



2014
REPORT
TO THE
COMMUNITY



Our Mission

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

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.



Dear friends,

We are pleased to introduce University Health System's 2013-14 Report to the Community and honored you are taking this time to learn more about University Health System *Now*.

Now, more than ever, University Health System is gaining the reputation as the premiere health system for South Texas. With the opening of the Sky Tower at University Hospital in April 2014, and the expansion of our partnership with The University of Texas Health Science Center School of Medicine to bring advanced pediatric care to the hospital and our Robert B. Green Campus downtown, we are now providing the very highest level of comprehensive care for adults and children in environments that are high tech, yet beautiful, warm and welcoming.

Thanks to the support and leadership of the Bexar County Hospital District Board of Managers and Bexar County Commissioners Court, University Health System is not only growing to meet the needs of one of the fastest growing regions of the country, but redefining excellence in healthcare for Bexar County and beyond for many decades to come. We are tremendously grateful to all of the thousands of hands and minds that worked together to complete our \$899.4 million Capital Improvement Program on time and within budget, and extremely proud to see the positive impact these new facilities are already having on our patients, visitors and staff.

Yet our success is not about new buildings. Healthcare is about people caring for people, and our greatest asset continues to be the people of University Health System. All of the accomplishments we have outlined in this report are the direct result of their outstanding efforts to develop and implement innovative strategies and best practices to deliver high-quality, patient-centered care in the most efficient ways possible.

On behalf of the Board of Managers, the 6,000 people of University Health System, and our partners at UT Medicine, the physician practice plan of the UT Health Science Center, we hope you enjoy reading about University Health System *Now*, and thank you for interest and support.

Sincerely,




Jim Adams
Chair, Board of Managers



George B. Hernández Jr.
President/CEO





UNIVERSITY
HOSPITAL

University
Hospital

The goal was to create a new University Hospital for the decades ahead, with capacity to serve one of the country's fastest-growing metro areas.

With every generation,
important milestones
redefine life.

Changing the landscape of healthcare in Bexar County - *pg 16*



There is a
trusted leader
that is redefining
healthcare.

Children's Health is here - *pg 20*

University Health System is making a major investment in healthcare services for kids, so that area families can access a complete range of services close to home, from well-child visits with a trusted family doctor to delicate surgeries to repair tiny hearts.





The Harlandale clinic is the first of multiple school-based health centers University Health System plans to open... The goal is to keep kids healthy and in school.

Here for you. From north to south, and east to west.

Reading, writing and check-ups - pg 25



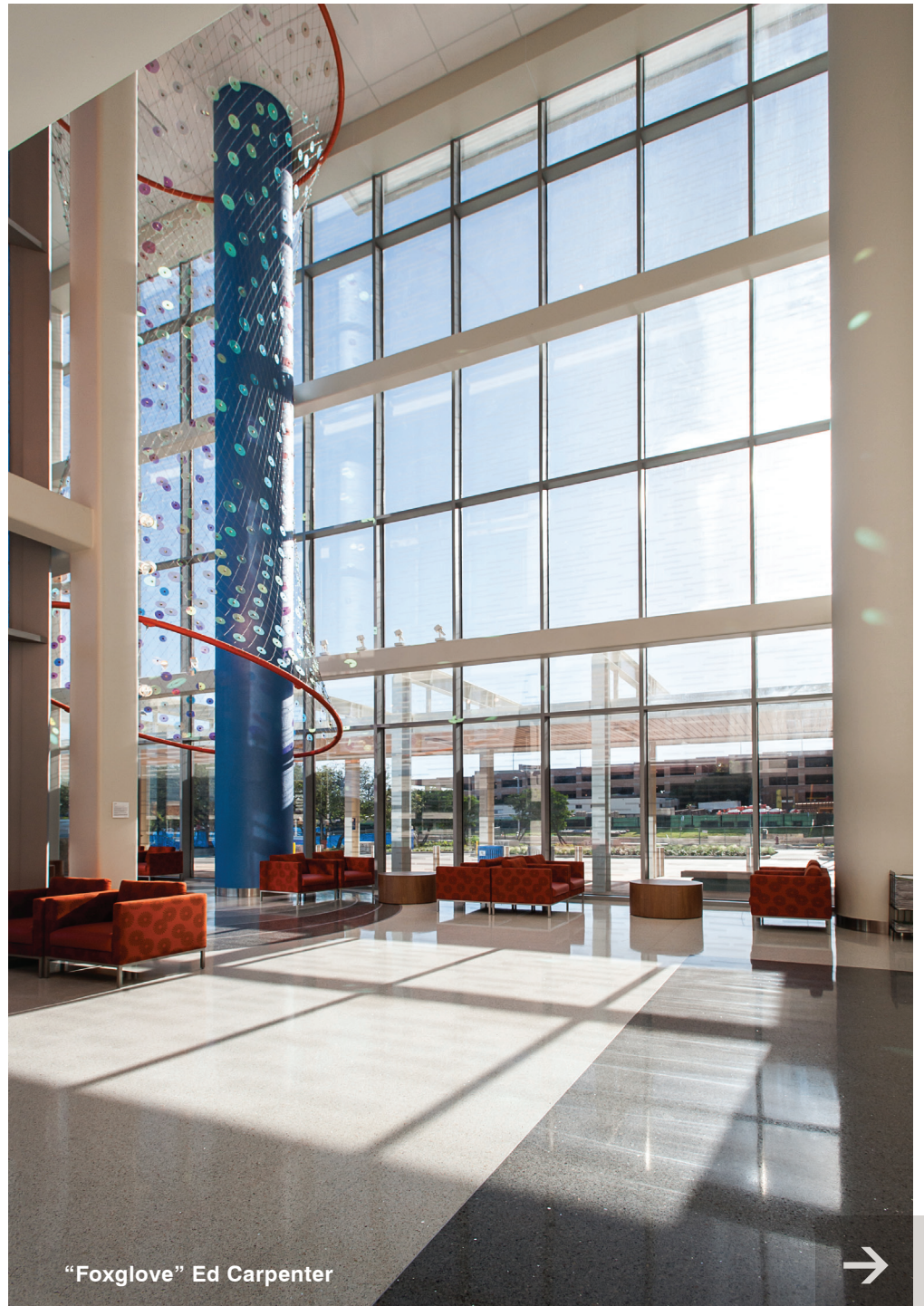
Powered by the art of healing.

Healing arts create a peaceful and
welcoming environment - *pg 30*

Step through the
entrance of the new
Sky Tower and you are
surrounded by light,
color and art designed
to awaken the senses,
promote healing and
create a sense of
wonder.



"Healer's Touch" Shona tribe, Zimbabwe



"Foxglove" Ed Carpenter





Outpatient Rehabilitation at Medical Center Pavilion

The Ekso exoskeleton
— a kind of wearable
robot — allows patients
to stand and walk under
medical supervision.

Sensors in the suit
signal the device to
walk as users shift
their weight, and in the
process many relearn
how to move and step.

The health system
of tomorrow is
here today.

Up on two feet again - *pg 34*



Table of Contents

“With every generation, important milestones redefine life.”

- 16** | Changing the landscape of healthcare in Bexar County
- 17** | Celebrating our heritage and focusing on the future
- 18** | Critically injured in the line of duty, an officer is back on his feet

“There is a trusted leader that is redefining healthcare.”

- 20** | Children’s Health is here
- 21** | A better way to move precious cargo
- 22** | Delivering the highest level of care to tiny patients
- 24** | Putting the power of University Health System behind a transformational health adventure

“Here for you. From north to south, and east to west.”

- 25** | Reading, writing and check-ups
- 26** | Bringing healthcare to families wherever they live
- 27** | The emergency department of choice for South Texas
- 28** | Community First working to improve the health of the entire community



“Powered by the art of healing.”

- 29** | New patient rooms combine comfort and technology
- 30** | Healing arts create a peaceful and welcoming environment
- 32** | A holistic approach to healing
- 33** | A special place to inspire healing and hope

“The health system of tomorrow is here today.”

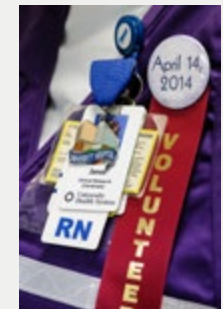
- 34** | Up on two feet again
- 35** | Keeping patients safer with a germ-zapping robot
- 36** | South Texas’ most advanced surgical suites
- 37** | Robots are on the go to move materials efficiently
- 38** | Building green in a big way
- 39** | A healing garden honors a healing hand
- 40** | Building a healthy community through philanthropy
- 44** | Milestones
- 45** | Recognizing the best
- 48** | Financial highlights
- 50** | Thank you for your service
- 52** | By the numbers



The big move

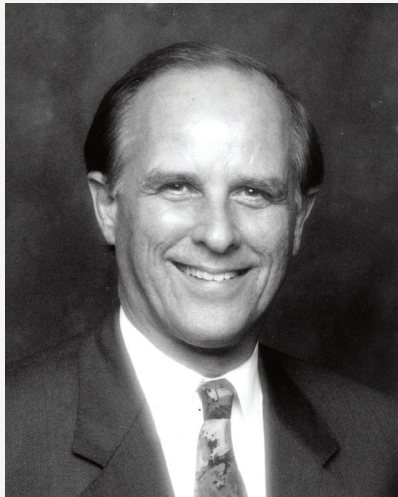
More than 200 patients at University Hospital move into new, spacious private rooms in a carefully choreographed operation over the course of a single day.

Beginning before dawn on April 14, 2014, after two years of planning and weeks of rehearsal, University Hospital staff and volunteers from other University Health System locations began the monumental task of moving more than 200 patients from existing rooms and intensive care units into the newly opened Sky Tower, beginning with the most seriously ill. Child Life specialists devised a scavenger hunt to occupy pediatric patients during the move. By the time the last patient was transferred and tucked in that evening, everything had gone safely and according to plan. And in the weeks that followed, additional services such as the UT Medicine pediatric hematology/oncology team (lower right) completed their move into University Health System facilities.



