what it’s like to make such a difference in the lives of patients such as Valeria and their families.

“We approach every patient, especially these really hard cases, with optimism,” Almeda said. “We give our patients realistic expectations. We also tell them that we’re going to treat them like we would our own family member.

“That really is my job,” he added, “and on a night like this, it is absolutely the very best job in the world.”

*Dr. Jose Almeda and Valeria at the 2012 Medical Miracles Gala*



# Transfusion saves mother's life, makes international news

Gina Walker's 35-gallon transfusion shines light on unsung hospital heroes

It was the transfusion heard 'round the world — an amazing 540 units of blood and blood products, more than 35 gallons, pumped into Gina Walker to save her life during childbirth at University Hospital last year.

Gina Walker's story, which garnered international news coverage, ended happily with the birth of Addison, a healthy baby girl. But the story also managed to shine a light on some of the unsung heroes of healthcare — the dedicated people who collect and process blood, and the many, many others who donate selflessly to help strangers.

In January, Gina, husband Dustin and baby Addison returned to thank the more than 300 people honored at a special luncheon for donating more than a gallon of blood to University Health System's Blood Donor Services program over the years. Among those honored was Dustin Walker, who has become a fierce advocate for blood donation since his wife's life was saved.

"I'd just like to thank you guys all for what you do, because without it I wouldn't be here today with my daughter," Gina Walker told the donors.

Gina Walker's story began even before she was wheeled into the delivery room at University Hospital for the birth of her fifth child. She suffered from a rare complication of pregnancy called placenta percreta, which can lead to bleeding during delivery. Her doctors and the blood bank had set aside 30 units of B-positive blood just in case.

What followed was an almost unstoppable hemorrhage. As her doctors worked for hours to stave the bleeding, the blood bank was scrambling to produce all that blood — recruiting friends and family of the Walkers, hospital staff, medical students and residents to donate (163 donors in all) and ordering blood from other blood banks.

"As that blood kept going out, I remember praying that she had to make it," said Sherrie Warner, lab manager of transfusion medicine at University Hospital. "And it just kept going and going, and coming in and coming. It was miraculous."

When it was over, she had received more than 35 gallons of blood. To put that into context, the average adult contains roughly 1.3 gallons. More importantly, mother and baby survived the ordeal with minimal complications.

"It's truly miraculous, not only that she was able to receive this much blood product and undergo two operations, but the fact that the only issue post recovery for her is that Gina's got a little blurry vision in her left eye is yet another miracle," said Dr. Jason Parker, assistant professor of obstetrics and gynecology at the University of Texas Health Science Center, who delivered Addison and led the effort to save her.



*Dustin and Gina Walker, along with baby Addison, are grateful for the care they received at University Hospital.*



Triple Aim *plus*:



Quality







# Recognizing the BEST

Best hospital in San Antonio — again

University Hospital is the best hospital in the San Antonio metro area and 17<sup>th</sup>-best in Texas, according to *U.S. News & World Report's* 2012-2013 Best Hospitals Rankings.

The annual rankings grade hospitals on their competence and experience in caring for even the sickest patients.

“We are pleased once again to be included on *U.S. News & World Report's* Best Hospitals list,” said George B.

Hernández Jr., president and CEO of University Health System. “It speaks to the success of staff and our physician partners at UT Medicine in meeting our own goals of offering the latest and best treatments, while always keeping the patient’s best interests at the center of everything we do.”

The core mission of the Best Hospitals survey is to help guide patients who need an especially high level of care because of a difficult surgery, challenging condition, or added risk because of other health problems or age.

The rankings rely on hard numbers for most specialties, including

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, also were included.

University Hospital was ranked high-performing in these areas:

- Diabetes & Endocrinology
- Geriatrics
- Nephrology
- Orthopedics
- Urology

## High quality heart and stroke care

University Health System is proud of the high quality of care it provides for stroke and cardiac patients. And that quality has been recognized nationally.

University Hospital was one of just 164 hospitals nationwide to earn the

Platinum Performance Achievement Award from the American College of Cardiology Foundation’s NCDR ACTION Registry in 2012.

The award applauds University Hospital’s team of Magnet-recognized nurses and UT Medicine cardiologists’ nurses for implementing a higher standard of care for heart attack patients, and in reaching an aggressive goal of treating patients with the standardized levels of care as outlined by the American College

of Cardiology American Heart Association clinical guidelines and recommendations.

At the same time, the Health System received the Get With The Guidelines®–Stroke Gold Quality Achievement Award from the American Heart Association. The award recognizes the success of the University Health System/UT Medicine partnership in making sure stroke patients receive treatment according to nationally accepted guidelines.

The quick and efficient use of guideline procedures can improve the quality of care for stroke patients, and may reduce disability and save lives.





# Among the elite in employee learning and development

Once again, University Health System was named one of the nation's Most Wired Hospitals and Health Systems, a list based on the Most Wired Survey by *Hospitals & Health Networks* magazine. The Health System has made the list in 2008, 2010, 2011 and 2012.

The survey measures how well hospitals and health systems have adapted health information technology such as electronic medical records. It's also considered a useful tool for healthcare leaders to develop strategic plans for information technology.

To earn a spot on the list, a healthcare organization must meet specific requirements in each of four focus areas: infrastructure, business and administrative management, clinical quality and safety, and clinical integration.

The Health System has been at the forefront of health information technology. The result has been better, safer and more efficient care for our patients. A patient's medical history, lab results and X-rays can be immediately seen by a provider at any of our locations throughout Bexar County.



University Health System was named one of the top organizations in the country for workplace development, earning a 2012 LearningElite award from *Chief Learning Officer* magazine. This year's 45 winners included corporate giants such as AT&T, McDonald's, Procter & Gamble, Coldwell Banker and Lowe's.

The award honors the Health System's Center for Learning Excellence program, under the leadership of Jacqueline Burandt, senior director of staff development.

Developed under the guidance of a group of chief learning officers and senior practitioners, LearningElite recognizes excellence by measuring five key performance indicators: learning strategy, learning execution, learning impact, business performance results and leadership commitment.

The magazine also singled out the Health System with a Silver Award in the Collaborations Category of its 2012 Learning in Practice Awards.

That award was given for an innovative program aimed at giving a career boost to our environmental services staff. The Health System partnered with Alamo Colleges to launch a training program on-site at University Hospital that combines bilingual technical training and occupation-specific vocational English as a Second Language classes.

In more traditional programs, students first must pass a general English as a Second Language curriculum, then enter professional training taught in English. Twelve staff members successfully completed the first program, including CPR training and certification. Half of the participants earned certified nurse aide licenses after passing the Texas boards. One of these aides was promoted twice and is now a medical-surgical technician.





# Working toward a healthier workplace

The San Antonio Business Group on Health, in collaboration with the Mayor's Fitness Council, recognized University Health System with a Silver Award as part of its 2012 Healthy Workplace Recognition Program.

The award is given to employers for their work to improve employees' health through their worksite wellness initiatives. Employers must demonstrate senior management support for wellness programs and a company culture that encourages health and wellness, health promotion and education, physical activity, good nutrition and smoking cessation programs, among other benefits.

In all, 31 area employers were recognized in 2012.



## Empowered Nurses

University Health System has earned the CNOR Strong designation from the Competency & Credentialing Institute. The designation is awarded to hospitals in which at least half of the operating room nurses are CNOR certified.

The CNOR certification program is for perioperative nurses interested in improving and measuring their knowledge and skills, and in providing the highest quality care to their patients. Certification demonstrates a nurse's commitment to professional development, and a level of expertise beyond basic nursing preparation and licensure.

Research shows that nurses who earn the CNOR credential have greater confidence in their clinical practice. Therefore a team of certified nurses that has mastered the standards of perioperative practice becomes empowered, which creates a culture of professionalism and improves patient outcomes.

"We are dedicated to providing the highest level of care to our patients. It is our mission to ensure that all patients who receive care at our hospital experience successful outcomes," said Noel Schaefer, clinical nursing director of OR Services at University Hospital.

More than 34,000 registered nurses have been credentialed under the program since 1979, making the institute one of the largest specialty nursing credentialing organizations and the leading certification body for perioperative nurses.



# Cancer awareness effort awarded

A dazzling T-shirt design aimed at breast cancer awareness was selected the best in the country among cancer promotion campaigns.

University Health System received three Gold Awards in the 2012 Cancer Awareness Advertising Awards, a national competition. The top honors were awarded for a health fair display and an information kit — both promoting our healthyUexpress mobile mammography unit, and a Susan G. Komen Race for the Cure T-shirt.

The special version of the winning T-shirt, designed by Helena Hummel, graphic design and branding coordinator in the Corporate Communications & Marketing Department, was produced and distributed to employees throughout the Health System to celebrate the award.

Entries were judged on creativity, layout and design, typography, production, and quality and overall effectiveness. Judging was done by a panel of design and healthcare marketing professionals with decades of combined experience.





# Recognized for law enforcement best practices

The Bexar County Hospital District Police Department, dedicated to keeping our patients and staff safe, joined an exclusive group in 2012. The department was one of only 66 law enforcement agencies, out of more than 2,500 in Texas, to achieve the Texas Police Chief's Association Best Practices Recognition.

University Health System was the first health system police agency in the state to be recognized.

“Our Health System expects the very best from our physicians, nurses, medical providers and staff, and should expect the very best from their law enforcement agency,” said Chief A.J. Sandoval. “We are extremely proud to be a recognized agency, and feel a sense of tremendous responsibility to continue serving our community at the highest degree.”

The Law Enforcement Recognition Program is a voluntary program. To be recognized, law enforcement agencies in Texas must demonstrate compliance with 164 different best practices. Agencies are given two years to complete the long list of requirements. The Health System completed the process in less than four months.

University Health System's Protective Services Department consists of licensed peace officers and security ambassadors responsible for security at all of University Health System's facilities across Bexar County. It was created as the Bexar County Hospital District Police Department by an act of the Texas Legislature in 1993.



## Improving quality

University Hospital was honored in 2012 with a Texas Health Care Quality Improvement Bronze Award. The awards are given by TMF Health Quality Institute, the Medicare quality improvement organization for Texas.

The Texas Health Care Quality Improvement Awards honor Texas hospitals that have made strides in improving quality in specific patient care areas, including acute myocardial infarction or AMI heart failure, pneumonia and surgical care. These clinical areas have been designated as national health care priorities by the Centers for Medicare & Medicaid Services and the Joint Commission, and are measured using 27 quality indicators.

“TMF is proud to recognize University Hospital for promoting quality improvement activities and your senior management for promoting a quality culture,” said Tom Manley, CEO of TMF Health Quality Institute. “Quality improvement is a complex and demanding process, and we thank all of you for your commitment to improving the health of your community and the efficiency of health care in our state.”





# Robert B. Green Campus spreads holiday cheer

**E**ven before it opened its doors, our new building on the Robert B. Green Campus was already winning praise — including an award for its dramatic holiday lighting.

The newest downtown landmark won the People’s Choice Award for Best Lighting Display of a Building as part of Mayor Julián Castro’s second annual Light Up Downtown Holiday Contest. More than 3,900 votes were cast to select the best holiday lighting on store fronts, buildings, and window displays. More than 60 downtown properties took part in the contest, which is part of a major initiative by the mayor to turn the central city into a “vibrant, 24-7 hub of activity.”

