

Looking back. 1917
2017 Thinking beyond.



MISSION

University Health System advances knowledge and discovery to promote the good health of our community. In collaboration with the UT Health

San Antonio, we foster a culture of health excellence, compassion and kindness to all who enter our doors.

100
YEARS ★
EST 1917



LETTER FROM THE CEO AND CHAIR

This edition of our annual Report to the Community was quite literally 100 years in the making. Throughout 2017, University Health System has celebrated a century of service to our community — dating from a Friday morning, Feb. 2, 1917, when the Robert B. Green Memorial Hospital opened its doors to patients.

Our original hospital, the Robert B. Green — named for a crusading county judge and state senator — was founded and built because county and city leaders recognized a great need for a hospital where all people, rich and poor, would be welcomed and cared for. When it opened, the newspaper described it as “the most complete, modern and well-equipped building of its kind in the entire South.”

From that auspicious start, we’ve continued to grow to meet the needs of the region. That growth included the creation of the Bexar County Hospital District in 1955; the opening in 1968 of a teaching hospital (known today as University Hospital); the opening of the world-renowned Texas Diabetes Institute in 1999, and the construction over many years of a network of more than two dozen primary, specialty, preventive and school-based healthcare centers designed to bring services closer to where people live and work.

And most recently, it included the opening of the six-story clinical building at the Robert B. Green Campus in 2013 and the million-square-foot Sky Tower at University Hospital in 2014.

You can read a bit more about our history in the pages that follow, or a lot more online at universityhealthsystem.com/100birthday. You’ll forgive us if we’re tooting our own horn. We are extraordinarily proud to be part of a mission-driven organization dedicated to improving the health of our neighbors, discovering new and better treatments, and training the next generation of health professionals to continue that mission.

But we’re not only looking toward the past. Our future became a little brighter this year with the approval by Bexar County Commissioners and our Board of Managers to begin the next phase of our Capital Improvement Program, a Women and Children’s Tower that will include high-risk maternity services, an expanded Level IV NICU and dedicated, state-of-the-art pediatric beds, along with advanced endoscopy services and a new heart and vascular center to be constructed on the first floor of our Sky Tower.

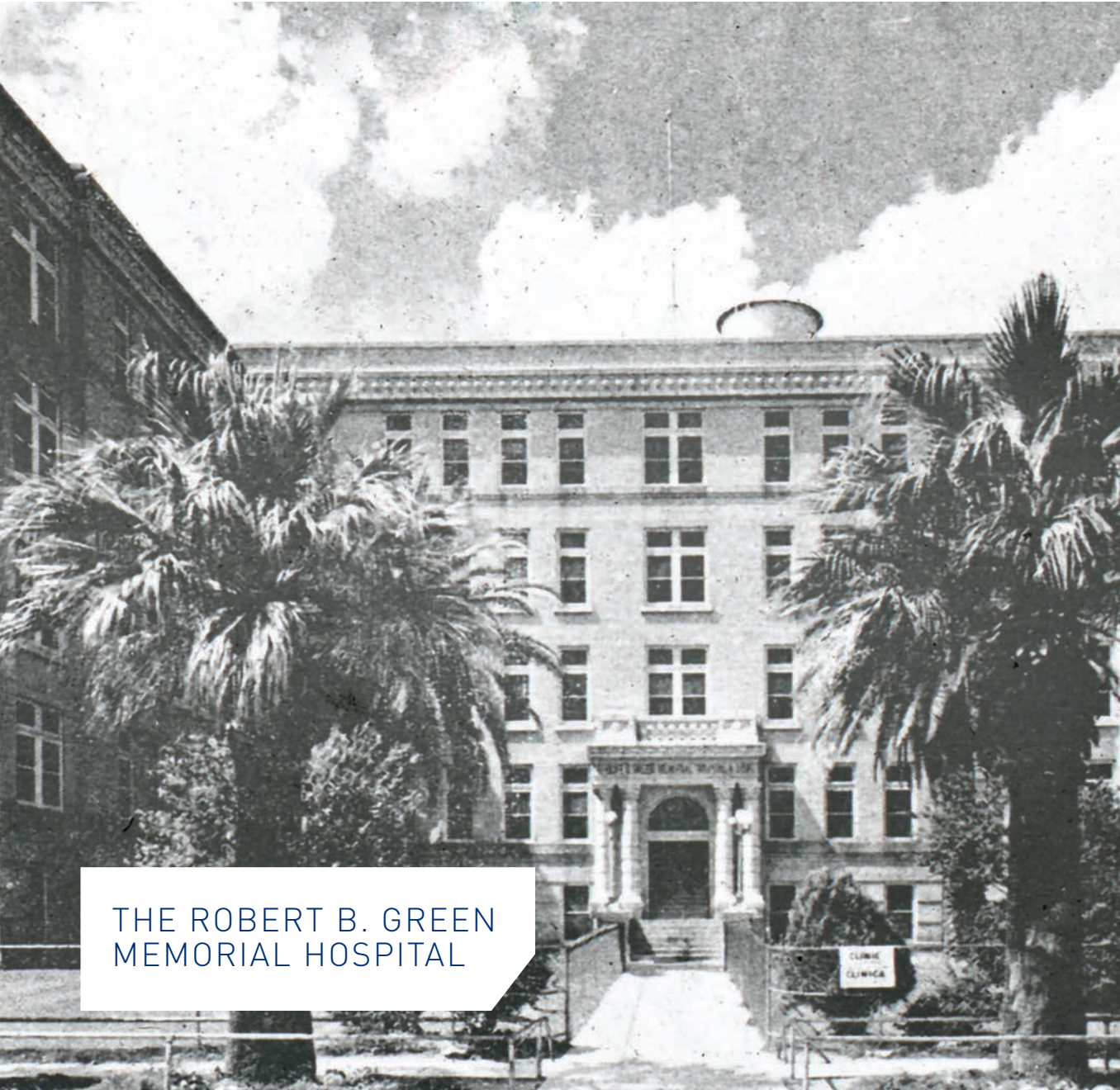
We think that’s fitting — to salute the past century and begin a vital project to ensure the very best care for our smallest — and future — patients, as we look ahead to the next century. What will it bring? Stay tuned. We think the best is yet to come.