Bexar County Commissioners Court

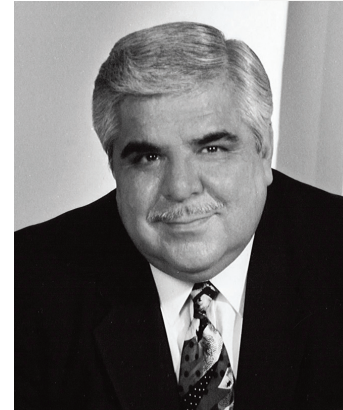
The Texas Constitution specifies that each county will elect a governing body consisting of a county judge and four county commissioners. The Commissioners Court appoints a Board of Managers for the Bexar County Hospital District, d/b/a University Health System, and has authority to set the hospital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

Bexar County Hospital District Board of Managers



James Adams
Chair, Board of Managers



Linda Rivas
Vice Chair



Dianna M. Burns, MD
Secretary



Roberto L. Jimenez, MD
Immediate Past Chair

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



Robert Engberg



Bo Gilbert



Ira Smith Jr.



Rebecca Q. Cedillo
Term ended 2014



Alexander E. Briseño
Term ended 2014



Changing the landscape of healthcare in South Texas

The million-square-foot Sky Tower opened its doors to much praise and excitement in April 2014, from the soaring, art-filled lobby to its tranquil healing gardens, to the advanced technology woven into every aspect of its design.

The goal was to create a new University Hospital for the decades ahead, with capacity to serve one of the country's fastest-growing metro areas. It also had to be designed from top to bottom to meet the challenges

With every generation,
important milestones
redefine life.

of health reform. The aim was to provide the highest quality care, as efficiently as possible, and focus on serving the needs and expectations of its patients.

“University Hospital plays a unique role in Bexar County and throughout South Texas, caring for the sickest and most seriously injured patients,” said George B. Hernández Jr., president and CEO of University Health System. “As a teaching hospital, a referral hospital, a Level I trauma center and a center for innovation, it is a place where the best care is available to all.”

The 10-story Sky Tower was designed with patients and families in mind, from spacious private rooms to shaded gardens for respite and fresh air, to on-demand room service and interactive TV entertainment and patient education. More than 1,200 works of art and design enhancements promote healing and hope, and provide a sense of humanity to a high-tech hospital environment.

The new tower includes a large, state-of-the-art emergency department, 35 surgical suites on two floors and 420 spacious private rooms that bring the total



throughout the hospital to 716.

The Sky Tower was designed to be environmentally friendly and achieve LEED Gold designation from the Green Building Council. Even at twice the size and with a third more green space, the redesign uses less fresh water than before.

University Health System's \$899 million Capital Improvement Project was the largest such project in Bexar County history, expanding both University Hospital and the historic Robert B. Green Campus downtown. Its impact on the local economy was about \$2 billion per year during the project. About 68 percent of construction dollars went to local businesses and contractors, and 39 percent to small, minority or women-owned businesses.

Celebrating our heritage and focusing on the future

University Hospital opened its doors in 1968, alongside the new University of Texas Medical School, at a turning point in local history.

It was the year the eyes of the planet turned to San Antonio, host city to HemisFair '68, the World's Fair. It was a turbulent year for the nation, but it was also the year that San Antonio graduated from quiet berg to major city.

That leap included the opening of a long-sought medical school and a new, state-of-the-art teaching hospital. Bexar County Hospital, known today as University Hospital, would offer the most advanced care available, provided by expert physicians and faculty charged with finding new cures and teaching the next generation of health professionals. And that care would be available to all.

“Not medical care for only the indigent, nor for only the affluent, but medical care for the whole community. That is the promise of the new hospital,” an article in the San Antonio Express declared.

At a dedication for the hospital in November 1968, the dean of the new school, Dr. F. Carter Pannill, noted it was the first time a U.S. medical school and

teaching hospital were designed and built as a matched pair.

The 12-story hospital opened with 504 patient beds, a “supersonic” operating room built to accommodate delicate surgeries such as organ transplants, and the city’s first outpatient dialysis machine.

Over the years, the hospital became known for innovations in transplants, trauma surgery, neonatology, cardiology, diabetes care and more. The first bone marrow transplant in South Texas was performed here in 1984, and the area’s first heart transplant two years later.

Almost a half-century after it opened, a dramatic redesign and expansion with the new Sky Tower puts University Hospital on solid footing to serve the community for many decades to come.



Critically injured in the line of duty

An officer is back on his feet. University Hospital trauma patient and his lifesaving team recognized at Medical Miracles Gala.

Police work is the family business for San Antonio Police Officer Jonathan Esquivel. His dad, Robert Esquivel, is with the San Antonio Police Department, as is his uncle and cousin. It was the subject of good-natured ribbing around the station when Jonathan first joined the force. “Here comes Daddy,” or “Here comes your baby,” their fellow officers joked.

It wasn't his father, but another officer that Jonathan Esquivel went to help at the scene of a crash at Loop 410 near Callaghan Road in February 2012. Esquivel was setting up cones to divert traffic when he was hit by a pickup traveling 50 miles an hour. The driver was distracted, texting a message on his phone.

Officer Esquivel's injuries were life threatening, and almost too many to count: a broken neck, shattered pelvis, crushed ankle, ruptured bladder and a serious brain injury.

He was rushed to the Level I Trauma Center at University Hospital, where the trauma team, led by UT Medicine surgeon Dr. Daniel Dent, immediately went to work to keep him alive.

UT Medicine orthopedic surgeon Dr. Ravi Karia was tasked with piecing together Esquivel's shattered pelvis. “It's hard to say how many pieces it was in because there were too many to count,” Dr. Karia said. Over the next two

months, Esquivel underwent 10 operations to control bleeding, piece together shattered bones, stabilize his neck and repair his bladder.

Then came months of rehabilitation. Doctors and staff marveled at Esquivel's determination. “I don't think I've ever had a patient work as hard as him,” Dr. Karia said.

Today, Esquivel is not only on his feet, he's returned to light duty at the police department and enjoying time with his wife and two young sons. He had been training for his first marathon before his accident. His goal is to one day complete it.

“I want to get back to the street,” he said. “I want to throw on my uniform. I want to go out there and solve problems.”

Jonathan Esquivel was honored by the University Health System Foundation at its annual

Medical Miracles Gala in May of 2014.

“The experts, the teams, the technology, are available at University Hospital, every day around the clock. These resources were immediately available for Officer Esquivel when his life depended on them. And Jonathan is alive today. That fact alone is reason enough to celebrate,” said University Health System president/CEO George B. Hernández Jr., to the crowd of about 600 community leaders and healthcare professionals. “I am especially pleased that this year's honoree is Officer Esquivel because of the unique bond between University Hospital and the San Antonio Police Department. We are both key to the safety and well-being of this community. We are both counted on in times of crisis.”





“I want to throw on my uniform. I want to go out there and solve problems.”

– Jonathan Esquivel

Children's Health is here

University Health System and UT Kids partnership: focused on our children, our future.

University Health System is making a major investment in healthcare services for kids, so that area families can access a complete range of services close to home, from well-child visits with a trusted family doctor to delicate surgeries to repair tiny hearts.

At the start of 2014, the historic Robert B. Green Campus downtown became a one-stop center for children with routine and serious medical needs. Along with expanded primary and walk-in care for kids, University Health System created a home for about a dozen pediatric specialty clinics on the sixth floor of the new clinical pavilion.

There is a trusted leader that is redefining healthcare



Those specialized services are staffed by pediatric specialists with UT Kids, the academic pediatric practice of the School of Medicine at the UT Health Science Center San Antonio. They include unique or limited services such as the cystic fibrosis program and pediatric endocrinology. Preventive health and primary care services are provided at the Robert B. Green Campus and at health centers across the community by pediatricians with Community Medicine Associates, the nonprofit provider group of University Health System.

In the summer of 2014, the remaining UT Medicine pediatric specialists completed their move to University Health System, joining programs that include the highest designated pediatric trauma center in South Texas, the Level IV Neonatal Intensive Care Unit at University Hospital, the region's only pediatric liver and kidney organ transplant program, and the only dedicated congenital cardiac care unit.

"Our goal is to attract and retain the best pediatric specialists and subspecialists, and provide the level of care we all want for

our children," said George B. Hernández Jr., president and CEO of University Health System. "Our partnership with the Health Science Center helps fulfill our commitment to this community to create a

comprehensive children's health network that provides outstanding care for every stage in the life of a child."

University Health System continues to grow its Children's Health program in innovative ways across the community, including school-based clinics, the healthyUexpress2 mobile primary care clinic, and a partnership with the Witte Museum and H-E-B to open the Body Adventure, an interactive health exhibit to empower children and families to learn about their bodies and take charge of their health.



A better way to move precious cargo

How do you move a premature baby so fragile that even the hospital where she was born can't provide a high enough level of care for her?

To help make that kind of move easier, University Health System added a new ambulance designed for babies who need the care of a neonatal intensive care unit, or NICU. More than 100 babies a year are transferred to University Hospital's NICU, most from community hospitals because they were born prematurely or with complex medical problems.

The new ambulance has a wider cab to accommodate a transport incubator, and is taller, so that University

Hospital's three-person NICU transport team can stand while caring for the baby en route. Most importantly, it carries two large tanks needed to provide the correct mix of oxygen and air to premature babies on long trips.

"The difference between adults and babies is that high oxygen concentrations can damage a baby's eyes and lungs," said Debbie

Rejba, University Hospital's NICU transport coordinator. "We blend our oxygen with air. Most ambulances in the general community have all the oxygen you want, but they don't have air on them."

Each of University Hospital's two transport teams includes a nurse, a respiratory therapist and a neonatal nurse practitioner or physician, depending on how sick the baby is. Both teams are available around the clock, and travel by AirLife helicopter, fixed-wing airplane and ambulance to hospitals as far away as Laredo and Del Rio.

The NICU ambulance is capable of trips up to 100 miles from University Hospital.



Delivering the highest level of care to tiny patients

University Hospital's neonatal intensive care unit was elevated to a Level IV NICU in 2014, the highest level of care available to treat the tiniest and most critically ill babies.

Babies who are born prematurely or who are critically ill have the highest demands for specialized resources and require around-the-clock, multidisciplinary care. In addition to the team of neonatologists available in the hospital around the clock, the NICU at University

Hospital includes a dedicated pharmacist, respiratory therapists, a dedicated clinical lab operating 24 hours a day, and specially trained staff for counseling, pastoral care, financial and travel assistance, and more.