## A commitment to diversity

**U**niversity Health System is committed to diversity in the people we hire and the companies with which we do business. That commitment was recognized in 2012 with an Excellence Through Diversity Award from the Hispanic Contractors Association de San Antonio.



The award recognized the Health System’s efforts toward bringing Small, Minority, Women, Veteran and/or Disabled Individual-Owned Business Enterprises, or SMWVDIBE, to the table. Construction bids are designed to allow for maximum diversity participation. Because of the special financial circumstances of small business owners, the Health System has a firm commitment to paying invoices quickly. Firms whose contracts are valued at less than \$250,000 are not required to secure their own bonds.

The results of those efforts have led to impressive results. For example, Phase II of the construction of the Health System’s Data Center, a \$6 million project completed at the end of 2011, achieved 67.3 percent SMWVDIBE participation, resulting in the 2012 Excellence Through Diversity Award.

# Long-sought emergency medicine residency program launched

University Health System and our physician partners at UT Health Science Center took a major leap in increasing the ranks of emergency medicine doctors in San Antonio with the launch of a long-sought emergency medicine residency program in 2012. The first class of resident physicians began July 2013.

University Hospital's Emergency Center, the largest emergency room in San Antonio and the lead Level I trauma center for a 22-county South and Central Texas region, will be the chief training site.

"Our emergency medicine residents will train and take care of patients under the direct supervision of board-certified emergency medicine physicians," said George B. Hernández Jr., president/CEO of University Health System. "This isn't just important for University Hospital, but for the families and individuals across our community and throughout South Texas who will come to our Emergency Center and receive the very highest level of care."

Residency is a term used for a physician's post-graduate medical education. They have received their medical degrees but cannot practice independently until they complete this training, which involves clinical patient care under the supervision of a board-certified physician.

Emergency medicine is the fourth largest physician specialty in the country, but San Antonio has lacked a civilian emergency medicine residency program until now. Without one, new doctors who wanted to enter the specialty had to move to other cities to train — resulting in too few emergency medicine specialists practicing in the San Antonio area. Research has shown most physicians ultimately live and practice medicine within 75 miles of where they train as residents.

"The new emergency medicine residency program is crucial

to our community. In San Antonio, ER doctors provide a vital public service, providing lifesaving care to those in need 24 hours a day, seven days a week," said Dr. Bruce Adams, director of the Center for Emergency Medicine, a joint program of University Health System and the UT Health Science Center School of Medicine. "Having a residency program in San Antonio will dramatically improve the quality and accessibility of emergency and acute healthcare for the region."

The first group of residents is expected to complete their three-year training program in the new 10-story tower at University Hospital, scheduled to open in early 2014.

"San Antonio was the only one of the 25 largest cities in the U.S. without an emergency medicine residency program," Adams said. "The Society of Academic Emergency Medicine estimated that South Texas has less than half of the emergency medicine providers needed to best serve the population. San Antonio will clearly benefit from a residency program that will fulfill this physician shortage."

The first residents will complete their training in 2016.



*Dr. Bruce Adams, chief of the Center for Emergency Medicine speaks as University Health System president/CEO George B. Hernández Jr., looks on.*



# First pediatric trauma center in South Texas



University Hospital's Level I trauma center gains recognition for its pediatric expertise

For many years, University Hospital has served as the lead Level I trauma center for South Texas, serving as the primary location for treating life-threatening injuries in both adults and children. Now the hospital is also the first in South Texas to be recognized as a pediatric trauma center by the American College of Surgeons' Committee on Trauma.

To qualify, the hospital had to meet more than 20 criteria ranging from the around-the-clock availability of specialized care, to programs in pediatric rehabilitation, social work and injury prevention, as well as the education of health professionals and the public in the care of injuries to children. The recognition came after a lengthy application process and site visit in August 2012.

"While we have been providing the highest level of care for injured and burned children for many years, we made the decision to seek verification as a pediatric trauma center to further our commitment to the families of Bexar County and South Texas," said George B. Hernández Jr., University Health System president/CEO. "We sincerely hope you will never need these services for your child but, if you do, the pediatric trauma team at University Hospital stands ready, every day around the clock, with



the best experts and technology, and following best practice treatment guidelines. There is no greater mission than this."

University Hospital — along with its physician partners at UT Medicine San Antonio, the clinical practice of the School of Medicine at the UT Health Science Center San Antonio — is the only Level I trauma center in South Texas caring for injured and burned children. University Hospital treats almost 1,000 children suffering from serious injuries and burns each year. The hospital operates the only pediatric burn program in South Texas as part of its trauma mission.

University Hospital was officially verified as a Level II pediatric trauma center in October 2012, and plans to advance to Level I status in the future.

The requirements related to patient care for Level I and Level II are the same. Level I verification includes specific criteria related to pediatric trauma research.

"University Hospital is well known for providing the highest quality of care for seriously injured children. Being the only American College of Surgeons' verified pediatric trauma center in South Texas is a recognition of the achievements of our trauma team's dedication and commitment to provide optimal care for the injured children," said Dr. Lillian Liao, a UT Medicine trauma surgeon and director of the Pediatric Trauma and Burn Program at University Hospital.

# Research aims to reduce infections

University Hospital takes part in an important national study

If everyone took the simple precaution of putting on a protective gown and gloves before entering a patient's room in the Intensive Care Unit, would it lead to fewer infections? While the answer might seem obvious, there's been very little science applied to that important question. Until now.

University Hospital is taking part in a \$5.7 million national study to see if requiring everyone — from doctors and nurses to family members — to “gown up” upon entering an ICU room will reduce the risk of hospital-acquired infections. Most hospitals now only require them when it's known that a patient already has a drug-resistant infection.

Dr. Jason Bowling, a UT Medicine infectious disease specialist and staff epidemiologist at University Hospital, is heading the local arm of the study.

The study is looking at two of the most serious drug-resistant infections: methicillin-resistant *Staphylococcus aureus*, or MRSA; and vancomycin-resistant *Enterococci*, or VRE. The study will also examine infections linked to IV



*Dr. Jason Bowling — UT Medicine infectious disease specialist and staff epidemiologist at University Hospital*

lines, catheters and ventilators.

Requiring gowns and gloves for everyone would add about \$250,000 a year to the cost of running a hospital, by one estimate. The question is, would it result in even bigger savings if it led to fewer infections? After all, hospital-acquired infections afflict 1.7 million patients a year nationwide, kill 99,000 and cost an estimated \$4 billion to treat.

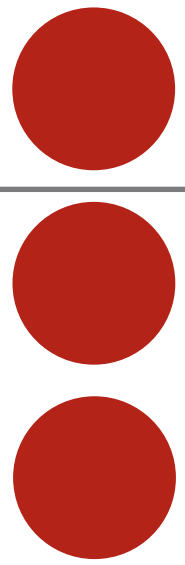
Not everyone is convinced. Some experts think that by requiring healthcare workers to put on a gown

and gloves every time they enter a patient's room, they'll be less likely to check in on the patient — a worrisome potential consequence. The study will also try to answer that question.

Ten hospitals across the country, including University Hospital, required everyone to put on a gown and gloves before entering the patient's room, while another 10 followed current federal recommendations and required them only for patients with persistent infections. The results of those two groups are expected to be made public in 2013.



Triple Aim *plus*:



# The patient experience

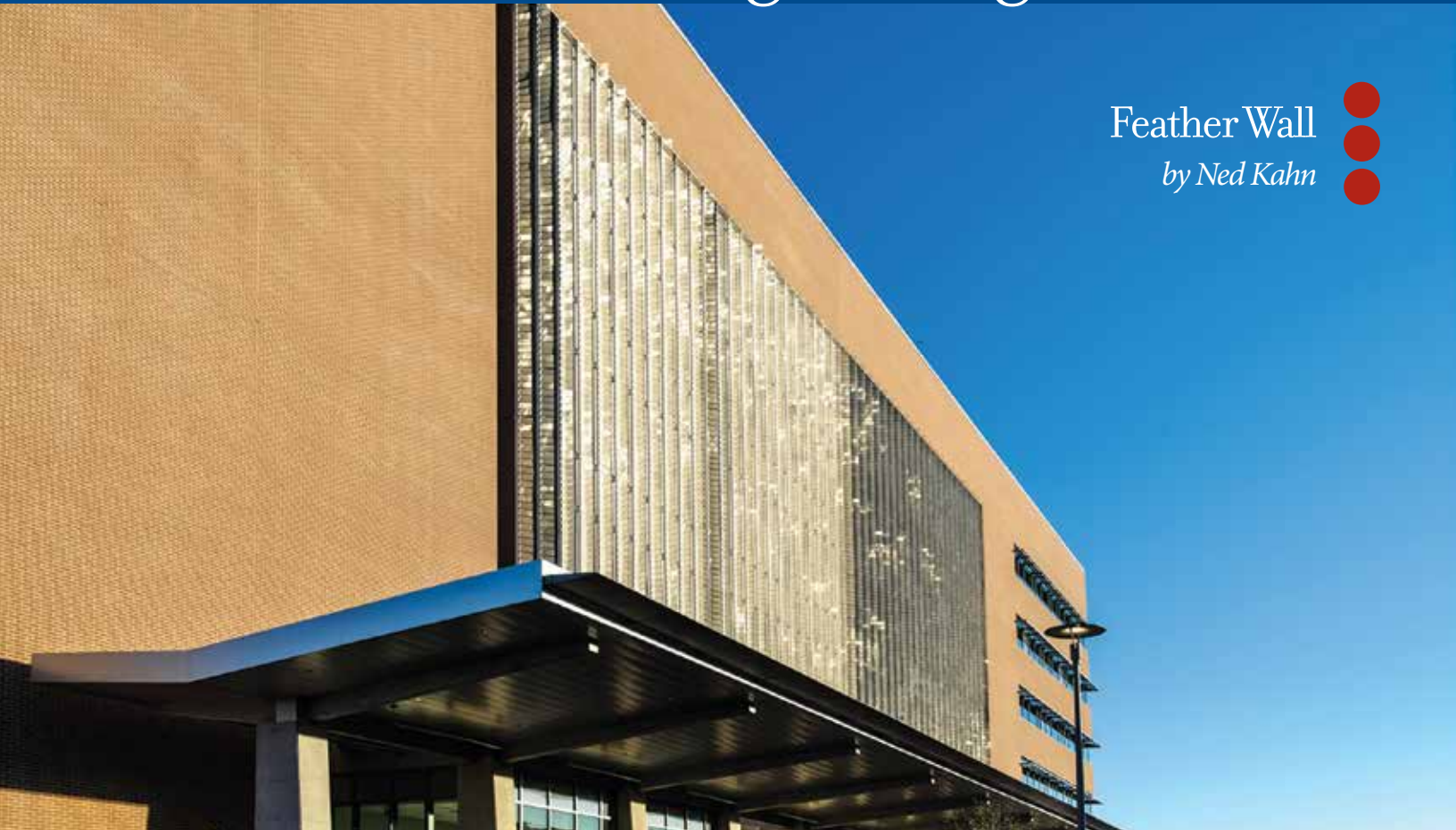




# Salud-Arte: Healing through art



Feather Wall  
*by Ned Kahn*



University Health System's Capital Improvement Program is about connecting people to the healthcare services they need, from prevention to the very highest levels of advanced diagnostic services and treatment options. The Health System's Salud-Arte: Art of Healing program is very much in step with that aim. Research has shown a strong link between art and healing: A patient's well-being can be positively impacted with peaceful and beautiful environments.