GEORGE B. HERNÁNDEZ JR.
President and Chief Executive Officer



JAMES ADAMS
Chair, Bexar County Hospital
District Board of Managers



THE ROBERT B. GREEN
MEMORIAL HOSPITAL

1917

“The people of Bexar County and San Antonio in particular can now boast of having a hospital that is worthy of being called such an institution. It is complete from every standpoint.”

Dr. H. Phillip Hill

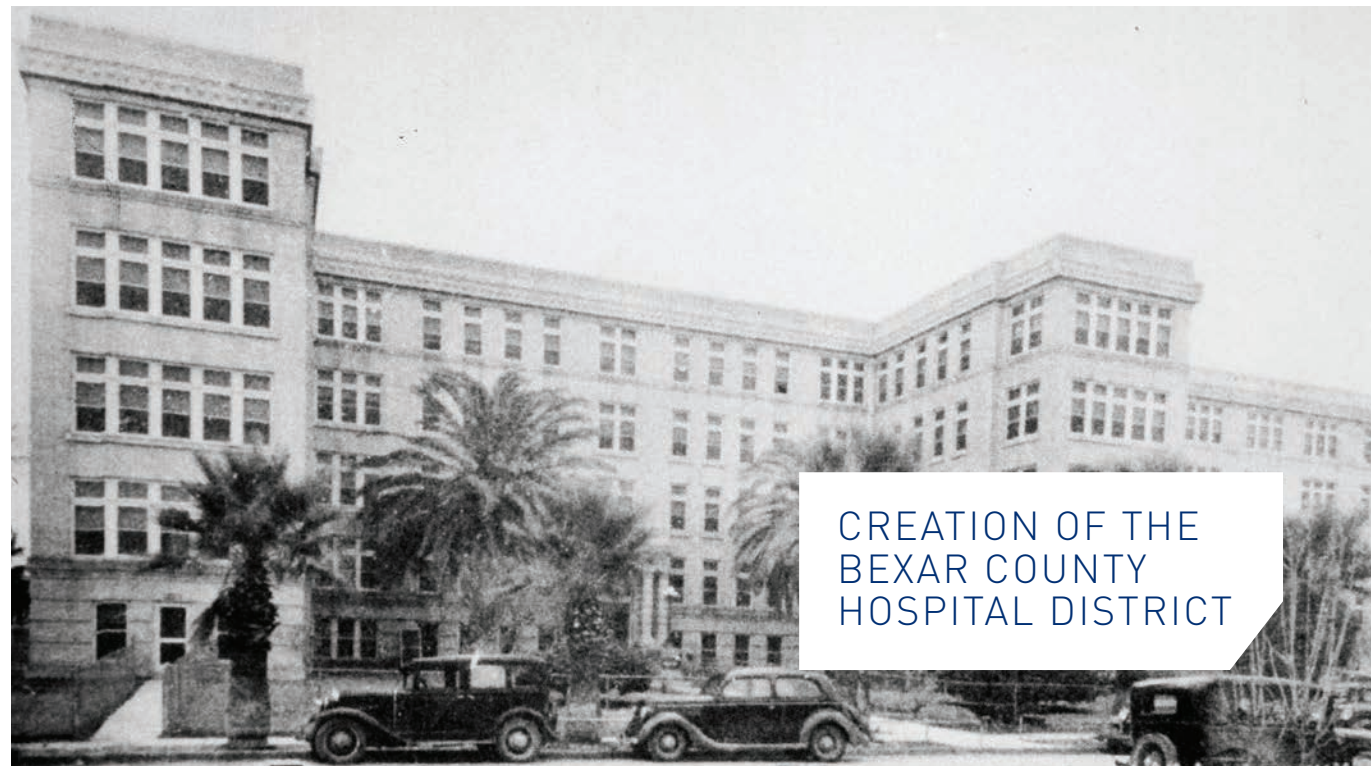
Hospital Superintendent, Feb. 2, 1917, at the opening of the new Robert B. Green Memorial Hospital