As University Health System enhanced its pediatric specialty services over the past year, it added a technology called ECMO, or extracorporeal membrane oxygenation, to



temporarily replace the function of lungs in very sick children. And with that very important addition, the NICU qualified for a Level IV designation.

That move came only months after the opening of the beautiful new Tree House NICU wing on the fifth floor of the Horizon Tower. This tranquil, curving space for high-level care, decorated in leafy greens, sky blues and wood-grain browns, provides a restful and healing environment for babies and families.

Features include parent/infant rooms where parents can “room in” with their baby prior to discharge, computerized bedside medical charting and electronic medical record, and equipment for obtaining and reviewing digital portable radiographs.

The new wing increased the NICU's capacity to 58 beds. The NICU treats 600 infants from throughout South Texas each year.



“Our goal in the NICU is to help premature babies thrive utilizing a specialized team approach. This is optimized by our leading-edge research to meet their unique nutritional needs.”

– Dr. Cynthia Blanco, UT Medicine neonatologist and researcher



Putting the power of University Health System behind a transformational health adventure

A month after opening the Sky Tower at University Hospital, University Health System was proud to partner with the Witte Museum, H-E-B and Blue Cross Blue Shield for the unveiling of an interactive exhibit designed to engage and empower children and their families to take charge of their health.

Just as the new Sky Tower is enabling our clinical teams to take innovation and the delivery of advanced medical and surgical care to new heights, the H-E-B Body Adventure Powered by University Health System at San Antonio's Witte Museum allows us to make a positive

impact on the other end of the healthcare continuum — wellness and prevention.

The goal is to empower and motivate children and their families to learn more about how their bodies work, and to challenge themselves through interactive activities that promote healthy eating and exercise. The first step is creating a personalized interactive experience, using the latest video technology, by selecting a Body Adventure Buddy. The “buddy” serves as a learning companion through each activity. “Buddies” are local residents who reflect the

diversity of San Antonio's population and who have made the decision to adopt a healthier lifestyle.

Key to this highly interactive experience is a network of components that lets participants capture and record their personal data and images as they explore a range of physical and mental attributes. These activities are designed to be fun, while conveying evidence-based health promotion information. The “brain” that takes the exhibit to this level of personalization and interaction is the Power Pass system. The Power Pass is a permanent record of participants' Body Adventure experience, and can be saved and compared on subsequent visits. Over time, data will be analyzed without identifying the individuals involved to track the impact of the program on improving the health of participants compared to the total population.

Our involvement in the Body Adventure grew from what the leadership of University Health System views as an imperative for all providers — particularly large health systems in communities like Bexar County with high rates of obesity and related health problems — to move beyond traditional health education settings and meet people where they are, engaging them in innovative ways that can help break the cycle of chronic disease in families and transform communities.



Reading, writing and check-ups

Only a few months after University Health System's first school-based center opened its doors in August 2013 on the campus of Collier Elementary School, in partnership with the Harlandale Independent School District, it became clear just how valuable an asset to the community it would be.

For the first time, the Harlandale district achieved 100 percent compliance with student immunizations. The new clinic, with convenient hours in a central location, made it easy for families to stop by and get their kids vaccinated.

The HISD School-based Health Center offers low-cost primary and minor urgent care services, along with immunizations, sports physicals, patient education and other services to students and their siblings age 18 and younger living in the Harlandale district.

The Harlandale clinic is the first of multiple school-

Here for you. From north to south, and east to west.



based health centers University Health System plans to open in partnership with school districts throughout Bexar County. The goal is to keep kids healthy and in school, reducing absences and improving academic performance.

The clinics will work closely with school nurses to make sure children get the care they need to stay healthy. "Our new HISD School-based Health Center, and the other school-based centers that will follow, is in keeping with our goal to improve access to health services for the residents of Bexar County — in this case, our youngest residents," said George B. Hernández Jr., president/CEO of University Health System. "It will make it easier for busy families to get healthcare services for their children in a convenient location."

Harlandale provided the facility while the Health System provides staff and equipment. Medical care is delivered by a mid-level provider such as a nurse practitioner, along with

nursing and support staff. The clinic is linked to the rest of University Health System through its award-winning electronic medical record.

Partial funding for the school-based health centers was made available through the Texas 1115 Medicaid waiver, which includes special Delivery System Reform Incentive Payment funds for improving healthcare access and quality statewide.



Bringing healthcare to families wherever they live

University Health System's newest clinic for families features bright colors, two well-equipped exam rooms — and a steering wheel.

The healthyUexpress2 mobile health vehicle, launched in early 2014, helps extend the Health System's new school-based health center initiative to campuses in far-flung parts of Bexar County — or wherever it's needed. The school-based health centers are designed to keep kids healthy and in the classroom.

The vehicle can accommodate most of the services provided by the health centers, including primary and urgent care, immunizations and sports physicals. It is staffed by a nurse practitioner, a registered nurse, a medical assistant and a clerk.

“One of our highest priorities is bringing healthcare closer to where people live and work,” said Dr. Monika Kapur, president and CEO of Community Medicine Associates,

the non-profit physician practice group of University Health System. “With our school-based health center program, we're bringing much-needed preventive care to children throughout Bexar County. And with our newest healthyUexpress vehicle we're extending that care further — even to remote locations.”

The first healthyUexpress has been providing mobile mammography services to workplaces, schools and other locations since 2011. Both were built by Farber Specialty Vehicles of Columbus, Ohio.

The latest vehicle has two exam rooms, reception area, restroom and a custom slide-out room. It includes telemedicine capabilities so that a physician at any University Health System location can consult if needed.

The new vehicle is one of 23 Delivery System Reform Incentive Payment projects developed by University Health System under the state's 1115 Medicaid waiver.



The emergency department of choice for South Texas

The new Emergency Department, or ED, at University Hospital is the size of two football fields. And within that massive space is one of the most advanced emergency departments in existence.

The new ED is more than twice as big as the previous one, and arranged in pods according to how sick or hurt the patient is. From Fast Track, where patients can be treated quickly for minor emergencies, to the Trauma and Medicine Resuscitation Rooms, where critically injured and ill patients receive lifesaving interventions,

every patient has a dedicated team working together to provide the highest level of care.

“This move into the new tower is the next logical step in this transition from an ED of last resort to one of first choice,” said Dr. Bruce Adams, chair of the Department of Emergency Medicine at University Hospital and the UT Health Science Center School of Medicine.

The layout and patient-care areas in the new department not only give patients more privacy, but also include spaces designed for families to stay with their loved ones to offer comfort and support. Also, the

Emergency Department now has separate designated areas for children’s emergency and trauma services.

While the trauma center is really the whole hospital, since critically injured patients require operating rooms, intensive care units and a wide range of specialists and services, the Emergency Department is the first point of care. Trauma and critically ill patients arriving by San Antonio AirLIFE are taken rapidly from the helipad on the new West Parking Garage via a dedicated elevator and climate-controlled bridge directly into the Emergency Department’s trauma or medicine resuscitation rooms.

Patients arriving by personal vehicle can pull around to the well-marked emergency entrance. A separate ambulance bay at the back of the hospital provides separate trauma and medicine entrances for EMS personnel to safely and efficiently transition their patients into the ED.



Community First working to improve the health of the entire community

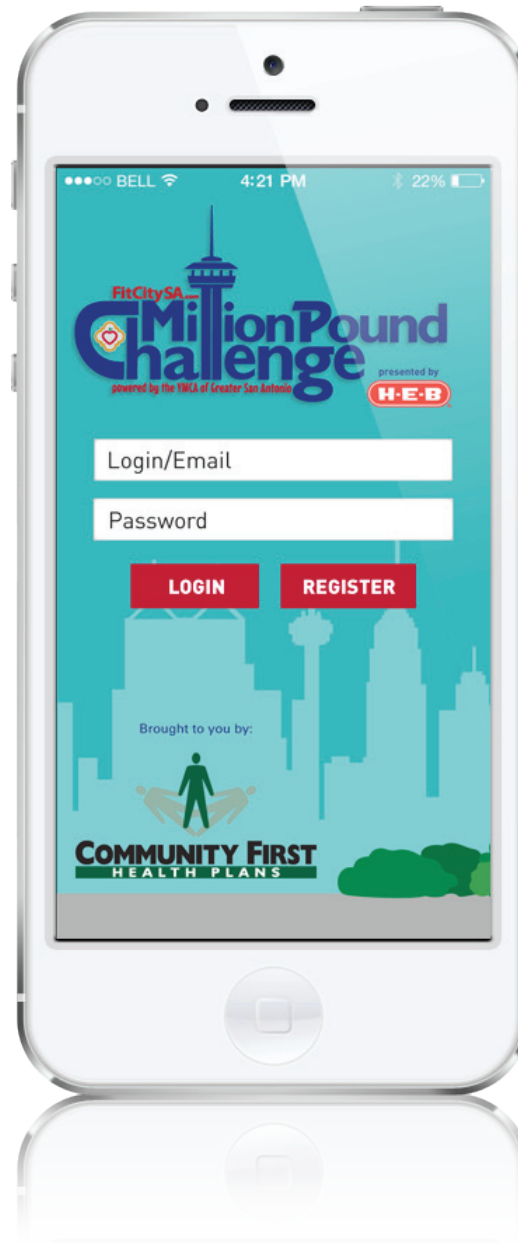
Community First Health Plans, the only public, locally owned, nonprofit health plan in the region, enjoyed strong financial results at the close of 2013, with the 2014 outlook exceeding projections.

Community First again saw growth in its STAR/Medicaid product during late 2013, and in May 2014 regained the market-share lead in the Bexar service delivery area. Community First has always led the local market in CHIP, and in combined STAR/Medicaid and CHIP.

Along with the YMCA of Greater San Antonio, Community First developed a free app to help users track activity, weight and fitness, and even join a team. It was launched in concert with the Million Pound Challenge, pitting San Antonio against Houston in a contest to see which city could lose a million pounds by November.

New medical leadership came onboard in 2013, with Dr. Priti Mody-Bailey joining as vice president/senior medical director; and Dr. Matha Arun, as medical director.

In 2013, Community First processed 1.32 million claims —almost 22,000 more than in 2012. The



turnaround time for processing those claims dropped from 14 to 11 days, and the number of claims appeals declined by 8 percent.

Other highlights included:

Developing an incentive plan that encourages physicians to improve performance in well-child visits and prenatal care, as well as preventable admissions, readmissions and emergency room visits.