The vision of Salud-Arte is to use art to inspire healing, compassion, hope and trust. We also aim to reflect the community, improve the experience of our patients and visitors, and communicate our important mission through art and design enhancements — all while being good stewards of our financial and natural resources. The program

includes both the Robert B. Green Campus, which opened in January 2013, and the new tower under construction at University Hospital in the South Texas Medical Center. The Salud-Arte committee includes University Health System staff members, members of the Bexar County Hospital District Board of Managers, community leaders and local art professionals.

The program at each location includes various works, in three categories. Design enhancements are special commissions that enhance an architectural element needed for a functional purpose. Examples include artistic glass walls, hand-designed tiles and specialized floor art. The second category is site-specific art. We issued calls for artists to submit their work to be considered for specific locations identified in each of the new buildings. Those works include





## Word Puzzle

by Gary Sweeney



## Untitled

by Chuck Ramirez



free-standing sculptures, as well as art placed on walls or ceilings. Given the large size of these two buildings — 286,000 square feet at the Robert B. Green Campus and a million square feet at University Hospital — the largest category of works come through general calls for paintings and photographs from the art community and University Health System staff members.

The following local and nationally recognized artists were selected for the Robert B. Green Campus:

### Design Enhancements

Chuck Ramirez, *San Antonio*

Rodolfo Choperena, *San Antonio*

Roberto Gonzalez, *San Antonio*

Debra Sugerman, *San Antonio*

Jill Giles, *San Antonio*

Ned Kahn, *Sebastopol, Calif.*

Bill Fitzgibbons, *San Antonio*

### Site Specific Artwork

Cathy Cunningham-Little, *San Antonio*

David Blancas, *San Antonio*

Victoria Suescum, *San Antonio*

Leticia Huerta, *Helotes*

Paula Cox, *San Antonio*

Gary Sweeney, *San Antonio*

In addition to these works, there are more than 300 procured pieces in various media throughout the building, including original photographs from three University Health System staff members (Angela Lake, Paul Garcia and Laura Garcia-Lara). The program at University Hospital will collect and display more than 1,000 pieces of original art, including a unique piece in every patient room.

Allison Hays Lane, director of the Olana Group, serves as the art manager for University Health System's Salud-Arte: Art of Healing program. Sara Vanderbeek is the art program coordinator.





Get Well Soon, I Love You  
*by Paula Cox*

Life in Light  
*by Cathy Cunningham-Little*







# TAVR: An alternative to non-traditional heart valve surgery

Even though she's the caregiver for her elderly parents, Patricia Moore's lifelong battle with rheumatoid arthritis had left her frail and limited her mobility. So when her aortic valve began to fail, her cardiologist in her hometown of El Paso felt that the traditional open-heart surgery was too dangerous.

Instead, he recommended a trip to San Antonio to see if she might be a candidate for an experimental, minimally invasive procedure called transcatheter aortic valve replacement, or TAVR, being offered at University Hospital.

A short time later, a team led by Dr. Steven Bailey, chief of cardiology at UT Health Science Center School of Medicine, performed the TAVR procedure on the 46-year-old. Three days later, Moore and her father were exploring the River Walk.

"Now I don't get so tired," Moore said. "I couldn't walk that much before. When I went grocery shopping I'd use my little power chair. Now I'm walking. I have a lot of energy."

TAVR has proven a godsend for many patients too elderly or frail to undergo the traditional valve surgery. TAVR allows a new aortic valve to be placed within the diseased valve while the patient's heart is still beating. It was initially approved for commercial use by the U.S. Food & Drug Administration in November 2011 for limited use in patients who aren't candidates for traditional surgery.

The TAVR procedure is performed in University Hospital's advanced Cardiovascular Hybrid Suite by UT Medicine San Antonio's certified TAVR team of interventional cardiologists and cardiothoracic surgeons. The team places the collapsible aortic heart valve into the body through a catheter inserted through a small incision and threaded up to the heart. The valve is expanded inside the patient's existing valve by inflating a balloon and almost immediately goes to work.

Roughly 1.5 million people in the U.S. suffer from aortic stenosis. Symptoms include chest pain or tightness, feeling faint or fainting with exertion, shortness of breath (especially with exertion), fatigue and heart palpitations.

More recently, University Hospital became one of 38 other U.S. hospitals — and one of only four in Texas — to take part in a study looking at whether the less-invasive procedure is safe and effective in a much broader group of healthier patients.

The Edwards Life Sciences PARTNER II Trial is focused on those only at moderate risk for aortic valve surgery. PARTNER II hospitals are also the only teams able to place a new smaller version of Edwards' SAPIEN valve in patients who qualify. Patients enrolled in the clinical trial are randomly assigned to receive TAVR or traditional open aortic valve replacement.

As for Moore, she's experienced less pain and more energy since her procedure — so much so that she's recently gotten her first driver's license. "I'm more mobile than I've ever been."



*Patricia Moore (center), with Dr. Steven Bailey (left), chief of cardiology at UT Medicine; and Dr. Marvin Eng, assistant professor of cardiology*

# The New U: A commitment to customer service

Borrowing a storybook page from Disney to make sure the customer always comes first

At University Health System, service excellence is a way of working, a way of interacting and a way of thinking about our jobs as we work together to serve our patients and their families. In the Fall 2012, every Health System staff member participated in a four-hour training course, which helped bring that simple statement to life.

“Everything we do from a customer service aspect impacts our success,” said Lisa Sanchez, RN, executive director of Patient Centered Care. “Although there are many things outside of our control in healthcare, we do have total control over the way we treat our guests and each other.”

The aim of the training, based on the concepts outlined in the Disney Institute’s Culture of Healthcare Excellence, is to create positive experiences along every touch-point within the organization with a consistent focus on providing care that is patient and family-centered. The Disney Institute is the professional development unit of The Walt Disney Company.

Sanchez, along with Kimberlea King, RN, coordinator of Patient Centered Care in the Emergency Center at University Hospital, led every New U session, which were held at all times of the day and night — and on weekends — to make scheduling as convenient as possible for staff members.

With good humor and even a some tears, they demonstrated how outstanding customer service and patient-centered care is about engaging the hearts and minds of those we work with and those we care for.

“It is about all of us reconnecting to our passion for serving

others and, with complete understanding, realizing that those who access our services deserve to be treated just like we want to be treated,” King said.

New U key concepts and “non-negotiable” standards include:

- Keeping a safe, clean and secure environment
- Treating everyone with courtesy and compassion
- Respecting our guests
- Presenting a professional appearance
- Providing efficient care
- Remembering at all times: If we can imagine it, we can be it. If we believe it, we can achieve it. If we are accountable, we can sustain it.

Feedback from the sessions was very positive and initial patient experience survey data indicate that University Health System patients are noticing and liking the New U, too.







# A caring hand extends to future moms

CenteringPregnancy brings expectant moms together in a nurturing environment

**P**regnancy can be a time of great joy, mixed with some normal, nagging anxiety — particularly for first-time moms. Prenatal checkups can ease some of that anxiety. But a new program that combines prenatal exams with social support is proving to be a big hit at University Health System.

CenteringPregnancy brings together groups of eight to 10 women with similar due dates. The moms-to-be meet as a group each month over the course of their pregnancies and after delivery. With a certified midwife leading the group, they share stories and learn about what they're going through — and what to expect next.

The Health System is the only non-military health system in San Antonio accredited by the national Centering Healthcare Institute to provide this unique level of service and care to expectant moms.

Sessions last two hours and include a prenatal checkup. Women who participate in the program have been shown to have better birth outcomes and are more satisfied with their prenatal care, said Ebony M. Weston, director of Women's & Preventive Health Services at University Health System.

Of the women taking part in the program since it began, only 5 percent have delivered prematurely, and only 13 percent have undergone Cesarean deliveries — both well below the national average.

The program is offered downtown at the Robert B. Green Campus, and is expected to begin at the new Health for Women on Callaghan, on San Antonio's northwest side, in the summer of 2013.

# Helping support nursing mothers for healthier babies

University Hospital is one of 90 U.S. hospitals selected to take part in Best Fed Beginnings — a first-of-its-kind national effort to encourage breastfeeding in states where rates are low. Although breastfeeding leads to healthier babies, half of babies born in the United States are fed formula at the start of life. And after nine months, less than a third are breastfeeding at all.

Best Fed Beginnings seeks to reverse these trends by increasing the number of hospitals that encourage breastfeeding. The National Initiative for Children’s Healthcare Quality is leading the effort through a cooperative funding agreement with the Centers for Disease Control and Prevention, and will be working closely with Baby-Friendly USA.

“University Hospital is delighted to have been chosen to participate in this important effort and to have the

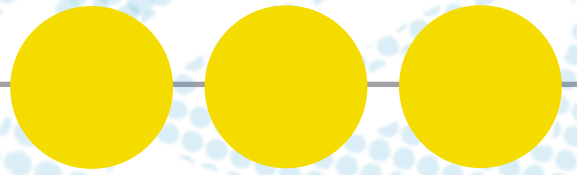
opportunity to improve our maternity care services to better support breastfeeding,” said Nancy Ray, RN, University Health System’s chief nursing officer. “We recognize that for women who plan to breastfeed, the hospital experience strongly influences a mother’s ability to start and continue breastfeeding. We are committed to implementing evidence-based care through the Baby-Friendly designation process.”

Participating hospitals will work together to achieve a national “Baby-Friendly” designation. This designation verifies that a hospital has put in place the American Academy of Pediatrics-endorsed “Ten Steps to Successful Breastfeeding,” set out in the WHO/UNICEF Baby-Friendly Hospital Initiative. Breastfeeding rates are higher and disparities virtually eliminated in hospitals that achieve this status.





Triple Aim *plus*:



# Efficiency



# Transforming through innovation

Medicaid waiver to support 23 innovative new projects at University Health System



University Health System is launching 23 major projects aimed at expanding and improving healthcare in Bexar County as part of the state’s 1115 Medicaid waiver.

Those projects, described as “transformational” by president/CEO George B. Hernández Jr., are aimed at achieving the goals of the Triple Aim *plus* initiative — improving quality and outcomes, improving the patient experience, becoming more efficient and improving access to care for our patients.

In December 2012, hospitals and other healthcare providers from 20 South Texas counties, led by University Health System as the anchor organization, submitted a plan to create more than 100 Delivery System Reform Incentive Payment, or DSRIP, projects designed to address the needs of local communities across the region. The group is known as Regional Healthcare Partnership 6.

Of the University Health System projects, some will expand services by adding primary care and outpatient psychiatry services and staff, adding a mobile health clinic and developing a telemedicine program to expand the reach of physician specialists.

Others projects will add patient navigators, healthcare interpreters and palliative care services to improve the patient experience. Still others will focus on quality, with new standardized clinical protocols, process improvement tools and staff training.

Twenty of the 23 projects are managed by University Health System staff; three others by Community Medicine Associates, the Health System’s physician group.