1955

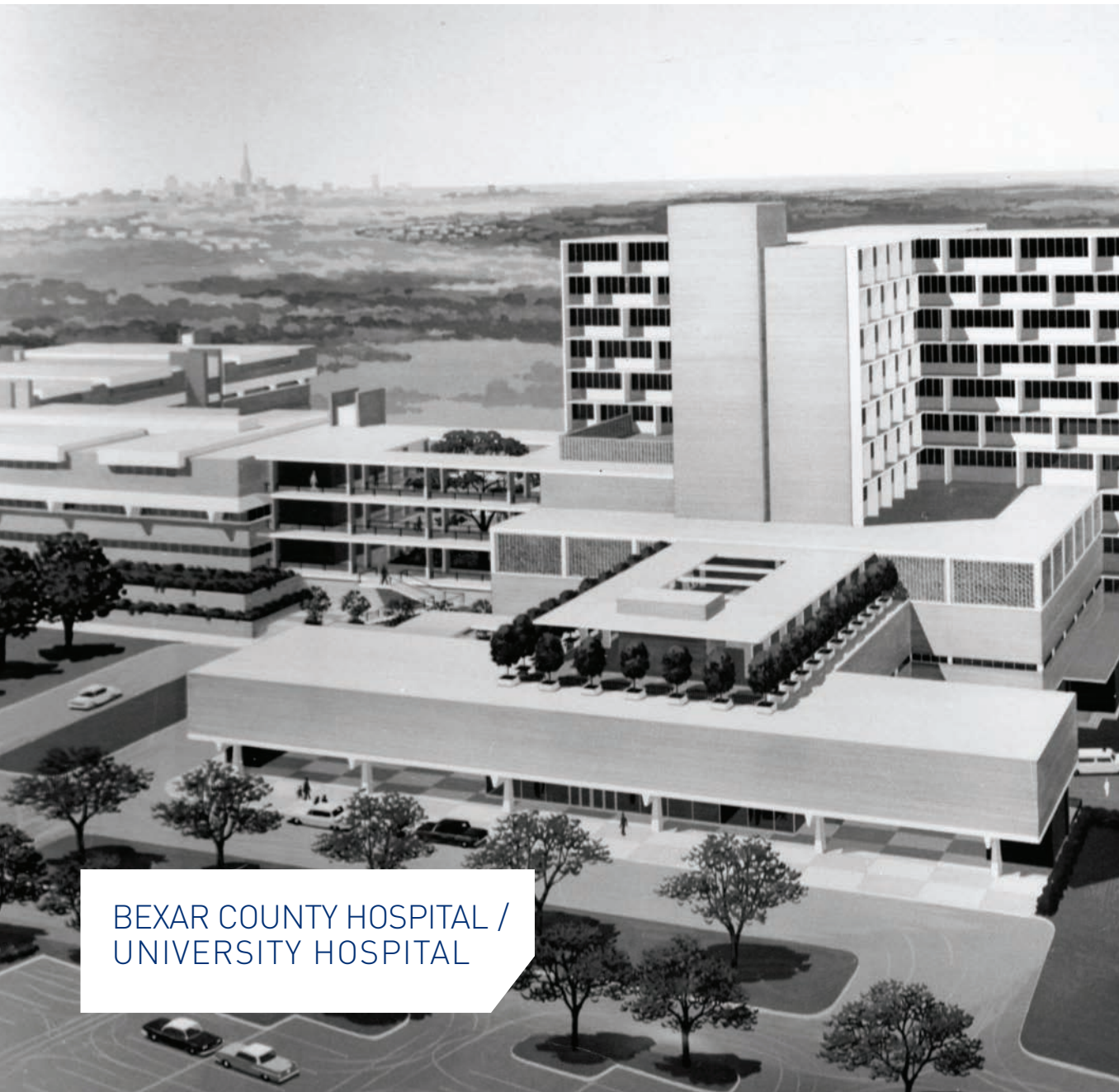
“The Court does therefore hereby declare that the proposition — that Bexar County shall be constituted a Hospital District to take over the San Antonio Bexar County Hospital System, and to furnish medical aid and hospital care, including geriatric care, to the indigent and needy persons residing in said Hospital District — was adopted by a majority of the legally qualified resident property taxpaying voters of Bexar County...”