Earned interim accreditation from the National Committee for Quality Assurance for commercial, Medicaid and Marketplace products.

More dollars were recouped from fraud, waste and abuse by its Special Investigation Unit.



New patient rooms combine comfort and technology

The new patient rooms in University Hospital's Sky Tower were designed to be spacious, inviting and comfortable, with lots of room for family and friends to visit.

Each of the 420 new private rooms — bringing the total throughout the hospital to 716 — features a couch and chair, a unique art piece, the new interactive entertainment/patient education system and plenty of elbow room.

“We know the importance of family in the healing process,” said Tim Brierty, chief executive officer of University Hospital. “So we designed the rooms with appropriate zones for everyone involved in your care. The patient zone is your space, designed to make you as comfortable as possible. The health team zone allows those caring for you to have enough room and the tools they need close at hand to give you the best care as efficiently as possible. And the family zone offers a comfortable space for visitors.”

Powered by the
art of healing.

And to help friends and family find their way, they can download a wayfinding app to their smart phones and get turn-by-turn directions.

At Your Request room service, introduced at University Hospital last year, allows patients to order from a varied menu when hungry, and have it freshly prepared and delivered within 45 minutes.

The new patient engagement system is a leap forward from basic cable. Along with the usual news and entertainment channels, patients can watch videos about their medical conditions or treatments. When the system is fully implemented, a note will be placed in the electronic medical record so the

medical team can see what they've finished watching.

Patients can even request housekeeping or a change of room temperature using the system.

Instead of the traditional Help button that buzzes at the nurses' station, the hospital's new state-of-the-art Nurse Call system, integrated into a wireless VIOP phone system, enables patients to directly make contact with their nurse wherever he or she is on the floor.



Healing arts create a peaceful and welcoming environment

Step through the entrance of the new Sky Tower and you are surrounded by light, color and art designed to awaken the senses, promote healing and create a sense of wonder.

To the right is a soaring, netlike sculpture dotted with colorful disks. It is an artist's representation of foxglove, the source of the lifesaving heart drug digitalis. To the left, a series of crimson plates show the face of Hippocrates, the father of Western medicine, surrounded by medicinal plants. And directly above, an expanse of glass is embedded with strands of color, representing DNA.

University Health System's Salud-Arte: Art of Healing Program was led by experienced San Antonio art curator Allison Hays, owner of the Olana Group. Hays, along with the project's Design Enhancement Public Art committee, worked for about three years assembling more than 1,200 original works of art and design enhancements for University Hospital, and more than 300 works for the Robert B. Green Campus clinical pavilion, which opened in early 2013.

The committee included University Health System employees, members of the Bexar County Hospital



District Board of Managers, local public art experts and community leaders. Their decisions were led by a mission to use art to inspire healing and hope, and to provide patients, visitors and staff with a warm and welcoming environment, all while being good stewards of financial and natural resources.

In addition to creating spaces that are

welcoming and inspiring, University Health System's Healing Arts Program also serves to make top-quality art accessible to the entire community. The arts are an important part of San Antonio's culture and University Health System is proud to help advance that tradition, and maybe even help inspire the next generation of artists in our community.



“Orange Twist”
David Boyajian



“Hippocrates”
Martin Donlin

“Wherever the art of
medicine is loved, there is
also a love of humanity.”

– Hippocrates



A holistic approach to healing

University Health System became only the third healthcare organization in Texas to receive Advanced Certification in Palliative Care from the Joint Commission, the national accrediting body for hospitals.

Palliative care is a holistic approach involving a multidisciplinary team of doctors, nurses and other professionals to relieve pain and improve the quality of life for patients suffering from a serious illness. It can be delivered alongside traditional medical care, at

any stage of an illness. Its focus includes the physical, emotional, social and spiritual needs of patients.

The symptoms of illness are a major focus of palliative care. The relief of pain, fatigue, nausea, depression and difficulty sleeping, along with many other symptoms, can improve the quality of life for patients, and make them stronger. Education is another focus, helping patients understand their treatment choices and

set goals.

“We have worked hard to make our Palliative Care Program second to none,” said Dr. Bryan Alsip, executive vice president and chief medical officer of University Health System. “This is a valuable service to our patients, helping to relieve the pain, symptoms and side effects of their illness or treatment, and helping them understand their condition and options. We’re proud to be among the first in Texas to achieve this advanced certification.”

The Advanced Certification Program for Palliative Care is one of the newer certifications offered by the Joint Commission. It recognizes hospital inpatient programs that demonstrate exceptional patient and family-centered care and improve the quality of life for patients of all ages.

The certification is for a two-year period and follows an on-site review by an expert surveyor. The surveyor was particularly impressed with the Health System’s own design of a palliative care interdisciplinary note as part of the electronic medical record, describing it as potentially an industry-wide best practice.

Baylor University Medical Center in Dallas and Texas Health Harris Methodist Hospital in Fort Worth are the only other two Texas hospitals to be certified in palliative care.

The Health System has also been certified as a primary stroke center by the Joint Commission.

A special place to inspire healing and hope

The Peveto Center for Pastoral Care at University Hospital was filled to standing room only in May 2014, as a memorial portrait of Freda Peveto was unveiled to a gathering of University Health System physicians and staff, friends and members of the Peveto family.

The painting, by portrait artist G. William Nichols, honors the life and memory of Mrs. Peveto, who died in 1999. She and husband John Peveto, former chair of the Bexar County Hospital District Board of Managers, generously

supported University Health System and its patients over many years.

The Peveto Center is an award-winning, stand-alone building connecting to University Hospital near the main lobby, built in 2006. Open 24 hours a day, it offers patients and families of all faiths a place for prayer and reflection. The building and its programs are funded by community donations through the University Health System Foundation. The Peveto Center is built of natural materials,



including Texas shell stone. It's circular design is inspired by natural forms and visitors pass a curving water wall as they enter. An oculus in the center of the chapel provides natural light to a glass tabletop that serves as a symbolic and non-denominational altar. With room for more than 50 people, the Peveto Center also includes a small meditation room, an office and an outdoor garden.

Also in 2014, the Peveto Center launched Musical Mondays, a weekly live performance for patients and staff sponsored by University Health System and the Center for Medical Humanities & Ethics at the UT Health Science Center. A grand piano for the performances was donated by Rick and Kristen Casey.



Up on two feet again

When you see it, a long line of science fiction movies from “Iron Man” to “Avatar” come to mind.

But a new bionic suit being used at University Health System isn't the stuff of science fiction. It harnesses advanced technology designed to help patients with paralysis or lower extremity weakness regain strength and movement.

The Ekso exoskeleton — a kind of wearable robot — allows patients to stand and walk under medical supervision. Sensors in the suit signal the device to walk as users shift their weight, and in the process, many relearn how to move and step.

This gait training can help those with stroke, spinal cord injury or disease, traumatic brain injuries, multiple sclerosis and other conditions.

University Health System's Reeves Rehabilitation

The health system
of tomorrow is
here today.



Center is the only local healthcare facility to offer the device.

One of the first patients to wear the suit at Reeves — a patient with a spinal cord injury who had been using a wheelchair — arrived at his third session on foot with the help of a walker.

“It was really exciting,” said Julie Douglas, a physical therapist at Reeves trained to use the device. “For patients who no longer have the ability to walk, it’s good for them to be able to get up and walk again — and therapeutic from the weight-bearing exercise. For patients who have weakness from disease or injury, it is retraining them to walk.”

Ekso Bionics, the company that created the suit, was founded by members of the robotics and human engineering laboratory at the University of California, Berkeley. They developed similar technology for the military to allow individual soldiers to carry heavy loads over rough terrain.

Keeping patients safer with a germ-zapping robot

The latest weapon in University Health System's battle against germs is a rolling robot with a passing resemblance to Star Wars' R2-D2.

The Xenex room disinfection system uses a powerful, pulsed-xenon ultraviolet light to kill all sorts of infectious organisms. One study showed the treatment was 20 times more effective than scrubbing with traditional chemical cleansers.

University Health System acquired three of the

devices. Two of them are used in patient rooms, critical care areas and operating rooms throughout University Hospital, typically as one patient leaves and before the next one moves in. A third one, obtained through a grant from the City of San Antonio to Xenex, is in place in the Cystic Fibrosis Clinic at the Robert B. Green Campus downtown, where patients are particularly vulnerable to infections.

Typically, the device is rolled into a room

after housekeeping staff finishes a thorough cleaning and sanitizing. The operator then programs the machine and clears the room. Up pops the saucer-shaped light source, and for five to 10 minutes the room is bathed in powerful pulses of UV light — 25,000 times more powerful than sunlight, and capable of killing such infectious threats as *Clostridium difficile*, norovirus and methicillin-resistant *Staphylococcus aureus*, or MRSA.

The technology was developed by two Johns Hopkins-trained epidemiologists who saw a prototype of the device being used overseas to combat highly drug resistant strains of airborne tuberculosis. They adapted and refined the device for commercial applications and started the company now called Xenex Disinfection Services in 2008. Rackspace co-founder Morris Miller was an early investor. When Miller became CEO, the headquarters and manufacturing operation moved from Austin to San Antonio.

One study of three hospitals in North Carolina found that use of the device reduced the rate of hospital-acquired MRSA infections by 56 percent over a six-month period. A Massachusetts hospital achieved a 53 percent reduction in hospital-acquired *C. difficile* infections.



South Texas' most advanced surgical suites

With the opening of the Sky Tower, University Hospital not only added operating rooms, but the most technologically advanced operating rooms to be found anywhere.

The new Surgical Services Department on the Sky Tower's second and third floors features integrated operating rooms where surgeons can use video conferencing to consult with a colleague down the hall — or halfway around the world.

Each suite includes high-resolution video displays and touch-screen controls, so that surgical teams can examine an X-ray on a large, wall-mounted monitor, read lab

results on a smaller, boom-mounted screen and have a hands-free conversation with a pathologist on another floor — all the while broadcasting video and audio of the surgery to a classroom of medical students.

“Not only do they accommodate complex surgeries and make our surgical teams more efficient, but these integrated operating rooms also connect the surgeon in the sterile field to the wider world,” said Bill Phillips, vice president and chief information officer at University Health System.

A flip of a switch floods the room in a deep green light, which makes it easier for surgeons to better see fine structures while operating. It also allows a clearer view of

the monitors placed throughout the room, without dimming the light for other members of the surgical team.