Both University Health System projects and those of the other hospitals and providers were designed to also address six broad areas of concern that were identified in a community needs assessment:

- Texas ranks last in the nation in several measures of healthcare quality.
- A high prevalence of chronic disease and health disparities persist.
- Many residents lack access to medical and dental care due to low rates of insurance and healthcare provider shortages.
- Many areas suffer from a shortage of high-quality mental and behavioral health services and crisis stabilization programs.
- Many women lack adequate prenatal care, while children often suffer from shortages of primary and preventive pediatric care.
- High rates of communicable diseases and low rates of vaccine coverage exist.

The counties that make up Regional Healthcare Partnership 6 are Atascosa, Bandera, Bexar, Comal, Dimmit, Edwards, Frio, Gillespie, Guadalupe, Kendall, Kerr, Kinney, La Salle, McMullen, Medina, Real, Uvalde, Val Verde, Wilson and Zavala counties.

The Texas waiver requires hospital districts and other local government entities to contribute matching funds in order to draw down more federal dollars. Under the terms of the new waiver, two pools of money will be distributed to hospitals and other providers — one to help pay the cost of treating the uninsured, and the other to reward providers for meeting the transformational milestones in their DSRIP projects.





# Empowering employees to improve efficiency

Operational Excellence program seeks to streamline processes with help of front-line staff

University Health System is getting Lean. With a strategic goal of becoming more efficient, we've adopted a set of processes called Lean, empowering our employees to streamline the work they do in ways that benefit patients, physicians and staff.

Lean methodology is the centerpiece of our Operational Excellence initiative, launched in May 2012. Since then, we've been bringing together nurses, techs and other front-line staff to examine the many routine tasks that go on in a busy hospital, to figure out ways to do them better.

For example, using Lean tools a group of employees reduced the number of trips a nurse has to make from the unit to the pharmacy by 25 percent just by improving the lines of communication between nurses and pharmacists, and by changing the way medications get delivered.

Other areas examined using Lean tools include patient lengths of stay, operating room procedures and transitions of care, or how we link patients to our ambulatory services after they leave the hospital.

"Lean methodology is really staff-driven change," said Karen Bryant, vice president of hospital administration-operations. "The change comes from their ideas and their work."

Lean methodology is based on principles developed by Toyota and studied by researchers at the Massachusetts Institute of Technology. The idea is that by eliminating unnecessary steps and creating smooth and efficient processes, quality goes up, costs go down and staff isn't burdened with non-productive tasks.

And while the methods began in the automobile industry, they have been adapted in many different fields — including healthcare. Lean has many different tools to help organizations become more efficient, such as Kanban, poka-yoke and Five S — all different approaches to solving problems.

Using Lean processes is one way University Health System is getting ready for healthcare reform, and achieving our Triple Aim *plus* goals — improving quality and outcomes, improving the patient experience, improving efficiency and improving patient access to care.

"Lean and Operational Excellence touches on all of those Triple Aim *plus* goals," Bryant said. "Every project we work on should be focused on impacting one of those goals, or all four of them."

Journey to  
**OPERATIONAL  
EXCELLENCE**





# The search for savings pays off

University Health System received a national award for reducing costs by more than \$13 million in a single year. This was done through a comprehensive program that assures high-quality care for patients while improving efficiencies to maximize resources and save money.

MedAssets, an organization that works with more than 4,200 hospitals across the country to control costs and optimize efficiency, presented University Health System with its 2012 President's Award during its annual Healthcare Business Summit. The Health System's total savings were the highest of any of MedAssets' clients.

"We applaud University Health System for its achievements in care delivery, innovation and transparency, and are honored to have played a role in supporting their success," said MedAssets founder, president and CEO John Bardis.

The Health System was recognized for its success in reducing purchasing expense and supply costs, standardizing medical and office supplies, improving efficiencies and enhancing

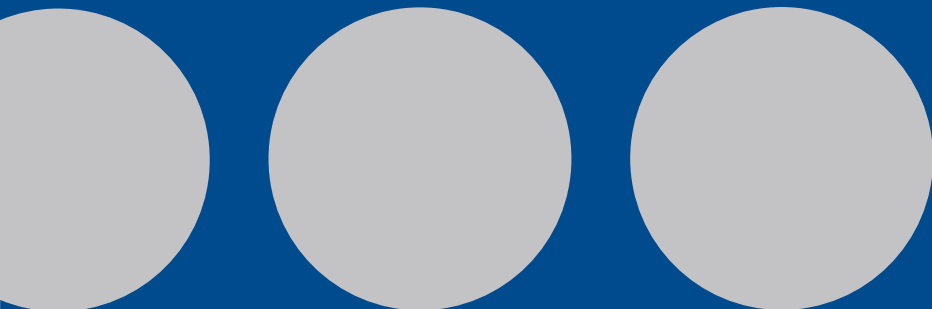
revenue. More than \$13 million in savings were achieved from operations in 2012 — plus an additional \$2 million from capital costs and \$1.9 million in savings from Capital Improvement Program construction activities.

University Health System began working with MedAssets in 2011 in response to funding cuts and uncertainty over healthcare reform.

"I am proud to say the Health System executive team charged with improving efficiencies and reducing expense not only met this challenge, they approached it strategically, comprehensively, and in a way that assures accountability and sustainability," said University Health System president/CEO George B. Hernández Jr. "This award is a direct reflection of their efforts to engage teams across all of our locations to work together to discover opportunities for savings, transform processes and focus on our Triple Aim *plus* initiatives to improve quality, our patients' experience, efficiency, and access to care."



Triple Aim *plus*:



Access

# A new era in children's services

University Health System takes a big step to bring better care to Bexar County children



The opening of the new Robert B. Green Campus not only represents a major expansion of outpatient care in the downtown area, it's also at the heart of our push to develop the most complete array of pediatric specialty care in the region.

That push began with PediExpress — a just-for-kids urgent care center located on the first floor of the new Clinical Pavilion. PediExpress offers expanded hours and its own dedicated staff of doctors and nurses to take care of minor emergencies and after-hours medical problems that don't require an emergency room.

Then — shortly after the doors to PediExpress opened in early 2013 — came a major announcement. The Health System and the UT Health Science Center had forged an agreement to permanently add new ambulatory primary care and specialty services for children downtown on the Robert B. Green Campus.

Those services will be staffed by UT Medicine doctors working in partnership with pediatricians from Community Medicine Associates, the nonprofit physician practice of University Health System.

The agreement also included a transition plan for UT Medicine pediatric specialists to provide both inpatient and outpatient care at University Hospital until a new comprehensive academic children's hospital is built in San Antonio.

"I deem it, quite frankly, a landmark," said James Adams, chairman of the Bexar County Hospital District Board of Managers. "University Health System is owned by the people of Bexar County, and we have a special responsibility to make sure its residents — and especially its children — have access to the best medical care."

"This transition plan is an important piece of stability for the faculty who are driving this engine, and I'm proud of the work that's been done to get us to this point," said Dr. William Henrich, president of the UT Health Science Center. "I look forward to our partnership being fortified in many positive ways."

Under the terms of the agreement, University Health System will finish out shell space on the sixth floor of the Robert B. Green for pediatric care. The Health System will also adapt space at University Hospital to create more pediatric rooms and other child-friendly clinical spaces.

"The longstanding partnership between UT Health Science Center and University Health System has been

beneficial to both institutions and the community as a whole," said George B. Hernández Jr., president/CEO of University Health System.

"The community will benefit from having an orderly and seamless transition of care for pediatric patients and a new range of children's services downtown."

In a letter to staff, Hernández said the agreement was part of a broader new Children's Services Growth Initiative, designed to establish the Health System as "a major provider of children's healthcare and improve the availability of those services downtown. It builds on the important work we've been doing all along, providing medical homes to thousands of local children and their families, and serving as the only verified pediatric trauma and burn center in South Texas."

At the same time as the children's services agreement was reached, the Health System and UT Health Science Center continued to strengthen their partnership with a related agreement for the Health System to operate the ambulatory surgery center at UT Medicine's Medical Arts & Research Center. The move is expected to relieve pressure on University Hospital's operating rooms, as well as provide a better experience for patients.

Dr. John Calhoon, chairman of cardiothoracic surgery at UT Health Science



Center and a renowned pediatric heart surgeon, praised the agreement. “It is exciting to see this major step in the evolution and development of a regional healthcare delivery system anchored by a freestanding academic children’s hospital, led by the UHS system in collaboration with UT Health Science

Center and its partners,” Calhoon said. The Health System has long provided both inpatient and outpatient pediatric care at University Hospital and throughout a network of outpatient primary care and specialty clinics throughout Bexar County. University Hospital also operates the only pediatric trauma

center in South Texas verified by the American College of Surgeons, and the region’s only pediatric burn program.





# Mobile mammograms prove their value in early detection

When she needed a mammogram, Gloria Mata took advantage of the University Health System's healthyUexpress mobile unit outside the Family Service Association. The decision may have saved her life. Within hours of that test she was told to return for more evaluation. Within weeks, she was undergoing treatment for stage II breast cancer.

Today, the 55-year-old proudly calls herself a breast cancer survivor.

Our state-of-the-art healthyUexpress mobile mammography unit has been on the move throughout Bexar County for a year and a half, and the results have been impressive.

In its first full year of operation, 1,922 women received screening mammograms. Of those, 370 had suspicious findings that required more testing. Four women were diagnosed with atypical hyperplasia (a precancerous condition) and nine with breast cancer. All nine received treatment at University Health System.



The mobile mammography unit travels to area businesses, schools, churches and health fairs to make it easier than ever for women to get their annual mammograms. In its first year, the healthyUexpress has screened women at 63 different locations throughout Bexar County.



“The women who are taking advantage of this service are really pleased with the convenience,” said Katherine Diaz, director of Health Care Services at University Health System. “They don’t have to take off work or travel across town, and they get their results quickly.” The unit is equipped with the latest in advanced digital mammography to assure the images are of the very highest quality.

Because of University Health System’s partnership with UT Medicine San Antonio, images are read by Cancer Therapy & Research Center (CTRC) radiologists who specialize in mammography. And women with abnormal findings can be seen quickly at the Breast Center at CTRC.

“This is a tremendously important initiative,” said Dr. Pamela Otto, professor and interim chair of the Department of Radiology at the UT Health Science Center. “We are committed to making mammograms accessible for more women in this community, because early detection is the key to better outcomes for breast cancer patients.”

Area businesses and organizations with a large number of women employees over the age of 40 are encouraged to contact University Health System to learn more about bringing it to their workplaces at no cost to the employer. Information is available online at [healthyUexpress.com](http://healthyUexpress.com) or by phone at 210-358-3720.



A convenient new location  
for women's health services

Health for Women on Callaghan is the newest option for women looking for healthcare services on San Antonio's Northwest Side. It's located in the new CommuniCare Health Center — Northwest at 8210 Callaghan Road.

Health for Women on Callaghan, which opened in November 2012, offers a wide array of healthcare services including free pregnancy testing, family planning, well-women check-ups, cancer screenings and ultrasound.



# State grants help expand Bexar County's fight against cancer

Armed with more than \$4.5 million in grants, University Health System expanded breast and cervical cancer screening to many more women in 2012.