Bexar County Commissioners Court Order

June 29, 1955, enabling the creation of the Bexar County Hospital District. The order followed a special election in which 72 percent of votes cast were in favor of the new district



CREATION OF THE
BEXAR COUNTY
HOSPITAL DISTRICT



BEXAR COUNTY HOSPITAL /
UNIVERSITY HOSPITAL

1968

“I join with great pride those who have worked so hard for this moment. That work has not been toward any selfish end, or toward any ambition, save the service of humanity. Here, life will begin for many, and for many it must inevitably end. We must all be grateful because in that space between life and death, this place will maintain life in good health.”

U.S. Rep. Henry B. Gonzalez

Nov. 9, 1968, at the opening of the new Bexar County Hospital — known today as University Hospital

1999

“It welcomes the rich and the poor, the young and the old. There is a strong medical need here, but this is a strong medical system.”

Mayor Howard Peak

May 8, 1999, at the opening of the Texas Diabetes Institute



TEXAS DIABETES
INSTITUTE



UNIVERSITY HOSPITAL
SKY TOWER



2014

“Inside these doors people will take care of people. It’s personal — and all of this new technology and systems are focused on putting patients’ needs first.”

Judge Nelson Wolff

March 29, 2014, at the opening of the Sky Tower at University Hospital

BEXAR COUNTY COMMISSIONERS COURT



Nelson W. Wolff
Bexar County Judge



Sergio "Chico" Rodriguez
Commissioner
Precinct 1



Paul Elizondo
Commissioner
Precinct 2



Kevin Wolff
Commissioner
Precinct 3



Tommy Calvert
Commissioner
Precinct 4

BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS



James Adams
Chair, Board of
Managers



Ira Smith Jr.
Vice Chair



Dianna M. Burns-Banks, MD
Secretary



Roberto L. Jimenez, MD
Immediate Past
Chair



Robert Engberg
Past Chair



Janie Barrera



Jimmy Hasslocher





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LOOKING BACK. THINKING BEYOND.

CELEBRATING A CENTURY OF SERVICE TO THE
PEOPLE OF BEXAR COUNTY, SOUTH TEXAS



The Robert B. Green Memorial Hospital opened its doors to patients with much fanfare on Friday, Feb. 2, 1917. An open house the previous day attracted some 5,000 people to tour what one newspaper called one of “the most modern and best-equipped institutions in the south.”

It was truly a community effort that led to its construction, with Bexar County and the city of San Antonio each contributing half of its \$250,000 cost to build. And when it was found that not enough money was left to properly furnish and equip the new hospital, Alexander Joske, owner of Joske’s Department Store, donated more than \$15,000 for its surgical and clinical rooms.

While it was conceived and founded as a hospital to serve the poor, it was apparent early on that the Green would care for the entire community. Dr. H. Philip Hill, the hospital’s first superintendent, explained to the Board of Managers in 1919: “Not only the needy and poor have benefited by the existence of the Hospital, but some of our citizens who are more fortunate in possession of this world’s goods have been materially helped in our emergency operating room and made well in the hospital after meeting with an accident, they finding the County and City Hospital ready to serve the public at all times.”

But the years that followed that promising start were rocky. Funding was uncertain, the medical needs were great and the Great Depression sapped the community’s resources. The Green struggled, lacking the funds to keep up its facilities and equipment. In 1947, the Robert B. Green closed its doors for a time, leaving open only a badly needed polio ward and a cancer ward — both funded by private charities.

The Green would reopen the next year, but it continued to struggle. Finally, in 1955, Bexar County voters overwhelmingly approved creation of the Bexar County Hospital District and a property tax to fund it,

making it one of the first hospital districts in Texas. Bexar County Commissioners approved its budget and appointed its Board of Managers.

In 1959, after years of communitywide efforts to bring a medical school to San Antonio, state lawmakers approved the construction of The University of Texas Medical School in San Antonio with the stipulation that a new, state-of-the-art teaching hospital be built next to the school.

In 1965, construction began on the \$15 million Bexar County Hospital — known today as University Hospital. Both were completed in 1968, affirming University Health System’s role in teaching future generations of healthcare professionals.

“AS UNIVERSITY HEALTH SYSTEM LOOKS AHEAD TO THE NEXT 100 YEARS, WE REMAIN COMMITTED TO HEALING, ADVANCING KNOWLEDGE AND DISCOVERY, AND PROMOTING THE GOOD HEALTH OF THE COMMUNITY.”