The technology also connects to iPhones or digital music players, to fill the room with soothing sounds.

One operating suite in the new tower has additional features. University Hospital's hybrid OR has enhanced capabilities to permit both endovascular procedures and traditional open surgeries all in the same room.



Robots are on the go to move materials efficiently

One of the most challenging tasks in a 2 million-square-foot hospital is also one of the most mundane — moving tons of medical supplies, food trays, linens and other assorted items to all parts of the building each day quickly and efficiently, without interrupting the care of patients.

Patients and visitors at University Hospital might never see the Automated Guided Vehicles, or AGVs, which mostly operate behind the scenes. But they are on the move — driverless — from sublevel supply rooms to patient floors, carrying burdens of all sorts. They even have their own dedicated elevators to speed delivery of needed items and to avoid crossing paths with staff and visitors.

When they do encounter an obstruction — including human legs — they slow, stop or steer around it, all the while flashing a red light and warning in a stern voice: “Caution! Automatic vehicle approaching!”

Without AGVs, the new Sky Tower would have required an additional 35 employees mainly to push carts through the additional 1 million square



feet of space. Administrators estimate the technology will pay for itself in about three years.

The new building was designed to accommodate the electric vehicles, built by Savant Automation of Walker, Mich., whose customers include Toyota, Sears and John Deere, among others.

Routes were drawn up by the designers. Magnets, which guide the vehicles' computerized navigation system, were installed in the concrete floors during construction.





Building green in a big way

The new Sky Tower at University Hospital was designed to use less power, less water and to be friendlier to the environment.

The new building's operating systems use nearly a third less energy than a standard building, thanks to a sophisticated use of both artificial and natural light, and technology such as smart air handlers that run fans and pumps at reduced speed at night when demand is lower.

As for water, even though the redesign of University Hospital adds a million square feet of space, 420 more patient rooms and almost a third more green space, it uses even less

fresh water than before.

In an effort to promote conservation, the San Antonio Water System extended its recycled water lines to University Hospital at its own expense for use in landscaping and the hospital's central cooling plant. In addition, rainwater collected in cisterns help keep landscaping green.

"It's all about being good stewards — not only of our financial resources, but also the environment," said Mark Webb, who led the \$899 million Capital Improvement Program and now serves as executive vice president and chief operating officer for University Health System. "Our investments in green technology will be repaid over time through lower operating costs."

And even though a new tower and parking garage

have been added, the University Hospital campus will actually have 30 percent more green space, thanks to innovative design, including new healing gardens incorporated into the building itself. Beyond the beauty and tranquility they provide, these gardens are shown to have a cooling effect, further lowering energy costs.

The new hospital even makes it easier for people to make their own environmental statement with charging stations for electric vehicles in the West and South parking garages, courtesy of CPS Energy.

In October 2013, the Robert B. Green Campus became one of the first healthcare facilities in Bexar County to achieve LEED Gold certification. University Hospital expects to become LEED Gold certified by the end of 2014.





• Dr. Salar Ahktar Aziz and Mrs. Nusrat Salar Aziz

“Embrace”
Sabine Senft

A healing garden honors a healing hand

The Salar Ahktar Aziz, MD Healing Garden dedicated at University Hospital

A dedication ceremony was held to bless the Salar Ahktar Aziz, MD Healing Garden, located on the tenth floor of University Hospital’s Sky Tower. This beautiful space honors the memory of Dr. Aziz and was made possible by his wife, Mrs. Nusrat Salar Aziz. Mrs. Aziz is the first major donor to the Campaign for University Health System.

During the course of Dr. Salar Aziz’s 50-plus year career, practicing medicine on three continents, he delivered

more than 50,000 babies and performed countless lifesaving surgeries. He was a talented surgeon, beloved professor and avid mentor who published many scientific papers over the years.

Dr. Aziz’s passion and dedication to his patients was only paralleled by his love and dedication to his family. He is remembered as a loving and affectionate husband, father and grandfather, with unmeasured generosity. He was a blessing to each and every life that he touched.



(From left to right) Aisha Hernandez, Mrs. Aziz, Sadia Aziz and Juan Hernandez



(From left to right) Salma Aziz, Zarina Aziz, Imran Aziz, Suleman Aziz, Mrs. Aziz, Saima Shaik, Khurram Aziz, Zahida Aziz, and Pauline Aziz.

Building a healthy community through philanthropy

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

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

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

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.

FUNDS

General Fund
Blair Reeves Fund
Burned Children's Fund
Center for Caring Fund
Child Life Fund
Emergency Department Fund
HIV/AIDS Fund
Janey Briscoe Children's Fund

Living Proof Fund
Neonatal ICU
Nursing Scholarship Fund
Our Sons and Daughters
Peveto Pastoral Care Fund
Project Bear Hug
Renal Dialysis Fund
Safety Seat Fund
Texas Diabetes Institute Fund
Think Pink Fund
Transplant Center Fund
Transplant Endowment Fund

FOUNDATION BOARD OF DIRECTORS

Terrell McCombs – Chairman
Jeanne Bennett – 1st Vice Chair
Larry Kurth – 2nd Vice Chair
George B. Hernández Jr. – Secretary/Treasurer

James Adams
Raymond Aguillon
John Boyd
Alex Briseno
John Calhoon, MD
Pat Duncan
Linda Elliott
Frank Garza
Yvonne Gonzales
Randy Harig
William Henrich, MD
J Rick Lewis
Joe C McKinney
Pamela Otto, MD
T John Parsi, DDS
Steven Pritchard
Janice Ricks
David Sanders
David Spencer
Karla Wentworth
Ruben Zamora
Irwin Zucker

4TH ANNUAL EMPLOYEE GIVING CAMPAIGN

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

More than 1,595 University Health

System staff participated in the 2013-14 Employee Giving Campaign, raising \$140,770.18. The 2013 campaign saw a \$14,270 pledge increase and 225 more employees participating in this year's campaign versus last year. The average gift per staff member was \$88.20. Staff designated their donations for programs such as the Burned Children's Fund, the Think Pink Fund and the Nursing Scholarship Fund.

HONOR ROLL OF DONORS

Gifts \$250 and above
January 1, 2013 – December 31, 2013

James Adams
B.P. Agrawal
Alamo Breast Cancer Foundation
Tricia Aleman
Allscripts
Bryan Alsip, MD
Amegy Bank
Apartment Market Data, LLC
Joan Autry
Mary Alice Ayon
Josephine Azios
William D. Balthrope
Bartlett Cocke
General Contractors
Beirne, Maynard & Parsons, LLP
Dawn G. Belscamper
Broadus + Munoz LLC
Sheryl L. Brown
Cardon Outreach

Kathleen Carrico
Carvajal Pharmacy
Blas Catalani, II
Linda Cato
Laura Cavaretta
Cavaretta, Katona & Francis, PLLC
Maria V. Cedillo
Charles E. Cheever, Jr.
Chesney Morales & Associates
Coats Rose, P.C.
Margaret M. Colby
Communicare Health Centers
Fred Corley, M.D.
Creative Civilization
DaCor Air Conditioning Co.
Marilyn A. Dahl
Davidson Troilo Ream & Garza
Margaret & Darrell Deming
Larry Diegelman
DOCUvation, Inc.
Melanie H. Drummond
Dynamic Systems, Inc.
Robert Engberg
Diana M. Estrada
Estrada Hinojosa & Co. Inc.
Betty Flowers
Foster CM Group
Leslie C. Frazier
Frost
Angelica G. Garcia
Olga G. Giddens
Karen F. Glenney
Golden Steves Cohen & Gordon LLP
Donald & Yvonne Gonzales
Mary Helen Gonzalez
April L. Granier
Graybar Electric

Esmeralda M. Guerra
 Lucila M. Guyer
 Renee L. Harrison
 Michael Hernandez
 Jose P. Herrera
 Barbara G. Holmes
 Home Intensive Care Pharmacy
 Carol A. Huber
 Helena E. Hummel
 ING
 Kenneth B. Jackson
 Sandra Jackson
 Jacobs Engineering Foundation
 Jaster-Quintanilla
 San Antonio, LLP
 Ignacio Jauregui, III
 Sherry D. Johnson
 Johnson Controls
 Janice Jordan
 JP LTD Foundation
 Ana C. Kattan
 Leni Kirkman
 Law Offices of David Ayon
 Jennifer L. Lawlace
 J. Rick Lewis
 James S. Lewis
 Lo Bello de San Antonio
 Nazilya Lubelski
 Magdalena Mata
 Thomas C. Mayes, MD
 Anna C. McAndrew
 Karen McMurry
 Gary M. McWilliams
 MedAssets
 Diana Mercado
 Patrick Miles
 Janet Moore-Maloney
 Mary Ann Mote
 Herman A. Munoz

Juan H. Navarro
 Mary E. Nelson
 Michael Nino
 Nix Health Care System
 O'Connell Robertson
 Olana Group
 Owens & Minor
 Par Excellence
 Parsons
 David M. Paul
 Mary A. Peinemann
 Perkins + Will
 Brenda L. Perry
 Rebecca Pompa
 Presidio
 Teresa Prigmore
 Steven J. Pritchard
 Denise & Burt Pruett
 Elizabeth M. Ramirez
 Robert J. Rattenbury
 Rehler Vaughn & Koone, Inc.
 Janice Ricks
 Martha Rodriguez
 Erin C. Rogers
 Diana Rojas
 Brenda C. Rosales
 Stephen F. Rupp
 San Antonio Airline
 San Antonio Alpha Phi
 Alumnae Chapter
 San Antonio Society for
 Marketing Professionals
 Carmen G. Sanchez
 Theresa & David Scepanski
 David Schafer
 Steve Seidner, M.D.
 Celina A. Sharpe
 Siebert Brandford Shank, LLC
 Norma A. Sierra

Ann Slater
 Kathryn Smith-Gonzalez
 South Texas Radiology Imaging
 Louis Stranahan
 Strasburger Price Oppenheimer
 Blend
 Allen Strickland
 Hortensia Tellez
 Texas Cavaliers Foundation
 USAA Real Estate Company
 UT Medicine San Antonio
 UT Health Science Center
 of San Antonio
 UTHSCSA - School of Medicine
 UTHSCSA-Department of
 Cardiothoracic Surgery
 UTHSCSA- Department of Radiology
 UTHSCSA- Department of Surgery
 UTHSCSA-Division of
 Trauma-Surgery
 UTHSCSA-Transplant
 Christann M. Vasquez
 Patricia L. Vera
 Maria A. Vergel
 Josias O. Villarreal
 Roberto Villarreal
 Elias Villegas
 Lisa A. Wammack
 Mark H. Webb
 WellMed Medical Group
 Gene Winfrey
 Raleigh D. Wood
 Zachry Vaughn Layton