University Health System has been a major recipient of cancer prevention grants from the Cancer Prevention & Research Institute of Texas, or CPRIT, with more than \$6.2 million awarded since 2010.

One \$2.86 million grant is enabling the Health System to educate and screen more Bexar County women for cervical cancer. Screening is the key to early diagnosis. Hispanic women are twice as likely as non-Hispanic white women to have cervical cancer. They're also more likely to be diagnosed at a later stage when cancer is harder to cure. The A Su Salud Pap Test Program at University Health System is designed screen more women, increase HPV vaccination rates and reduce new cases and deaths from the disease among CareLink patients.

A second grant for \$1.75 million helped to provide more mammograms for the early detection of breast cancer and reduce the barriers for women who need them. The award expands the highly successful A Su Salud health promotion and outreach program to battle the increasing rates of breast cancer among area women.

"The program is for women in Bexar County with little education about breast cancer who need help," said Dr. Roberto Villarreal, vice president of Grants and Applied Research at University Health System. "Our goal is to create changes in lifestyles and behaviors to reduce cancer rates."

Previous CPRIT grants to University Health System went to prevention efforts aimed at prostate and colorectal cancer.



**COMMUNITY FIRST**  
HEALTH PLANS

# Community First offers access to good health

Locally owned, nonprofit insurer added new member benefits and better technology in 2012

Community First Health Plans, the only public, locally owned, nonprofit health maintenance organization in the region, continued to find new and better ways to serve its 130,000 members in the Bexar County area in 2012.

Community First is an affiliate of University Health System, and the local market leader in the state's STAR managed Medicaid program and the Children's Health Insurance Program, or CHIP. About 87 percent of Community First members are enrolled in one of the two programs, with commercial clients such as the Employee Retirement System of Texas making up the rest. Community First offers its members two convenient locations, a 210-member staff and more than 3,000 providers located in neighborhoods throughout the county. Those providers include both private and public physicians, hospitals and ancillary providers.

## Health Plan member satisfaction

As a small, nonprofit health plan, Community First understands that keeping their members happy is critical to being successful in a competitive marketplace. In the most recent Consumer Assessment of Healthcare Providers and Systems (CAHPS) Health Plan Survey, which measures members' satisfaction with their healthcare experiences, Community First proved its commitment to serving its members and the community. Customer service rankings have improved significantly — rising to 93.5 percent in 2012 from 85.1 percent the previous year. Respondents were complementary, stating they were “always” or “usually” treated with courtesy and respect when interacting with health plan representatives.

## Technology

Always trying to stay ahead of the curve, Community First made information technology improvements in 2012 to

provide a better customer experience for its members and providers. Community First continues to enhance its core operating system (Amisys Advance). This upgrade will allow more efficient claims processing and more accurate payments. The system upgrade will also assist with the massive conversion from ICD-9 to ICD-10 codes used to report medical diagnoses and procedures. These will become effective in October 2014.

HealthX, the secure online portal for members and providers, also received a number of upgrades in 2012. Community First providers now can submit batch claims, reducing the amount of time they spend on administrative tasks. And for the first time, primary care physicians can access their own patient panels online. Enhancements for members are in the works; the portal already allows members to find a provider, review their claims and benefits, request a primary care physician change, and have questions answered, all in a secure environment.

Community First received approval from the Community First Board of Directors in late 2012 to partner with MedeAnalytics, an industry leader, to provide data analytic services. The data analytics system will examine utilization, quality, and financial performance in a more sophisticated way. Other capabilities will allow Community First staff to dig deeper into physician practice patterns and aid the health plan to deliver a more efficient, high-quality product.

## Additional member benefits

Community First added a number of programs and services, termed “value-added services” by HHSC for the STAR Medicaid and CHIP programs, aimed at distinguishing itself in the marketplace in September 2012. Some of those include:



- Temporary cell phone help — For certain members who qualify, one free mobile phone per household with free minutes is available. The phones not only provide a critical lifeline in case emergency help is needed, but allows Community First personnel to provide preventive health and disease management coaching, appointment reminders, and an avenue for member feedback.
- Parenting classes — For new parents, “Mommy Mingle and Conejos” and “Dad Chat” classes provide information, support and resources.
- Baby Shower classes — For expectant moms, information on how to stay healthy during pregnancy, and taking care of the new baby and what to look out for — such as postpartum depression — in the first few weeks after delivery.
- “Beary Special Day” birthday celebrations — For members 12 and younger, group birthday celebrations at the Community First community office, located at Avenida Guadalupe. Family members are welcome to join the fun.
- MP3 players — For downloading health related podcasts.

- Low-cost dental referrals — For all our members, we offer referrals to participating providers willing to provide low-cost dental services. While children have dental benefits under Medicaid and CHIP programs, adult parents of those children may not.

### Health insurance exchange

The Affordable Care Act, which will be fully implemented in January 2014, will greatly alter the healthcare landscape for patients, providers and payers. Community First is studying opportunities afforded by the act, including the possibility of increasing its client base by participating in the new insurance exchanges, expected to be one of the key elements of the new law. Community First also feels its products, offering high-quality, low-cost coverage, might be of particular interest to young working people who haven’t felt the need to buy health coverage in the past, but are required to do so under the new law.

*Community First Health Plans sponsors “Beary Special Day,” a monthly group birthday party for its youngest members hosted by Chip the Bear.*





- University Health System's net position increased by \$99.6 million (13.7 percent) in 2012, excluding the impact of change in accounting principle, and \$75.7 million (10.4 percent) in 2011, given the results of operating and non-operating activities.

- During 2012, the Health System's total operating revenue increased by \$67.7 million or 9.6 percent, while expenses increased by \$38.4 million or 4.1 percent.

- During 2011, the Health System's total operating revenue increased by \$28.9 million or 4.3 percent, while expenses increased by \$16.5 million or 1.8 percent.

## 2012 Financial highlights

Transformation is an appropriate word to describe the work that was done in 2012, and is continuing in 2013, to advance the Health System. The evidence is apparent through the Capital Improvement Program (CIP) projects with the completion of the new clinic building at the Robert B. Green Campus downtown, and continuing work on a new tower for University Hospital (completion is scheduled for the first quarter of 2014). Less visible to the eye, but absolutely critical to the Health System's ability to be successful in the new state-of-the-art facilities, are the transformational initiatives and programs in 2012 that have enabled significant progress toward our Triple Aim *plus* goals to improve:

- **Quality and outcomes**
- **The patient experience**
- **Efficiency**
- **Access to care**

## 2012 Financial outcomes

- Strong balance sheet and positive bottom-line results achieved
- Increased funded payor mix through service-line growth
- Optimized potential value under the Texas Transformation and Quality Improvement Program 1115 Waiver (the Waiver)



# Net position

Condensed balance sheets (in millions)

		Year Ended December 31		
		2012	2011	2010
Table 1	Current and other assets	\$ 1,219	\$ 1,421	\$ 1,545
	Capital assets	889	569	366
	<b>Total assets</b>	<b>\$ 2,108</b>	<b>\$ 1,990</b>	<b>\$ 1,911</b>
	Long-term debt outstanding	\$ 721	\$ 733	\$ 745
	Deferred tax revenue	285	280	279
	Other liabilities	189	172	158
	<b>Total liabilities</b>	<b>\$ 1,195</b>	<b>\$ 1,185</b>	<b>\$ 1,182</b>
	Net investment in capital assets	\$ 425	\$ 373	\$ 223
	Restricted	3	2	2
	Unrestricted	485	430	504
	<b>Total net position</b>	<b>\$ 913</b>	<b>\$ 805</b>	<b>\$ 729</b>

As seen in Table 1, net position increased by \$108 million to \$913 million in fiscal year 2012, up from \$805 million in fiscal year 2011. Net position increased by \$76 million to \$805 million in fiscal year 2011, up from \$729 million in fiscal year 2010. The change in net position results primarily from reductions in losses from operations, achieved through efficiency measures discussed above and revenue recognized from the waiver.

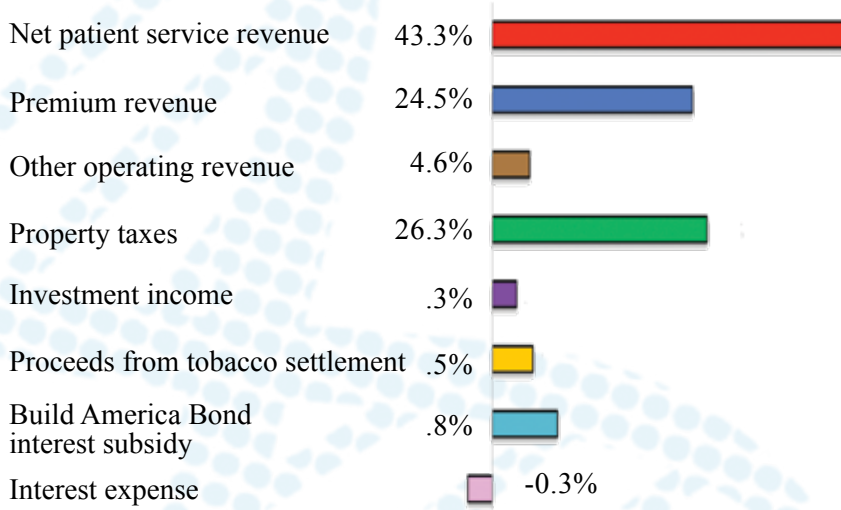
# Summary of revenue, expenses and changes in net position

Condensed statements (in thousands)

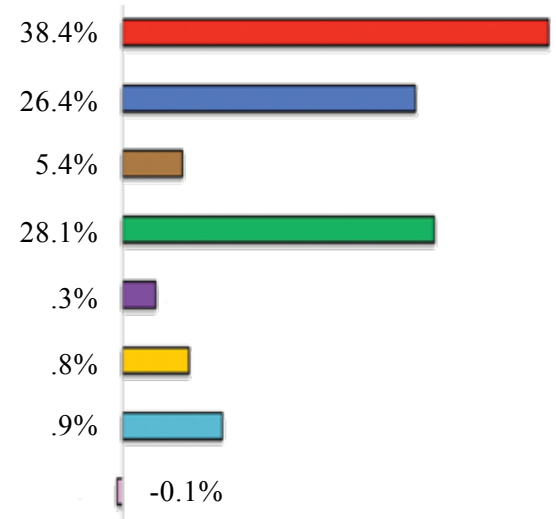
		Year Ended December 31		
		2012	2011	2010
Table 2	Net patient service revenue	\$ 462,133	\$ 386,160	\$ 360,380
	Premium revenue	261,717	265,307	268,562
	Other operating revenue	49,257	53,944	48,155
	<b>Total operating revenue</b>	<b>773,107</b>	<b>705,411</b>	<b>677,097</b>
	Maintenance and operation expenses	686,888	668,787	641,085
	Medical claims expense	237,812	221,652	234,700
	Depreciation expense	43,220	39,100	37,208
	<b>Total operating expenses</b>	<b>967,920</b>	<b>929,539</b>	<b>912,993</b>
	Operating loss	(194,813)	(224,128)	(235,896)
	Non-operating revenue	294,461	299,840	294,768
	Excess of revenues over expenses	99,648	75,712	58,872
	<b>Total net position – beginning of year, as previously reported</b>	<b>804,772</b>	<b>729,060</b>	<b>670,188</b>
	Cumulative effect of change in accounting principle	8,900	-	-
	<b>Total net position – beginning of year, as adjusted</b>	<b>813,672</b>	<b>729,060</b>	<b>670,188</b>
	<b>Total net position – end of year</b>	<b>\$ 913,320</b>	<b>\$ 804,772</b>	<b>\$ 729,060</b>