University Health System today includes more than two dozen primary care, specialty, preventive and school-based health centers throughout the community, including the Robert B. Green Campus — a multi-specialty outpatient center which includes a striking six-story clinical building that opened in 2013 alongside the original historic building. University Hospital still serves as the primary teaching facility for UT Health San Antonio. In 2014, the



million-square-foot Sky Tower was completed, providing one of the most beautiful and technologically advanced clinical facilities in the world for children and adults.

Both the Clinical Pavilion and Sky Tower were made possible with the approval by Bexar County Commissioners of a bond sale to fund the \$899 million Capital Improvement Project that would position University Health System to meet current and future needs. Commissioners this year approved a new phase of expansion that includes a Women and Children’s Tower to be built alongside the Sky Tower.

As University Health System looks ahead to the next 100 years, we remain committed to healing, advancing knowledge and discovery, and promoting the good health of the community. And above all, we strive to be compassionate professionals, fostering a culture of excellence and treating all who enter our doors with kindness and respect.

A YEARLONG CELEBRATION

It was a birthday celebration that continued throughout the year, as 2017 marked the 100th anniversary of University Health System. The Robert B. Green Memorial Hospital opened its doors on Feb. 2, 1917. And 100 years later on that same date, an anniversary reception took place under a massive white tent raised a few steps from the front door of the original hospital building. Elected officials and members of the community mingled “under the stars with staff and physicians — past and present — at the elegant, evening event. San Antonio’s Poet Laureate, Carmen Tafolla, read “You Were There,” a poem she composed for the occasion.

Artist Leticia Huerta created an anniversary poster unveiled at the event. And on a big-screen monitor just outside the tent, a video narrated by poet Naomi Shihab Nye described University Health System’s mission and values.

James Adams, chair of the Bexar County Hospital District Board of Managers, took the opportunity to talk about the people who bring University Health System’s mission to life.

“Healthcare is a public good — a special, sacred, humbling ministry,” Mr. Adams said. “Today, we’re not celebrating a building or an industry, but the sacred mission of real people. We honor the people engaged in this calling today, as well as all of those who served with us over the past century. Thank you for saving lives. Thank you for bringing your skills and knowledge to bear in ways that are compassionate and loving. We are all better because of you.”

Bexar County Commissioners Court passed a resolution marking the significance of the anniversary. Senate

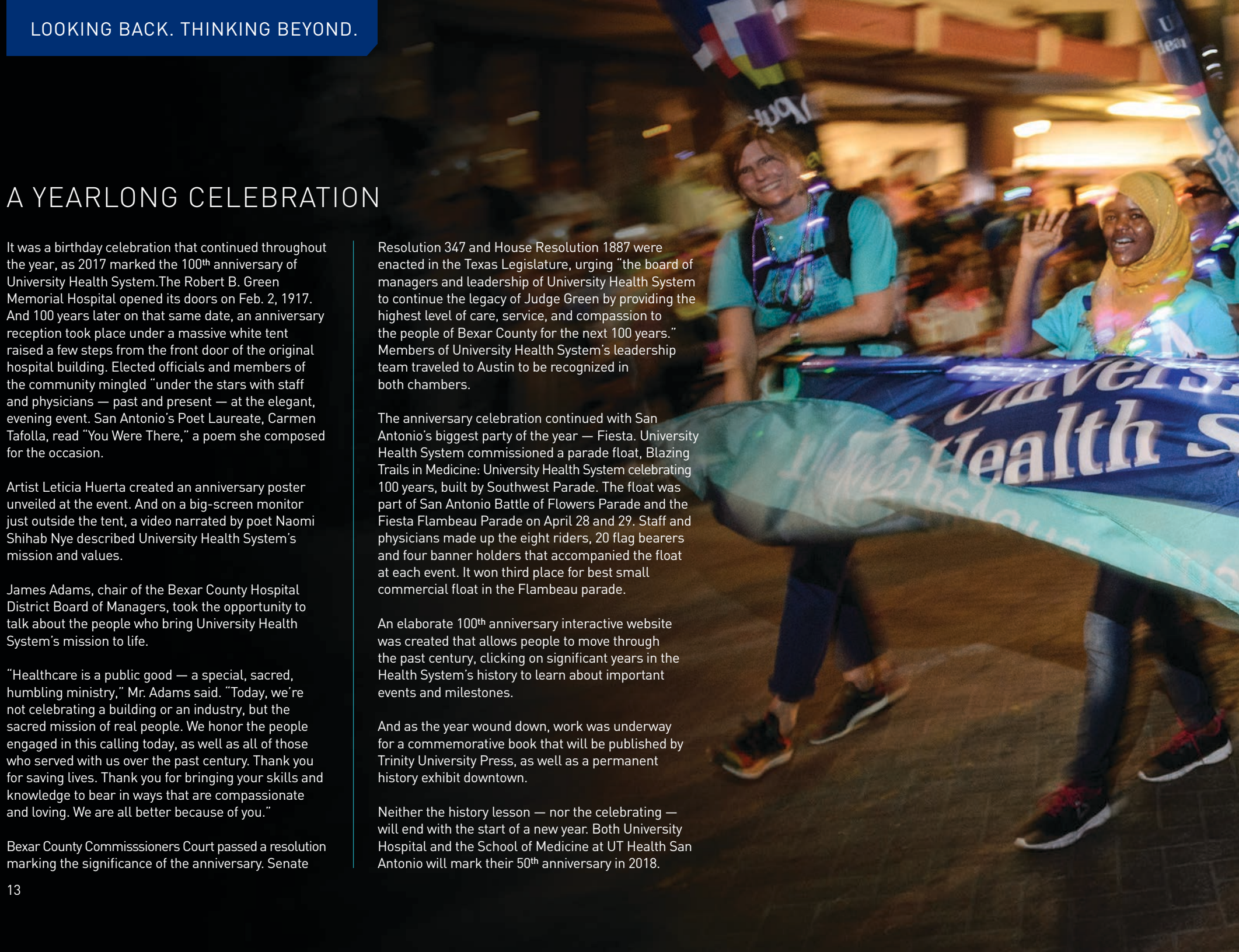
Resolution 347 and House Resolution 1887 were enacted in the Texas Legislature, urging “the board of managers and leadership of University Health System to continue the legacy of Judge Green by providing the highest level of care, service, and compassion to the people of Bexar County for the next 100 years.” Members of University Health System’s leadership team traveled to Austin to be recognized in both chambers.