**HONOR ROLL OF
 IN-KIND DONORS**

Gifts of \$100 and above
 January 1, 2013 – December 31, 2013
 Aladdin Cleaning & Restoration

Bell Mountain Vineyards
 Bexar County Medical Society
 Bobbie Goff Salon
 Brake Check
 Caliente Harley-Davidson
 Causality
 ContourLase Body Institute
 Margaret A. Deming
 Dominion Country Club
 Rita Dry
 Eilán Hotel Resort & Spa
 El Tropicano Riverwalk Holiday Inn
 esd & associates
 Fair Oaks Ranch Golf & Country Club
 Fletcher Platequal
 Malou Flato
 Foresight Golf
 Fulbright & Jaworski LLP
 Paul Garcia
 Laura Y. Garcia-Lara
 Nick Garza
 Good Sports
 Grey Moss Inn
 Hilton Palacio del Rio
 James Avery Jewelry
 JW Marriott SA Hill Country Resort
 Kona Grill
 Labatt Food Service
 Langmore Photography, Inc.
 Lisa's Mexican Restaurant
 Terrell McCombs
 Paesanos
 Paesanos 1604
 Paloma Blanca Mexican Cuisine
 Papouli's Greek Grill
 Plaza Club of San Antonio
 Republic of Texas Restaurant, Inc.
 Retama Park
 Ride Away Bicycles, Inc.

Saldivar Home Health
 San Antonio Conservation Society
 San Antonio Spurs
 San Antonio Symphony
 SeaWorld San Antonio
 Spice of Life Catering
 Splashtown, San Antonio
 Stardust Whole Life Dance Studio
 Ronald M. Stewart, MD
 Texas A&M University
 The Home Accessory
 The Resort at Tapatio Springs
 The Witte Museum
 Susan Thompson
 Turtle Dragon Acupuncture
 US Foodservice - Austin Division
 The Westin La Cantera Resort
 Wittigs Office Interiors

**TRIBUTE GIVING
 IN HONOR OF
 GIFTS**

January 1, 2013 –
 December 31, 2013
In Honor Of / Donor's Name

Nevenica Amidzic
 Nevenka Amidzic
Gonzalo Anaya Sr.
 Cindy Anaya
Olga L. Bara
 Angelica Dominguez
Cathy Beachman

continues on pg.42



continues from pg.41

Crystal H. Pleasant

Elia Benavidez

Carlos J. Stanigar

Rita Best

Elisha J. Best

Sandy Bryant

Teresa Prigmore

Sophia Campos

Claudia Rios

Guadalupe Carranco

Cynthia Carranco

Carmen Casas

Andrea C. Casas

Sandra Casillas

Brenda J. Gutierrez

Bette Center

Teri Morrison

Desiree Cisneros

Patricia Ann Reyes

Jeanette Cleveland

Nikita Ortegon

Gabby & Michael Desoto

Melissa Villarreal

Vivian Dirmeier

Cathy L. Phipps

Alfredo Duenes

Mary Jane Rangel

Alfred Earl Duke, Sr.

Brandon Holland

Andre Farver

Brittina Leonard

Agape Flores

Maria Flores

Consuelo Flores

Rita Montoya

Elida Flores

Delia Viera

Roman Anthony Flores

Jeannette Herrera

Betty Flowers

Laura Cavaretta

Karen McMurry

David Newman

Breanna Fuller

Jacquelyn Fuller

Maria R. Garcia

Frances Garcia-Aguilar

Stephanie F. Garcia

Sylvia M. Garcia

The Garza Family

Andres (Andrew) Garza

Felicita Gonzales

Denise Pruett

Fernando Gonzales II

Henrietta Saldana

Faith & Christina Ashley Gonzalez

Kathryn Smith-Gonzalez

Dora Gutierrez

Javier Gutierrez

Daniel Hale, MD

Liesel Baker

Mykell Hall

Brenda Hall

Timothy J. Harnar Burn Center

Jarod Taylor

Isaac Hinojosa

Valerie Gonzalez

Cassie Hughes

Laura A. Hamilton

Charleis Jennings

Susan Vaughn

Alex Lopez

Denise Lopez

Kaylee and Logan Maldonado

Stacy Martinez

Charlil and Chalia Mangrum

Marissa Proctor

John Martinez

Crystal Bazaldua

Angelina Montejano

Gabriela Montejano-De La Cruz

Derek X. Morin

Angelica Morin

Sally Mortensen

Elisha J. Best

Yolanda Negrete

Erica Renee Martinez

Micho Rizzo Nesbitt

Tyson Kunz

Daniel F. Palacio

Georgene P. Ramos

Nathan J. Paredez

Laura Jeanette Paredez

Ian Ashton Pech

Jennifer Gil

Mary Anne Peinemann

Michelle Ryerson

Elizabeth Nicole Rodriguez

Bianca Carrejo

Sofia Rodriguez

Kristy Smith

Katelynn & Leah Rose

Jenna Rose

Maya Sofia-Rose Rutherford

Jana R. Brazzil

Rosemary Salazar

Kathleen M. Vasquez

Manuel & Santi Soto

Rita Warmbier

Douglas Kirk Sutherlun

Martha Sutherlun

Josefina P. Tamez

Dalia Tamez

Sadie Tanberg

Wendy Scallorn

Tomas Torres

Patricia T. Lopez

Boulos Toursarkissian, MD.

D. George Levoy

Eric T. Tschirhart

Brenda C. Rosales

Socorro Vallin

Rosalinda Marquez

Mary Ann Vasquez

Diana V. Mercado

Nicholas Velasquez

Angelica Velasquez

Belinda Vera

Jose A. Vera

Magdalena G. Vera

Santiago Villa

Blas Villa

Jon, Aaron, Sean

and Sarah Villegas

Elias Villegas

TRIBUTE GIVING IN MEMORY OF GIFTS

January 1, 2013 –

December 31, 2013

In Memory Of / Donor's Name

Monica Acosta

Melissa Alvarado

Shirley L. Albert

Mildred L. Babcock

Maria L. Alcalde

Adriann Alcalde

Sienna Joy Allen

Patricia L. Allen

Esperanza Alonzo

Marisol Alonzo

Chloe Delaine Alvarez

Melissa Alvarez

Felipa Alvarez Castillo

Nadia Villanueva

Cleo Antrim

Christina Escarzaga

Jimmie Aranda

Yolanda S. Aranda

Linda P. Arrambide

Melissa A. Rodriguez

Roxanne M. Rodriguez

Lauryn and Hondyn Bailey

Bonisha Pearson

Rudy M. Bara

Angelica Dominguez

Mitzi Barber

Marivel Garcia

Domingo H. Berlanga

Lucy Berlanga

Alice Bohae

Kay Qualls

Porter Boydston

Lucia Kistler

Evelyn Briggs

Judy Gilby

Bettye Hauser

Ince Distributing, Inc.

Suzette McManus

Gwendolyn Mitchell

The Patsy J Ashmore

Rev Living Trust

Kathy Williams

Mildred Bryant

Laurie Dorton

Dorothy Buesing

Stephanie Rose Younts

Doug Burandt

Laura E. Hernandez
Leonila Caballero
 Anna C. McAndrew
Brimilda Carvalho
 Clarissa Carvalho
Raul Chapa, Jr.
 Candelaria Alvarado
Olu Chapman
 Krystal Wilkins
Roland & Rudy Coldiron
 Carol Flores
Rosalinda Conover
 Julie Plata
Gerri Cunningham
 Elizabeth A. Berube
Juan De La Rosa
 Emilia Martinez
Karen Dirmeier
 Cathy L. Phipps
Helene Durette
 Kate Robertson
Jordyn Taylor Fraga
 Janice L. Johnson
 Dawn M. Ibarra
Flora Garcia
 Kenneth B. Jackson
Gael Francisco Garcia
 Francisco Garcia
Nicki Giglio
 Linda Hook
Danielle Green
 Janet Graham
Ana Guevara
 Blas Villa
Jeffrey Gutierrez
 Tammy Hamann
Cassey Guzman
 Stacy Guzman
John Heinslion

Judy P. Lemcke
Jimena Hidalgo
 Gino Hidalgo
Hiltrud Holcomb
 Katharina Gerber
Dammone Holland
 Brandon Holland
Elsa Hubbard
 Michelle Allen
Herbert 'Papah' Jackson
 Pablo Rojas Duarte
Dionne Jeanette
 Maxine M. Cantu
Lawrence Jupiter
 Stephen J. Jupiter
Wade Kelley
 Helen Bruns
Catherine Kios
 Natalie Gutierrez
Kathleen O'Caralin Klingman
 Siobhan Kiernan
Tomas A. Liguez
 Lydia Lisa Liguez
Patrick Lindner, Jr.
 Luttrell Zucker Law Group
Trinidad A. Lopez
 Juanita Vasquez-Lopez
Cynthia Madrigal
 Leticia Baca
Corina Joslyn Marin
 Gloria M. Lopez
Homer Martinez
 Emilia Martinez
Dennis McCormick
 Jill Ashe
 Jeanie Bailey
 Leslie Carpenter
 Karen Clevenger
 Donna Davis

Milton Drahem
 Donna Hutchison
 Karen McMan
 Geoffrey Morgan
 Ivy Myers
 Evelyn Niland
 Linda Smith
 Linda Stultz
 Carol Trostle
 Union Primitive Baptist Church
 Donna Walker
James Medina III
 Diana Rojas
Francisco and Bertha Meza
 Bertha Martinez
Willard H. Moore
 Janet Moore-Maloney
Rosario Morales
 Melissa Flores
Alesia Moreno
 Isabel Valencia
Mom Nana
 Elizabeth Anne Wilson
Mary Isabella Nelson
 Mary E. Nelson
Audelia Olivarez
 Nick Diaz
Susan Owen
 Carrie A. Bartosh
Ted Papoutsis
 Nellie J. Torres
Laura Jean Pitts
 Mary Maynor
Juan R. Polanco, Sr.
 Patricia Ann Gomez
Jesus Ramirez
 Maria Theresa Garcia
Mayela Elizabeth Ramirez
 Alma E. Valdez

Palmira Torres Rawe
 Monica Camargo
Patric Rivas II
 Alma Chacon
Josefina Lopez Rodriguez
 Perla Williams
Rayley Rose
 Leslie Locke
Dr. Michael Sanchez
 Lori Shellhorn
Vera Sarver Schraner
 Bonnie L. Hagan
Amparo Seguin
 Virginia S. Mika
Irene Shaw
 Erin Shaw
Blanca Silva
 Irene Silva
Gilbert T. Silva
 Rosario Velasco
Rojana Summers
 Trisha A. Summers
John Troiano
 Robert Troiano
Quinton L. Tschirhart
 Brenda C. Rosales
Baby Hall Twins
 Donna Hall
Esperanza Valadez
 Community First Health Plans
Guadalupe Vale
 Jessica Bowen
Arthur Valero
 Tamyra L. Valero
Alicia Vasquez
 Diana V. Mercado
Jesus Villarreal
 Carlos Cortes
Rocky Vipond

Marisa K. Wilson
Mary Waukechon
 Joni Waukechon
Marjorie & Frank West
 Sherrie King

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.