# Sources of revenue by percentage

2012 - Year ended December 31

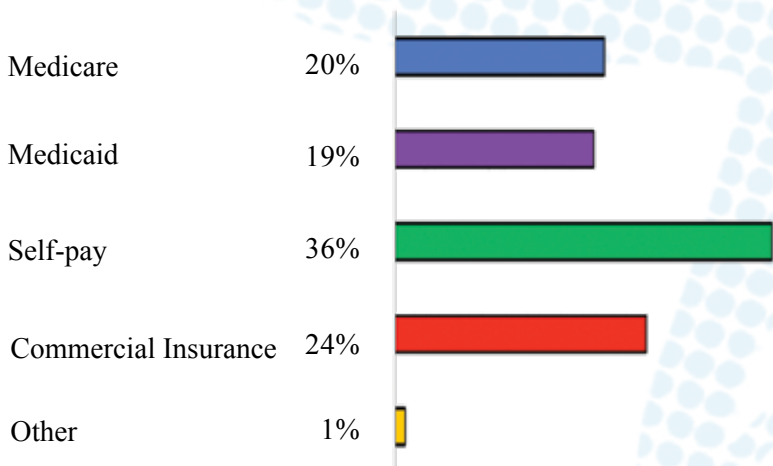


2011 - Year ended December 31

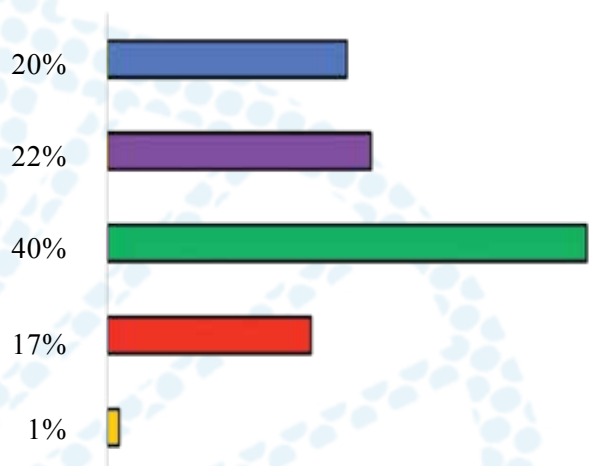


# Payor mix by percentage

2012 - Year ended December 31



2011 - Year ended December 31





University Hospital

Report of Management Responsibility

University Health  
Center – Downtown

University Center for  
Community Health /  
Texas Diabetes Institute

University Family  
Health Centers:

North  
Northwest  
Southeast  
Southwest

University Health System  
Clinics:

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

University Health System  
Business Center

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.

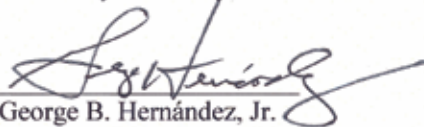
The basic financial statements have been audited by the independent accounting firm of BKD LLP, who was given unrestricted access to all financial records and related data, including the minutes of all meetings of the Board of Managers. Pursuant to the Bylaws, the Board of Managers provides oversight by reviewing and approving annual budgets; fiscal policies and procedures; and monthly financial statements. The Budget and Finance Committee of the Board of Managers acting as the Audit Committee reviews and recommends external auditors to the Board of Managers.

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. Hernández, Jr.  
President/Chief Executive Officer



Peggy Deming  
Executive Vice President /  
Chief Financial Officer





# Building a healthy community through philanthropy

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

The University Health System Foundation is governed by a volunteer Board of Directors representing the community, University Health System and the UT Health Science Center. The Board takes an active role in all fundraising endeavors including special events and campaigns. The University Health System Foundation administers 60 restricted funds, which support various University Health System programs, as well as a general unrestricted fund.

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.

## Key foundation funds and projects

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

## Foundation Board of Directors

Terrell McCombs, Chairman	John H. Calhoon, M.D.	Pamela Otto, M.D.
Jeanne Bennett, 1st Vice Chair	T. Patrick Duncan	T. John Parsi, D.D.S.
Larry Kurth, 2nd Vice Chair	Linda Elliott	Steven J. Pritchard
George B. Hernández, Jr., Secretary/Treasurer	Frank Garza	Janice Ricks
James Adams	Yvonne Gonzales	David Spencer
Raymond Aguillon, Jr.	Randy Harig	Nicolas E. Walsh, M.D.
John Boyd	William L. Henrich, M.D.	Karla Wentworth
Alexander E. Briseño	J. Rick Lewis	Ruben D. Zamora
	Joe C. McKinney	Irwin D. Zucker





Accepting a grant from the Baptist Health Foundation are (from left to right): James Adams, chairman of the Bexar County Hospital District Board of Managers; Denise Pruett, director of University Health System Foundation; Theresa Scepaniski, chief administrative officer of University Health System; Amit Mehta, director of ambulatory therapy services; and Bruce Jennings, director of rehabilitation services.

## New grant to expand rehab services downtown

The Baptist Health Foundation of San Antonio awarded the University Health System Foundation a \$250,000 grant to provide more outpatient physical medicine and cardiac rehabilitation services downtown.

The grant will help purchase new equipment for the Robert B. Green Campus Outpatient Rehabilitation Center, including aquatic therapy, the TheraSuit Method for both adult and pediatric patients suffering from neurologic disorders, and the AlterG Anti-Gravity Treadmill for partial weight-bearing therapy.

These new rehab services will greatly benefit many of our patients. In addition, cardiac rehab will be available to patients recovering from a heart attack, open heart surgery, a heart transplant, or just trying to live with heart disease. Rehab will include exercise, educational and emotional support.



# 3rd Annual Employee Giving Campaign

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.

More than 1,327 University Health System staff participated in the 2012-13 Employee Giving Campaign, raising \$117,084.97. The average gift per person was \$88.23 – a 5.5 percent increase over last year's campaign. Staff designated their donations for programs such as the Burned Children's Fund, the Neonatal ICU and the Janey Briscoe Children's Center.

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

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.

## Honor roll of donors

Gifts \$250 and Above October 1, 2011 to December 31, 2012

Hanna Abboud	Josephine Azios	Broaddus + Munoz LLC
Lorraine Abing	William D. Balthrope	Sheryl L. Brown
James Adams	Bank of America Merrill Lynch	Micaela Buecher
B.P. Agrawal	Baptist Health Foundation of San Antonio	John Calhoon, MD
Raymond Aguillon	Bartlett Cocke General Contractors	The Capital Group Companies
Alamo Breast Cancer Foundation	Steven Bass	Cardon Outreach
Tricia Aleman	BBVA Compass	Kathleen Carrico
Allscripts	Beckwith Electronic Engineering Co	Carvajal Pharmacy
Bryan Alsip, MD	Beirne, Maynard & Parsons, LLP	Blas Catalani
Amegy Bank	Dawn G. Belscamper	Linda Cato
Apartment Market Data, LLC	Bexar County Department of Community Resource	Laura Cavaretta
Aspen Medical Products	Joseph Boisley	Cavaretta, Katona & Francis, PLLC
Joan Autry	Brake Check	Maria V. Cedillo
Mary Alice Ayon		Charles E. Cheever



Chesney Morales & Associates	Angelica G. Garcia	Jamail & Smith Construction
Clark Construction	Alma Garza	Jaster-Quintanilla San Antonio, LLP
Coats Rose, P.C.	Garza Bomberger Associates	Ignacio Jauregui
Margaret M. Colby	Olga G. Giddens	Sherry D. Johnson
Communicare Health Centers	August Greg Gieseeman	Johnson Controls
Robert A. Contreras	Karen F. Glenney	Janice Jordan
The Core Group	Goetting & Associates	JP LTD Foundation
Fred Corley, MD	Golden Steves Cohen & Gordon LLP	KAI Texas
Creative Civilization	Donald Gonzales	Denise A. Kain
Richard Crowder	Mary Helen Gonzalez	Ana C. Kattan
DaCor Air Conditioning Co.	April L. Granier	Leni Kirkman
Marilyn A. Dahl	Graybar Electric	Tim Kuhnlein
Davidson, Troilo, Ream & Garza	Esmeralda M. Guerra	Mandy Lara
Ralph DeFronzo, MD	Lucila M. Guyer	Law Offices of David Ayon
Margaret A. Deming	Albert H. Halff, PhD	Jennifer L. Lawlace
Larry Diegelman	Tammy D. Harris	J. Rick Lewis
Dini Partners	Renee L. Harrison	James S. Lewis
Doctors Hospital at Renaissance	Healthsouth RIOSA	Linbeck
DOCUmentation, Inc.	HealthSpring, Inc.	Lo Bello de San Antonio Women's Club
Melanie H. Drummond	Michael Hernandez	Nazilya Lubelski
Dynamic Systems, Inc.	Jose P. Herrera	Michelle Luhrs
Robert Engberg	Anthony W. Herron	Scott Mohler Marquard
Diana M. Estrada	Barbara G. Holmes	Magdalena Mata
Estrada Hinojosa & Co. Inc.	Home Intensive Care Pharmacy	Pamela R. Maxwell
First Southwest Company	HT Systems, LLC	Thomas C. Mayes, MD
FKP Architects, Inc.	Carol A. Huber	Anna C. McAndrew
Michael Flake	Helena E. Hummel	McCombs Family Partners
Betty Flowers	Imagine Nation Books, Ltd.	Karen McMurry
FM Global	ING	Gary M. McWilliams, MD
Foster CM Group	Kenneth B. Jackson	MedAssets
Leslie C. Frazier	Sandra Jackson	Diana Mercado
Frost	Jacobs Engineering Foundation	Shelley Michie
Margarita E. Gallegos		Patrick Miles

Heather Miller	Robert J. Rattenbury	UCB
Priti Mody-Bailey, MD	Rehler Vaughn & Koone, Inc.	USAA Real Estate Company
Janet Moore-Maloney	Janice Ricks	UT Medicine San Antonio
Eva L. Moreno	Fernando Rodriguez	UT Health Science Center San Antonio
Mary Ann Mote	Martha Rodriguez	- School of Medicine
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Herman A. Munoz	Diana Rojas	- Department of Radiology
Juan H. Navarro	Brenda C. Rosales	- Department of Rehabilitation Medicine
Mary E. Nelson	Stephen F. Rupp	- Department of Surgery
Michael Nino	SA Ambulance	- Department of Urology
Nix Health Care System	San Antonio Airline	- Division of Trauma-Surgery
O'Connell Robertson	San Antonio Alpha Phi Alumnae Chapter	Christann M. Vasquez
Olana Group	San Antonio Society for Marketing	Patricia L. Vera
Overland Partners, Inc.	Professionals	Maria A. Vergel
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Salvador Pacheco	Theresa Scepanski	Roberto Villarreal
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Mary A. Peinemann	Ann Slater	Deborah Wehrly
Perkins + Will	Kathryn Smith-Gonzalez	WellMed Medical Group
Brenda L. Perry	South Texas Radiology Imaging	WellMed Networks, Inc.
Rebecca Pompa	Louis Stranahan	Gene Winfrey
Presidio	Strasburger Price Oppenheimer Blend	Karen E. Wolfram
Teresa Prigmore	Allen Strickland	Raleigh D. Wood
Steven J. Pritchard	Hortensia Tellez	Zachry Vaughn Layton
Burt & Denise Pruett	Texas Cavaliers Foundation	
Elizabeth M. Ramirez	Texas Organ Sharing Alliance	