The anniversary celebration continued with San Antonio’s biggest party of the year — Fiesta. University Health System commissioned a parade float, Blazing Trails in Medicine: University Health System celebrating 100 years, built by Southwest Parade. The float was part of San Antonio Battle of Flowers Parade and the Fiesta Flambeau Parade on April 28 and 29. Staff and physicians made up the eight riders, 20 flag bearers and four banner holders that accompanied the float at each event. It won third place for best small commercial float in the Flambeau parade.

An elaborate 100th anniversary interactive website was created that allows people to move through the past century, clicking on significant years in the Health System’s history to learn about important events and milestones.

And as the year wound down, work was underway for a commemorative book that will be published by Trinity University Press, as well as a permanent history exhibit downtown.

Neither the history lesson — nor the celebrating — will end with the start of a new year. Both University Hospital and the School of Medicine at UT Health San Antonio will mark their 50th anniversary in 2018.





YOU WERE THERE

CARMEN TAFOLLA

SAN ANTONIO POET LAUREATE

Deep in the heart of the city's downtown
Deep in the passion of caring
Deep in commitment to healing for all
Lifting the injured and dying
Wrapped in a vow to serve infant and elder,
to bridge races and cultures and tongues,
one small building began on its mission
to care for whoever would come.
And when they came as the wounded of war
or as refugees fleeing revolution
as victims of poverty or the fevered of a plague,
you opened your doors, and found them a bed.
When their home's cardboard walls leaked in icy drafts
When the midnight cough bled from pecan dust TB
When the babies were crying of hunger and terror
as influenza's pale fever burned on Mamá's head
your soul of a healer went forth without pause
Your compassion lent hope and strength.
When there was nowhere to go and no one to care,
You were there. You were there. You were there.
Old "Robert B. Green," New "University Health,"
The clinics and mobile units
The staff and admin leave a smile in the air
Past and present drink in the same purpose.
A century of nurses hold this patient's hand
A century of doctors consult
Each person's effort weaves into this tale
Each life, sending energy still.
El corazón del pueblo is a delicate thing
swiftly poisoned by apathy or cold
But our pueblo's heart, pumping bare on your palm,
beating strong, singing joy, singing life,
is grateful to you, who always were there
when the pain was extreme, and the heart in despair
when the child couldn't walk, and the wallets were thin
when the illness hit hard ... You were there.
This legacy strong, these goals held in trust
This spirit that's still here now
are all part of you, you who work and who serve
with no one turned away and no one left out
En el corazón del pueblo,
the heart of our town,
You are there. You are there.
You are there.

A NEW WOMEN AND CHILDREN'S TOWER, CENTERS OF EXCELLENCE FOR HEART CARE AND ENDOSCOPY

With the aim of taking an integrated approach to caring for women, children and premature babies, University Health System began planning this year for a new Women and Children's Tower at University Hospital.

The \$390 million project is the second phase of the Health System's Capital Improvement Program.

In addition to the new tower, the plan also finishes out shell space in the Sky Tower to include a new heart and vascular center equipped to provide the latest and most advanced heart and stroke therapies, and an advanced endoscopy center.