Milestones

500th Lung Transplant

Earl Tomlin's ordeal began two years ago with a nagging cough. A short time later he was diagnosed with pulmonary fibrosis, a scarring of the lungs that makes it difficult to breathe.

As the months passed and his disease progressed, the 69-year-old retired Southwest Airlines pilot — who divided his free time between the gym and the golf course — could no longer cross the room without being tethered to an oxygen tank.

“I was on oxygen constantly and still not doing well,” said Mr. Tomlin, who lives in Boerne. “You don’t realize how it affects everything, the lack

of oxygen to your brain, your muscles. It starts catching up with you.”

On May 4, 2014 Mr. Tomlin underwent a single lung transplant at University Hospital — becoming the 500th lung transplant performed by UT Medicine San Antonio doctors over a storied history spanning almost three decades.

Some of the earliest advances in lung transplantation occurred through the partnership between University Health System and the UT Health Science Center — a partnership known today as University Transplant Center.

The program began under the leadership of the late Dr. J. Kent Trinkle, who performed the first lung transplant in South Texas in 1987, only four years after the approval of the first effective anti-rejection drug, cyclosporine, revolutionized the field of organ transplantation worldwide.

The San Antonio program quickly became known for its innovations in lung transplants, not only producing technical

advances in the surgery itself, but broadening its uses. The first single lung transplant in the world to treat pulmonary hypertension was done here, as was the first single lung transplant in North America to treat emphysema.

That tradition continues today, with innovations such as the San Antonio Lung Transplant protocol, or SALT. Developed by pulmonologists Drs. Luis Angel and Deborah Levine, both professors of medicine at the Health Science Center, SALT is used around the world to better prepare donor lungs for transplant.

“Historically, only about 15 percent of donors can donate their lungs,” said Dr. Scott Johnson, associate professor of surgery at the Health Science Center, and surgical director of the lung transplant program. “With active management of these donors, we’ve been able to double that to close to 30 percent. I think that’s another unique aspect of our program.”



Recognizing the BEST



Named best in the San Antonio region for the fourth straight year by U.S. News & World Report, and among the top 50 hospitals in the country for treating kidney disease. Ranked high performing in cancer, diabetes and endocrinology, gynecology, orthopedics, pulmonology and urology.



Get with the Guidelines-Stroke Gold plus Quality Achievement Award for providing excellent care for stroke patients.



U.S. Green Building Council's LEED Gold Certification for environmentally friendly design and construction of Robert B. Green Campus. University Hospital is also seeking LEED Gold.



Advanced Certification in Palliative Care from the Joint Commission, the national accrediting body for hospitals. Only the third healthcare organization in Texas to be certified.



Children's Health is Here advertising campaign, produced by Creative Civilization, wins silver award in the 35th Annual Telly Awards.



Gold-level Recognition in the Healthy Workplace Recognition Program of the San Antonio Business Group on Health and the Mayor's Fitness Council.



For evidence-based treatment of STEMI heart attacks.

continues on pg.46



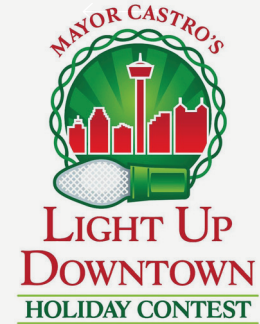
continues from pg.45



The first and only health system in South Texas to earn Magnet status from the American Nurses Credentialing Center, the gold standard of nursing care.



Honors the nation's best employee learning and development programs.



Robert B. Green Campus wins People's Choice Award for Best Building in Mayor Castro's Light Up Downtown Holiday Contest.



Esperanza Award from the Hispanic Contractors Association for supporting diversity.



University Hospital's Transplant Intensive Care Unit wins Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses. Only the second transplant ICU in the nation honored.



University Health System's Center for Breast Health named a Certified Quality Breast Center of Excellence by the National Quality Measures for Breast Centers Program, one of only 36 nationwide.



SAN ANTONIO
HISPANIC
CHAMBER
OF COMMERCE

Highest Utilization Award in the public sector category at the San Antonio Hispanic Chamber of Commerce's Business Opportunity Diversity Awards for the most Small, Minority, Women, and Veteran Owned Business Enterprises used.

HealthCare's
**most
wired**TM
WINNER 2014

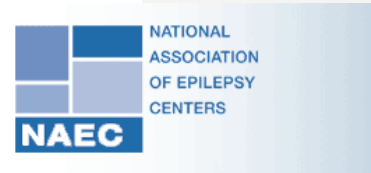
Named one of the nation's Most Wired Hospitals and Health Systems for the sixth time. Most Wired hospitals use information technology to improve care, protect patient data and optimize patient flow.



Workplace Partnership for Life Award Gold from the U.S. Department of Health and Human Services for outstanding efforts to promote organ donation by educating and registering donors.



A prestigious list of organizations recognized for their innovative business technology solutions and IT strategies.



The South Texas Comprehensive Epilepsy Center, a partnership between University Health System and UT Medicine San Antonio, is the only designated Level 4 epilepsy center in San Antonio.



TEXAS 10 STEP
PROGRAM

Designated a Texas Ten Step Facility by the Texas Department of State Health Services for implementing policies to encourage and support breastfeeding.



Honors initiatives that lead to better patient outcomes.



Recognizes excellence in workforce learning and development.



2013 Financial Highlights

- In 2013, Fitch Ratings and Standard and Poor's affirmed their previous ratings of AAA and AA+, respectively, with a stable outlook.
- The Health System's net position increased by \$75.2 million (8.8 percent) in 2013 and \$98.6 million (12.8 percent) in 2012, excluding the impact of change in accounting principle, given the results of operating and non-operating activities.
- In 2013, the Health System's total operating revenue increased by \$54.5 million, or 10.7 percent, while expenses increased by \$75.8 million, or 10.7 percent. In 2012, the Health System's total operating revenue increased by \$71.8 million, or 16.4 percent, while expenses increased by \$31.1 million, or 4.6 percent.
- The Health System invested \$314 million in capital assets in 2013 and \$361 million in 2012 as part of the ongoing Capital Improvement Plan.

Net position

Condensed balance sheets (in thousands)

*Restated

Table 1	2013	2012*	2011*
Assets			
Capital and other assets	\$1,002,932	\$1,140,121	\$1,333,015
Capital assets, net	\$1,153,389	\$885,247	\$566,716
Total assets	\$2,156,321	\$2,025,368	\$1,899,731
Liabilities			
Long-term debt	\$720,329	\$732,594	\$744,670
Other liabilities	\$200,990	\$148,453	\$122,972
Total liabilities	\$921,319	\$881,047	\$867,642
Deferred Inflows of Resources – Property Taxes	\$300,491	\$285,003	\$280,263
Net Position			
Net investment in capital assets	\$477,881	\$423,259	\$370,746
Unrestricted	\$456,630	\$436,059	\$381,080
Total net position	\$934,511	\$859,318	\$751,826
Total liabilities, deferred inflows of resources and net position	\$2,156,321	\$2,025,368	\$1,899,731

As seen in Table 1, net position increased by \$75.2 million to \$934.5 million in fiscal year 2013, up from \$859.3 million in fiscal year 2012. Net position increased by \$98.6 million to \$859.3 million in fiscal year 2012, up from \$751.8 million in fiscal year 2011. The increase in net position resulted primarily from cost control, achieved through efficiency measures discussed above and revenue recognized from the Texas 1115 Medicaid Waiver.

The Health System continues to pursue its strategic vision to 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. This vision guides decision-making and operational execution. The Triple-Aim *plus* concept continues to be the guiding principle of how the Health System executes its strategy to serve the community. The Health System continues to be successful in improving quality, safety and outcomes; improving the patient experience; improving efficiencies; and improving access to care.

Changes in Accounting Principles

In 2013, the System adopted GASB Statement No. 65, Items Previously Reported as Assets and Liabilities, which establishes accounting and financial reporting standards that reclassify certain items previously reported as assets and liabilities to deferred outflows of resources or deferred inflows of resources and recognize certain items that were previously reported as assets and liabilities as expenses and revenues. An adjustment of \$6,867,000 applicable to 2011 and prior has been included in the restated 2012 beginning net position balance to reflect the removal of debt issuance costs that were previously capitalized as an asset and amortized over the term of the respective bond issuance. This restatement increased the previously reported change in net position by \$302,000 as a result of removing amortization expense for the year ended December 31, 2012. In addition, property taxes received prior to December 31, 2012 that were levied for 2013 were reclassified from liabilities to a deferred inflow of resources.