## Honor roll of in-kind donors

Gifts \$100 and Above October 1, 2011 to December 31, 2012

A.R.T. Massage Body Spa	Hildebrand Art Gallery	Ride Away Bicycles, Inc.
Aladdin Cleaning & Restoration	Hoffman Haus	Rita's on the River
Aldo Ristorante Italiano	JW Marriott SA Hill Country Resort	San Antonio Airlife
Amanda's Fine Gifts	Kiddie Park	Santikos Theatres
Americus Diamond	La Fogata	Scuzzi's Italian Grill
Becker Vineyards	Labatt Food Service	SeaWorld San Antonio
Bell Mountain Vineyards	Langmore Photography, Inc.	Six Flags Fiesta Texas
Blue Star Contemporary Art Center	Lions District 2-A2 Hearing Board	Skateland West
Bobbie Goff Salon	Lucchese Boot Company of San Antonio	Spice of Life Catering
Brake Check	Marriott Plaza San Antonio	Splashtown, San Antonio
ChaCha's Restaurant II	Messina Hof Winery	Stadia Med Spa - Jaime R. Garza, MD
Chama Gaucha Brazilian Steakhouse	Neiman Marcus	Texas Wine Cellars, Etc.
Corporate Travel Planners, Inc.	Olana Group	The Home Accessory Company
Drury Inn & Suites - Medical Center	OPI Products, Inc.	Time Warner Cable
El Tropicano Riverwalk Holiday Inn	Paloma Blanca Mexican Cuisine	Turtle Dragon Acupuncture
Fair Oaks Ranch Golf & Country Club	Papouli's Greek Grill	US Foodservice - Austin Division
Floral Elegance	T. John Parsi, DDS	The Westin La Cantera Resort
Foresight Golf	Radiance	Westin Riverwalk San Antonio
Grey Moss Inn	Retama Park	Whataburger
H-E-B	Mrs. Janice Ricks	

## Tribute giving in honor of

Gifts October 1, 2011 to December 31, 2012

### Victoria & Kimberly Anderson

Ms. Ana O. Loza

### Cleo Antrim & Kaitlyne Roberson

Ms. Christina Escarzaga

### Mary Alice Ayon

Ms. Criselda Escamilla

### Luci M. Bonnett

Ms. Valerie N. Fontenot

### Sophia Bradner

Ms. Lara Davidson

### Sandy Bryant

Ms. Teresa Prigmore

### Carmen Cadena

Ms. Maria Cadena

### Alice Cardenas

Ms. Jeanny E. Gomez

### Antonio & Irma Carmargo

Ms. Monica Camargo

Kay Carnes

Ms. Tiffany Frock

Cynthia Carranco

Ms. Betty B. Price

Sandra Casillas

Ms. Brenda J. Gutierrez

Bette Center

Ms. Teri Morrison

Emma Catherine Chavez

Ms. Catherine Zambrano-Chavez

Francisco Cigarroa, MD

Mr. Tim Kuhnlein

Maria G. Cruz

Ms. Rosana Cruz

Sally De la Rosa

Ms. Emilia Martinez

Dorothy DelaRosa - Transplant Patient

Ms. Georgia Rios

Gabby DeSoto

Ms. Melissa Villarreal

Guillermo Flores

Ms. Maria Flores

Roman Anthony Flores

Ms. Jeannette Herrera

Betty Flowers

Ms. Sheryl Cobb

Ms. Michelle Ingram

Ms. Karen McMurry

Santi Fraire

Ms. Rita Warmbier

Ronnie Gamboa

Ms. Brandie Gamboa-Montes

Stephanie F. Garcia

Ms. Sylvia M. Garcia

Fela Gonzales

Ms. Denise Pruett

Fernando Gonzales, II

Ms. Henrietta Saldana

Faith & Ashley Gonzalez

Ms. Kathryn Smith-Gonzalez

Evelyn Gutierrez

Ms. Natalie Gonzales

Martha Guzman

Ms. Erica Y. Vivanco

Willie & Marilyn Hargrave

Ms. Heather H. Dobie

Earl & Dianne Hensz

Ms. Amy Hensz

Josh & Emily Holloway

Ms. Erica Flores

Herbert E. Jackson

Ms. Michaela Dyan Rojas-Duarte

Charleis Jennings

Ms. Susan Vaughn

Roberto Jimenez, M.D.

Ms. Elaine E. Staton

Olga LaPoint

Ms. Loretta A. LaPoint

Esperanza Lopez

Ms. Claudia Rios

Meghan Maloney

Ms. Janet Moore-Maloney

Shannon McCloskey, RN

Ms. Micaela Buecher

Billy & Betty McGinty

Ms. Amanda Krueger

Alice McRae

Ms. January L. Tejada

Victor Jesse Medina

Ms. Stephanie M. Medina

Angelina Montejano

Gabriela Montejano-De La Cruz

Derek X. Morin

Ms. Angelic Morin

My Granddaughter - Mila

Ms. Patricia L. Villanueva

My People

Ms. Marla C. Khalikov

NICU Nurses & Doctors

Ms. Jenna R. Rose

Mr. & Mrs. Guadalupe Ortiz

Ms. Abigail Ortiz

Dakota Prarierose Osife

Ms. Kimberly Contreras



Daniel F. Palacio  
Ms. Georgene P. Ramos

Philimon Puente  
Ms. Irene Puente

Aidan C. Rattenbury  
Ms. Belinda Garcia-Rattenbury

Dakota & Aidan Rattenbury  
Mr. Robert J. Rattenbury

Ruben Rios  
Ms. Rochelle C. Berntsen

Teresa Rodriguez  
Mr. Jacob L. Galan

Mallorie Rosales  
Ms. Irma Rosales

Maya Sophia-Rose Rutherford  
Ms. Jana R. Brazzil

Ronald Stewart, M.D.  
Ms. Lisa R. Sanchez, RN

Leticia Cavazos Stock  
Ms. Leonila Cavazos

Lilly Stolz  
Ms. Deborah Stolz

Candelaria M. Teveni  
Ms. Mary Alice Ayon

Thomas Torres  
Ms. Patricia T. Lopez

Luz G. Trejo  
Mr. Alejandro G. Trejo

Sylvia Trevino  
Ms. Michele Trevino

UHS Stroke Team  
Ms. Leni Kirkman

Nick Velasquez  
Ms. Belinda Vera

Javier Villarreal  
Ms. Melissa Villarreal

Natalie Zamora  
Ms. Margie M. Gutierrez

Gift giving in memory of  
Gifts October 1, 2011 to December 31, 2012

George  
Ms. Kay E. Simpkins

Marcos Aguilar  
Mr. Edward Aguilar

Faustino Alonso  
Ms. Laura E. Hernandez

Chole Alvarez  
Ms. Lisa G. Villard

Gabriella Michelle Aranda  
Ms. Melissa Mata

Jimmie N. Aranda  
Ms. Yolanda S. Aranda

Christopher L. Autry  
Ms. Joan Autry

Jo-Ann Bates  
Ms. Irene T. Ramirez

Joseph Bemer  
Ms. Debbie Mucha

Vivian Berg  
Ms. Kathleen Carrico

Eric Blankenship  
Mr. William Cannella

Alice & Billy Bohac  
Ms. Kay Qualls  
Ms. Melissa Quintanilla

John & Patricia Brown  
Ms. Kathleen Marotta

Tony & Linda Carmona  
Mr. Mark Carmona

Diana Casarez  
Ms. Amy Casarez

Patricia Castaneda  
Ms. Consuelo Castaneda

Ayden Michael Castillo  
Ms. Valerie A. Lopez

Guadalupe Cavazos  
Ms. Maria Connie Lopez

Annabelle Green Chaney

Ms. Renee L. Harrison

Mary Chavez

Ms. Virginia Salinas

Joanie Chopin

Ms. Pamela Quinn

My Angels Roland & Rudy Coldiron

Ms. Carol Flores

Steven Culp

Ms. Melissa C. Rozelle

Madeline Cummings

Ms. Martha N. Whitworth

Juan De la Rosa

Ms. Emilia Martinez

Cynthia Kirk Dean

Ms. Frankie Dicke

Ms. Cheryl King

Mrs. H. C. Moore

Ms. Thelma Thompson

Mrs. Joy Weatherford

Josephine DeHerrera

Ms. Diana L. Torres

Sofia Delgado

Ms. Michelle L. Garcia

Charles Dirmeier

Ms. Cathy L. Phipps

Helene Durette

Ms. Maryann H. Leija

Ms. Kate Robertson

Agnes Faloye

Ms. Adetutu Adesida Ojei

Anthony J. Flores

Ms. Norma Hernandez

Lucy Flores

Ms. Diana M. Palacios

Jordyn Fraga

Ms. Janice L. Johnson

Elia Fuentes-Gonzales

Ms. Josefa Harvey

John M. Gallegos

Ms. Margarita E. Gallegos

Flora Garcia

Mr. Kenneth B. Jackson

Terrell F. Gates Jr.