"University Health System serves one of the fastest-growing regions in the country," said George B. Hernández Jr., president and chief executive officer of University Health System. "This next phase of expansion will help us meet the future needs of our patients and provide these very important programs with facilities that are as beautiful and advanced as those in our Sky Tower."

Bexar County Commissioners Court in September approved a financing plan for the \$390 million project, which will be funded through the sale of certificates of obligation, capital reserves and a shift in some budgetary priorities.



The project will not require a property tax increase. The opening of the Sky Tower in 2014 and the expansion of the historic Robert B. Green Campus went a long way toward creating state-of-the-art clinical spaces and modern patient rooms for most of University Health System's signature programs, including heart surgery, neurosciences, transplantation and trauma. But unmet needs remained — partly because of the unanticipated return of UT Health pediatric specialists and their patients to University Health System after the Sky Tower was nearly complete.

The new tower will enable the pediatric unit on the seventh floor of the Sky Tower to become an adult inpatient unit as originally intended, allowing adult medical-surgical programs room for future growth as well. The most visible piece of the project will be the 250-bed Women and Children's Tower, to be built alongside the Sky Tower.

The idea is to create synergy between programs and services for both women and children.

The new outpatient Heart and Vascular Institute and an Advanced Endoscopy Center would occupy 43,000 square feet of shell space on the first floor of the Sky Tower.

In addition to providing a high level of care for those in our community, these projects will strengthen the training programs of UT Health San Antonio and its ability to attract and retain highly qualified physicians — who in turn will train future generations of physician experts, building a larger and stronger network of providers in South Texas.

The estimated completion date of the Women and Children's Tower is 2022.



A NEW HEALTHCARE CENTER FOR FAMILIES TAKES SHAPE

Set to officially open in 2018, the Dr. Robert L.M. Hilliard Center is University Health System's newest, state-of-the-art clinic, one that will bring much-needed health services to those living and working on the city's East Side. The \$8 million, 12,000-square-foot center, located on a two-acre site provided by the San Antonio Housing Authority, or SAHA, will offer primary care for adults and children.

A news conference announcing the project took place in June 2014. And in October 2016, a groundbreaking ceremony attended by hundreds was held on the two-acre site near Interstate 35 and Walters Street.

The Hilliard Center is the first University Health System facility named in honor of a person since its founding hospital opened downtown as the Robert B. Green Memorial Hospital in 1917, and the Green's outpatient clinic was named for philanthropist Lady Brady in 1978.

Dr. Hilliard, who died in 2014 at the age of 83, was a pioneering physician who delivered more than 14,000 babies over the course of his distinguished career. He also had significant ties to both University Health System and SAHA. He was the first African-American physician to receive specialty training at the Robert B. Green Memorial Hospital. And he was past chair of the San Antonio Housing Authority.

The idea to name the center after Dr. Hilliard began with Bexar County Commissioner for Precinct 4, Tommy Calvert. It was strongly endorsed by members of the Board of Managers.

"It's really impossible to measure the impact he had on the lives of his patients, the babies he brought into this world, and the many students and physicians he mentored," said Board of Managers Secretary Dr. Dianna Burns-Banks, a longtime friend and colleague of Dr. Hilliard.

"We are proud to honor Dr. Hilliard's service and legacy as we deepen our roots on San Antonio's East Side," added Vice Chair Ira Smith Jr.

The new family health center is funded in part by the Texas 1115 Medicaid Waiver. The Housing Authority, led at the time by Lourdes Castro Ramirez — who today is president of the University Health System Foundation — agreed to provide land for the facility.

The Hilliard Center will complement a number of initiatives underway on the city's East Side. In 2014, President Barack Obama had just declared it one of five U.S. Promise Zones, as the United Way of San Antonio and Bexar County was awarded a \$24.6 million Promise Neighborhood grant to spur community development and improve education. The San Antonio Housing Authority received a \$29.7 million federal Choice Neighborhood grant to revitalize the community.



CARELINK MARKS 20 YEARS OF MAKING AFFORDABLE CARE AVAILABLE TO THOSE IN NEED

The idea 20 years ago was to provide better care to those who couldn't find affordable health coverage, while being good stewards of University Health System's finances.

That idea led to the creation of CareLink, a financial assistance program for qualified Bexar County residents — one that has been cited in national journals for its innovative and compassionate approach to providing low-cost healthcare to the uninsured, and praised by those on both sides of the political divide.

University Health System's CareLink program celebrated its 20th anniversary this year. The program

gives low-income families — the vast majority of them headed by working adults — affordable access to a family doctor, specialty and hospital care when needed, preventive care and medications. Members pay for services they use based on family size and income.

"CareLink provided a discipline in the way we provided care to the indigent," said George B. Hernández Jr., president and chief executive officer of University Health System, who was one of the architects of the program. "People ask, is it insurance? No, it's not insurance. But people think it's insurance because of the way we provide care to them."