In 2013, the System adopted GASB Statement No. 61, The Financial Reporting Entity: Omnibus – an amendment of GASB Statements No. 14 and No. 34. Application of this standard changed the presentation of CFHP and the Foundation to be discretely presented component units. Previously, CFHP and the Foundation were presented as blended component units. As a result, the cumulative effect of applying Statement No. 61 has been reported as a restatement of beginning net position of the System in the accompanying financial statements as follows:

Net position as of December 31, 2011

as previously reported \$813,672

Reduction in net position for discrete

presentation of CFHP (42,110)

Reduction in net position for discrete

presentation of the Foundation(3,969)

Net position as of December 31, 2011

as restated, before change in accounting principle applicable to adoption of GASB No. 65 as discussed above \$767,593

Summary of Revenue, Expenses, and Changes in Net Position

Condensed statements (in thousands)

*Restated

Table 2	2013	2012*	2011*
Operating Revenue			
Net patient service revenue	\$514,618	\$462,133	\$386,160
Other revenue	\$49,869	\$47,807	\$51,989
Total operating revenues	\$564,487	\$509,940	\$438,149
Operating Expense			
Salaries and employee benefits	\$336,077	\$309,798	\$295,535
Purchased services, supplies and other	\$399,700	\$353,587	\$341,345
Depreciation	\$45,533	\$42,160	\$37,540
Total operating expenses	\$781,310	\$705,545	\$674,420
Operating Loss	(\$216,823)	(\$195,605)	(\$236,271)
Nonoperating Revenues, Net	\$292,016	\$294,197	\$299,612
Increases in Net Position	\$75,193	\$98,592	\$63,341

Sources of revenue by percentage

*Restated

Table 3	2013	2012*	2011*
Net patient service revenue	60.1%	57.5%	52.3%
Other operating revenue	5.8	5.9	7.0
Investment return	0.1	0.3	0.4
Property taxes, net	33.7	34.9	38.4
Proceeds from tobacco settlement	0.6	0.7	0.8
Build America Bond interest subsidy	1.0	1.1	1.2
Interest expense	-1.3	-0.4	-0.2
Total	100%	100%	100%

Payor mix by percentage

	2013	2012	2011
Medicare	22%	20%	20%
Medicaid	21	19	22
Self-pay including CareLink	37	36	40
Commercial insurance	19	24	17
Other	1	1	1
Total	100%	100%	100%

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 2013. We are honored they chose to carry out their life's work in our organization. They have made a lasting impression on the lives of our patients. Their expertise, compassion and dedication will not be forgotten. They are listed by their years of service to University Health System.

47 YEARS

Hortencia Obadal
Senior radiology transcriptionist

42 YEARS

Victor Martinez
Lead pharmacy technician

41 YEARS

Pete Garcia
Central supply technician

40 YEARS

Larry Vasquez
Surgical technician

38 YEARS

Rosa Rubio
Administrative assistant

37 YEARS

Mary De La Cerda
Registered pharmacy technician

Fred Lott

Chief radiology technologist

36 YEARS

Helen Bruns
Senior food service technician

35 YEARS

Cynthia Paredes
Advanced practice nurse

Linda Lu Sanderson
Staff nurse III

Pearl McGarity
Staff nurse II

33 YEARS

Carol Cedotal Rosales
Radiologic technologist

Herminia Alvarado
Senior food service technician

Esmeralda Mata Guerra
Staff nurse III

Rosalinda Hernandez
Environmental services team leader

Dolores Gomez
Customer service representative

32 YEARS

Arturo Ordonez
Staff nurse I

31 YEARS

Emelda Balderas
Staff nurse (PRN)

30 YEARS

Robert Montez
Staff nurse I

Christine Blake
Staff nurse III

Carlos Castaneda
Director, Patient Relations

29 YEARS

Rosalinda Mejia
Payroll specialist

28 YEARS

Alicia Mendoza
Central supply technician

27 YEARS

Craig Billingsley
Medical laboratory scientist

26 YEARS

Lucia Leal
Customer service representative

Madison McDonald Jr.
Groundskeeper

25 YEARS

Elizabeth Flowers
Director, Project Management

Windsor Moses
Radiologic technologist

Mary Peinemann
Nurse educator

Delia Puente
Senior executive assistant

24 YEARS

Diana Mann
LVN

Emma Smith
LVN

Gay Thienpont
Respiratory therapist

23 YEARS

Gloria Caldbeck
Staff nurse I

Kathy Allen
Patient care coordinator

Patricia Engels
Staff nurse III

Deborah Forman-Lindsay
Nurse educator

Christine Hallgren
Patient care coordinator

Betsy Buch
Patient care coordinator

22 YEARS

Juanita Hernandez
Transfer center coordinator

Lynn Lindemann
Performance development manager

Jean Foster
Staff nurse II

21 YEARS

Linda King
LVN

20 YEARS

Clifford Soto
Director, Plant Engineering

19 YEARS

Beatrice Watters
Financial access specialist

Jacqueline Kurz
LVN

18 YEARS

Delia Viera
Unit clerk

McAurthur Stephens
Staff nurse II

17 YEARS

Bertha Rosa Orta
LVN

Raul Maldonado
Computer analyst

Julia A. Martinez
Authorization nurse



Maureen Trainor
Staff nurse I

Carrie Coussons
Medical laboratory scientist

Elena De La Cruz
Member service representative

16 YEARS

Leticia Wilson
Staff nurse III

John Covarrubia
LVN

Angela A. Keresztury
Social worker

Mario Villarreal
Distribution team leader

15 YEARS

Armando Otero
Maintenance worker

14 YEARS

Glenn A. Walters
Computer technologist

Genetrix Alvarez
Staff nurse III

Janet Flikke
LVN

Patricia V. Soto
Staff nurse I

Gail Breeden
LVN

Grady Whitlock
Medical-surgical technician

Martha Davila
Staff nurse III

13 YEARS

Tommy Branson
Manager, Pharmacy Programs

Guadalupe Grijalva
Workers compensation specialist

Geraldine Goosen
Staff nurse (PRN)

12 YEARS

Chauncey Rosenthal
Staff nurse II

Oralia Cortez
Customer service representative

Sandra Tibbits
LVN

Helen Ochoa
Cashier

11 YEARS

Federico Barragan
Radiologic technologist

Viola Willis
Insurance biller

Josie Queen
Staff nurse III

Catherine Pedraza
Staff nurse III

Maria Sailor
Staff nurse II

Maria Loriaux
LVN

10 YEARS

Danny Hall
LVN

Julia Medina
LVN

Cecilia Ugwu
Critical care technician

Sandra Rogers
Rehabilitation aide

Norma Ramirez
Hemodialysis technician

Rose Wilson
Staff nurse III

Carlos Aguilar
Environmental associate

9 YEARS

Denise Breitung
LVN

Raul M. Navaira
Environmental associate

Carmelita Dizon
Staff nurse III

8 YEARS

Raquel Lozano
Director, Claims Administration

Scott Haines
LVN

Margarita Garcia
Medical-surgical tech

Albert Alvarado
Environmental associate

Pamela Quinn
LVN

7 YEARS

Raquel Wolfe
Master social worker

Denise Kain
Director, Utilization Management – CFHP

Linda J. Whitley
Medical records representative

6 YEARS

Barbara House
Compliance specialist

Geneva Sullivan
Nurse case manager (PRN)

GUADALUPE LOVEJOY
Medical-surgical tech

5 YEARS

Salvatore Cheraso
Purchasing agent

Judy P. Lemcke
LVN

Rose Mary Vara
Medical assistant

Mary Ploch
Customer service representative

Dorothy Brown
Customer service representative

Jose Ballesteros
Insurance collector



By The Numbers

University Hospital

	2012 actual	2013 actual
Operated Beds	496	525
Inpatient Discharges	21,214	21,741
Patient Days	127,379	130,510
Births	2,763	2,895
Observation Days	6,802	6,017
Outpatient Visits		
Emergency Center	61,510	65,885
ExpressMed Clinic	38,571	39,009
Trauma Follow-up	11,950	13,616
Transplant Clinic	7,539	7,616
Hematology/Oncology	4,224	4,281
Outpatient Surgery	9,704	8,986
Total Hospital Outpatient Visits	133,498	139,393
Total Hospital Ancillary Visits	139,395	130,581

Ambulatory Clinic Visits

University Health Center – Robert B. Green Campus	145,479	182,687
Texas Diabetes Institute	74,397	70,163
University Family Health Center – SW	68,024	74,804
University Family Health Center – SE	70,037	81,124
University Family Health Center – North	57,791	62,172
University Family Health Center – NW	34,946	40,046
Total Ambulatory Clinic Visits	450,674	510,996

Preventive Health Clinic Visits

Provider and Nurse Visits	47,845	49,570
Senior Health Screenings	12,272	12,233
Immunizations	17,677	20,076
Total PHC Activity	77,794	81,879
Total Ambulatory Ancillary Visits	165,616	212,980

CareLink Outsourced Visits

UT Medicine Visits	52,885	55,104
Outsource Primary Care Physician Visits	44,193	35,258
Outsource Specialty Physician Visits	443	284
Center for Health Care Services Visits	6,256	4,377
Total CareLink Outsourced Activity	103,777	95,023
Total Pharmacy Visits	430,620	367,506

Total University Health System Outpatient Activity

	1,501,374	1,538,358
Prescriptions filled at UHS pharmacies	1,057,059	1,043,923
Number of Unique Patients	239,113	251,828

Human Capital as of December 31, 2013:

Employees: 6,490 (without House Staff)
 FTE equivalent: 5,624.18 (without House Staff)
 Physicians on staff: 846 (with House Staff)
 Community Medicine Associate physicians: 71

2014 Report to the Community

**PRODUCED BY THE UNIVERSITY HEALTH
SYSTEM CORPORATE COMMUNICATIONS &
MARKETING DEPARTMENT**

**VICE PRESIDENT, STRATEGIC
COMMUNICATIONS AND PATIENT
RELATIONS**

LENI KIRKMAN

PROJECT MANAGER

DON FINLEY

STAFF

TRICIA ALEMAN

JESSICA BROWN

SYLVIA GARCIA

HELENA HUMMEL

SELENE MEJIA

ALEIDA NICHOLS

ANTHONY SANCHEZ

KATIE SOTO

JULIE WILEY

PHOTOGRAPHY

MARK GREENBERG

ART DIRECTION

CREATIVE CIVILIZATION

PRINTING

BRENNER PRINITNG



The paper in this annual report is certified by the Forest Stewardship Council.™ The mission of FSC is to promote environmentally sound, socially beneficial and economically prosperous management of the world's forests.



This paper comes from Green-e certified windpower projects that help build a sustainable energy future using non-polluting wind-generated electricity.





**University
Health System**

UniversityHealthSystem.com

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

NEWS