Ford & Merry Nielsen

George Z. Gatica

Mr. Jimmy Z. Gatica

Marina M. Gonzales

Mr. Joseph E. Gonzales

Rudy & Enedina Gonzales

Ms. Magdalena G. Vera

Vince Gonzalez

Ms. Cynthia DeLaPena

Richard R. Greer

Ms. Shawna D. Hernandez

Carmen Rodriguez Guerra

Ms. Laura E. Hernandez

Virginia H. Guevara

Ms. Debra A. Guevara

Jennifer Guillen

Ms. Abigail Ortiz

Aurora Guzman

Virginia S. Mika, PhD

John Heinshon

Ms. Judy P. Lemcke

Connie Hernandez

Ms. Rosalinda H. Gutierrez

Mary Martha Hernandez

Mr. Eugene Brieger

Ms. Christena Crawford

Ms. Maria Gomez

Mr. Robert Harper

Ms. Ellen Kaiser

Ms. Sylvia Ramirez

Ms. Joan Viktorin

Ms. Sidney Yarbrough

Eric Alan Hidalgo

Mr. Gino Hidalgo

Hiltrud K. Holcomb

Ms. Katharina Gerber

Dorothy Hutson

Mrs. Linda Ivy

Beverly A. Jackson

Ms. Michaela Dyan Rojas-Duarte

Lucille Jackson

Ms. Jo Ann McDonald



**Kelley Sue Jennings**

Ms. Nancy Day

Mr. and Mrs. Andrew Jennings

Mrs. Gayle Shaw

Mr. and Mrs. James Stewart

Ms. Barbara Young

**Lawrence Jupiter**

Mr. Steven J. Jupiter

**Benjamin Earl Kelly**

Mrs. Mildred Ehrenberg

Mr. Richard Goldsmith

**James & Dorothy Lloyd**

Ms. Brenda L. Perry

**Kathy Morrison**

Ms. Robin Leah Carter

**Yvonne Narvaiz**

Ms. Christina Escarzaga

**Mary Isabella Nelson**

Ms. Mary E. Nelson

**Ola Mae Novak**

Ms. Barbara I. Gordy

**Susan Owen**

Ms. Carrie A. Bartosh

**Mary Anne Chittim Parker**

Ms. Donnette S. Saldana

**Ramona Perez**

Mrs. Linda Ivy

Victor Martin Perez

Ms. Aurelia P. Alvarado

**Raymond Phelps, III**

Ms. Helena E. Hummel

**Donald Pipkin**

Ms. Kathleen M. Vasquez

Ms. Marilyn White

**Juan R. Polanco**

Ms. Patricia Ann Gomez

**Mohammed Rafique**

Sadaf M. Rafique

**Irla Ramirez**

Ms. Irla Dora Ramos

**Mayela Vela Ramirez**

Ms. Alma E. Valdez

**Virginia Ramirez**

Ms. Monica Gutierrez

**Irene Ramirez-Garcia**

Ms. Guadalupe R. Grijalva

**Heriberto Ramon**

Mrs. Linda Ivy

**Palmira Torres Rawe**

Ms. Monica Camargo

**Rosalinda Reyes**

Ms. Laura Reyes

**Yvonne Riojas**

Ms. Julie Wiley

**Sunny Rogers**

Ms. Sandra Rogers

**David Jason Rosenthal**

Ms. Chauncey Rosenthal

**Manuela & Alfonso Sanchez**

Ms. Rosa Sanchez-Perry

**Salvador Sanchez**

Ms. Sabrina M. Shoe

**Vera Sarver Schraner**

Ms. Bonnie L. Schraner

**Nathan Scott**

Ms. Lisa G. Bass

Mr. Joseph Boisley, Jr.

Mr. Jason A. Kappmeyer

Ms. Cynthia A. Lopez

**Kyoko Seacrest**

Ms. Karen McMurry

UHS Trauma Services

**Robert Segura**

Ms. Melody N. Segura

**Jimmy Smith**

Ms. Susan Anderson

Ms. Kim Barker

Ann & Calvin Cappelle

Oak Point Civic Association

**Antonio M. Solis**

Ms. Mary A. Solis

**Steven Sroczynski**

Mr. Alan Green

**Leticia Stack**

Ms. Maria Theresa Garcia

Rojana Summers

Ms. Trisha A. Summers

Jeanette Kimberly Sutton

Mrs. Linda Ivy

Salvador M. Teveni

Ms. Mary Alice Ayon

Wilma Thorson

Ms. Karen Lanford

Domingo Torres

Ms. Eve Waugh

Margarita Trejo

Mr. Alejandro G. Trejo

Jayne Robinson Tumlinson

Ms. Sandra Jackson

H. S. Turner

Barbara Jean Turner, MD

Ernest O. Urbanowicz

Ms. Hortencia Castano-Urbanowicz

Amado Urby

Ms. Karen F. Glenney

Rachel Uresti

Mrs. Linda Ivy

Victoria C. Valdez

Ms. Veronica V. Rodriguez

Guadalupe Vale

Ms. Jessica Bowen

Arthur Valero

Ms. Tamyra L. Valero

Omar Vasquez

Ms. Martha E. Vasquez

Guadalupe H. Vela

Ms. Raquel A. Clark

Guadalupe G. Velarde

Ms. Laura E. Hernandez

Rocky Jay Vipond

Ms. Lisa Biggers

Marilyn Wallach

Ms. Melissa M. Wallach

Iola Watkins

Ms. Amy Hughes

Melinda G. Watson

Ms. Magdalena Gonzalez

Laura Zepeda

Ms. Jessica Pedraza

Manuel Zepeda

Mrs. Linda Ivy

*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.*





# Thank you for your service

It is the people of University Health System who bring its mission to life. The following people retired from the Health System in 2012. 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 by their years of service to University Health System.

## 45 years

Fernando Rodriguez  
*Environmental Associate*

## 41 years

Rosa C. Garcia  
*Pharmacy Programs Manager*

Yolanda Laurel  
*Pharmacy Director*

## 38 years

Irene Benavidez Medina  
*Senior Analyst*

## 37 years

Fred J. Lott  
*Chief Radiology Technologist*

Norma M. Musquiz  
*Insurance Collector*

## 36 years

Susan Catherine Macrae  
*Cytology Supervisor*

## 34 years

Mary Ann De La Pena  
*Computer Operations Analyst*

## 33 years

Daisy G. Rosales  
*Unit Clerk*

Elsie G. Galan  
*Rehabilitation Aide*

Sonia M. Hasty  
*Mammography Technologist*

## 31 years

Josephine M. Pozos  
*Medical Records Representative*

## 30 years

Janice I. Aull  
*Staff Nurse I*

Melanie Y. Brooks  
*Senior Administrative Associate*

Margaret S. Castillo  
*Senior Administrative Assistant*

Joan W. Duncan  
*Clinical Research Director*

## 28 years

Alice T. Rojas  
*Specialist Financial Access*

M. R. Sanchez  
*Senior Administrative Associate*

## 26 years

Gloria Quintero  
*Medical-Surgical Technician*

Richard M. Silva  
*Assistant Technician*

## 25 years

Estella G. Vasquez  
*Perioperative Services Attendant*

## 24 years

Ronald W. Savage  
*Driver*

## 23 years

Deborah Forman-Lindsay  
*Nurse Educator*

Lily Ma  
*Staff Nurse III*

## 22 years

Antonia S. Flores  
*LVN*

Ervin D. Rowley  
*Laboratory Technologist*

Beverly D. Simms  
*Cashier*

## 21 years

Midori L. Acker  
*Staff Nurse III*

Maria M. Rendon  
*Critical Care Technician*

Sylvia C. Valencia  
*LVN*

**18 years**

Audrey M. Butler  
*Staff Nurse III*

Gloria W. Padilla  
*Medical-Surgical Technician*

**17 years**

Ramona Valdez  
*Staff Nurse III*

**15 years**

Irene S. Fernando  
*Patient Care Coordinator*

Mary J. Gomez  
*Perioperative Services Attendant*

Diettra E. Simmons  
*Master Social Worker*

**14 years**

Luis A. Figueroa  
*Critical Care Technician*

Jackqaline Dale Hollis  
*House Supervisor*

Irene T. Ramirez  
*Medical Records Representative*

**13 years**

Mary M. Garza  
*Human Resources Specialist*

Daniel Hernandez  
*Critical Care Technician*

Susan Lopez  
*LVN*

Carmen C. Muraira  
*Medical-Surgical Technician*

**12 years**

Gloria Eatman  
*Unit Clerk*

Kenneth Glover  
*System Administrator*

Frederick S. Hollis  
*Pharmacy Programs Manager*

Thomas M. Meyer  
*Staff Nurse I*

Barbara Wright  
*Data Coordinator*

**11 years**

Esad Hamzic  
*Environmental Associate*

Rasema Hamzic  
*Environmental Associate*

Ruby James  
*Financial Access Specialist*

Sandra Johnson  
*Medical Laboratory Scientist*

Salvador Pacheco  
*Laboratory Technologist*

Delia Sanchez  
*Customer Service Representative*

**8 years**

Emilio Monsivais  
*Environmental Associate*

John A. Marshall II  
*CMA Staff Physician*

**7 years**

Earlyne Biles  
*Unit Clerk*

Gloria De La Cruz  
*Customer Service Representative*

John T. Lattimore Jr.  
*Ambulatory Care Coordinator*

Carol A. Morgan  
*Surgical Technician II*

Juanita C. Perez  
*Staff Nurse II-Renal Dialysis*

Evangelina Villanueva  
*Medical Assistant*

**6 years**

Jose L. Colon  
*Mental Health Technician*

Terry L. Grizzelle  
*Staff Nurse*

Gloria B. Sanchez  
*Nurse Case Manager*

**5 years**

Martha R. Acevedo  
*Customer Service Representative*

Guadalupe C. Garza  
*Staff Nurse I*

Gloria Hildebrand  
*Medical Assistant*

Fernando Saenz Jr.  
*Customer Service Representative*

Linda E. Schmidt  
*Ambulatory Clinic Area Manager*

Diane M. Surdi  
*Infection Preventionist*



# Transformation...by the numbers

<b>University Hospital</b>	<b>2011 Actual</b>	<b>2012 Actual</b>
Operating Beds	493	496
Inpatient Discharges	19,799	21,214
Patient Days	127,289	127,379
Births	2,864	2,763
Observation Days	12,233	6,802
<b>Hospital Outpatient Visits</b>		
Emergency Center	66,945	61,510
ExpressMed Clinic	41,568	38,571
Trauma Follow-up	12,354	11,950
Transplant Clinic	9,833	7,539
Hematology/Oncology	7,583	4,224
Outpatient Surgery	9,348	9,704
Total Hospital Outpatient Visits	147,631	133,498
<b>Total Hospital Ancillary Visits</b>	<b>114,071</b>	<b>139,395</b>
<b>Ambulatory Clinic Visits</b>		
Robert B. Green Campus	150,320	145,479
Texas Diabetes Institute	61,298	74,397
University Family Health Center – SW	49,277	68,024
University Family Health Center – SE	60,496	70,037
University Family Health Center – North	40,323	57,791
University Family Health Center – NW	32,432	34,946
<b>Total Ambulatory Clinic Visits</b>	<b>394,146</b>	<b>450,674</b>
<b>Preventive Health Clinic (PHC) Activity</b>		
Provider and Nurse Visits	49,090	47,845
Senior Health Screenings	10,946	12,272
Immunizations	12,087	17,677
Total PHC Activity	72,123	77,794
<b>Total Ambulatory Ancillary Visits</b>	<b>141,578</b>	<b>165,616</b>
<b>CareLink Outpatient Activity</b>		
UT Medicine Visits	49,560	52,885
Outsource Primary Care Physician Visits	46,073	44,193
Outsource Specialty Physician Visits	788	443
Center for Health Care Services Visits	8,911	6,256
<b>Total CareLink Outpatient Activity</b>	<b>105,332</b>	<b>103,777</b>
<b>Pharmacy Visits</b>	<b>435,325</b>	<b>430,620</b>
<b>Total University Health System Outpatient Activity</b>	<b>1,410,206</b>	<b>1,501,374</b>
<b>Prescriptions filled at UHS pharmacies</b>	<b>1,032,433</b>	<b>1,057,059</b>
<b>Number of Unique Patients</b>	<b>233,540</b>	<b>239,113</b>



## Human Capital as of December 31, 2012

Total employees: 5,498

FTE equivalent: 4,795

Total physicians on staff: 805

Total Community Medicine Associate physicians: 72







# Transformations

— Report to the Community | 2013 —

*Produced by the University Health System Corporate Communications & Marketing Department*

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*Printing*

The Watermark Group



# University Health System

[UniversityHealthSystem.com](http://UniversityHealthSystem.com)

Living Proof for Bexar County and Beyond

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