CareLink is available to Bexar County residents earning 200 percent or less of the federal poverty level — currently \$49,200 a year for a family of four — who don't qualify for or can't afford coverage elsewhere.

Throughout its 100-year history, University Health System has offered care to the sick, regardless of their ability to pay. But from its launch in 1997, CareLink created a model that starts with connecting the

patient to a nearby medical home. A family doctor manages the patient's care with the aim of preventing illness and avoiding unnecessary and expensive emergency department visits.

The program created a schedule of benefits and requires that patients contribute a monthly payment for the care they receive according to their ability to pay — even if it's only a few dollars. And because CareLink documents its patients' incomes and residency, the program is able to work easily with the pharmaceutical industry to qualify patients for special discount programs, making expensive drugs available to those who need them.

Mark A. Hall, director of health law and policy at Wake Forest University School of Law, who has studied and written about CareLink, wrote in an analysis for the Robert Wood Johnson Foundation: "CareLink has succeeded in providing low-income, uninsured residents good access to a full range of medical services based in primary care medical homes, regardless of citizenship. Impressively, its costs to the county and its hospital system are half that of comprehensive insurance."

As a result, CareLink has provided a consistent level of care in good economic times and bad. Dr. Roberto Villarreal, senior vice president for research and information management, who oversees the program with executive director Virginia Mika, notes that the number of CareLink members rose from about 40,000 members in 2004 to more than 70,000 at the peak of the Great Recession four years later. It fell again as the economy improved.

With the Affordable Care Act, the number has dropped to about 25,000, with those earning enough to receive subsidies now able to buy insurance on the federal exchange. But because Texas did not expand Medicaid as the law intended, those earning 100 percent or less of the federal poverty level remain uninsured — with CareLink as a vital lifeline.



EXPERT CARE FOR CHILDREN'S EMERGENCIES — BIG AND SMALL

While it's not the main entrance, emergency departments often are described as a hospital's "front door" by those who take care of patients. And in August 2016, University Hospital opened a new front door for children.

University Hospital's Children's Emergency Department quickly established itself as a place for children with any kind of medical emergency — from worrisome middle-of-the-night fevers, to the kinds of urgent problems that can develop quickly in children with complex or chronic medical conditions.

University Children's ED is staffed by board-certified emergency medicine physicians and pediatric emergency medicine physicians. And it has a wide range of UT Health San Antonio pediatric subspecialists available around the clock to provide continuity of care for children with chronic or ongoing medical conditions such as asthma, cancer or congenital heart defects, or to offer expert guidance when a serious problem is diagnosed.

University Children's Emergency Department's biggest strength is that it is part of an academic

program with a commitment to evidence-based medicine, said Dr. Daniel J. Dire, founding medical director of the Children's ED and clinical professor of pediatrics and emergency medicine at UT Health San Antonio.

"We try to stay on the cutting edge of what's going on in our specialty," Dr. Dire said. In addition, the region's only Level I pediatric trauma center and burn program is located just steps away in case a minor injury or burn turns out to be a bigger problem.

As a new emergency department, University Children's ED is equipped with plenty of state-of-the-art technology, including bedside ultrasound, GlideScope video laryngoscopes that provide real-time views of the patient's airway, and large-screen monitors in rooms to display those airway procedures, as well as vital signs, electronic medical records and radiology images.

Dr. Dire, a major general and flight surgeon in the U.S. Army Reserve, assembled a team that is skilled in providing fast and expert care to kids.

"The pediatric emergency physicians are all trained and credentialed in pediatric moderate and deep sedation," Dr. Dire said. "We can sedate kids down here for fracture reductions and other procedures that ordinarily might have to go to the operating room in another facility."

Because of the connection to an array of pediatric subspecialists from UT Health, University Children's ED tends to see patients with a higher level of acuity than other children's ERs, Dr. Dire said. Families of kids with chronic or complex illnesses are directed to go there if and when urgent problems develop.



TREATING THE VICTIMS OF A SENSELESS ACT

Members of University Hospital's trauma team got the alert from Medcom on a Sunday afternoon in November: Prepare for the arrival of large numbers of victims from a mass shooting in the small town of Sutherland Springs, about 30 miles southeast of Bexar County.

A gunman had systematically opened fire on congregants of the First Baptist Church, killing 26 people and injuring 20. Nine of those 20 patients — five adults and four children — were brought to

University Hospital. Another eight were taken to the region's other Level I trauma center, Brooke Army Medical Center.

In one sense, it was fortunate that a team of reviewers from the American College of Surgeons was at University Hospital on that day in connection with a renewal of its Level I trauma center designation. Seven trauma surgeons were present to meet with them — an unusually large number for a Sunday. Those surgeons, working with a highly trained and experienced team of nurses and technical staff — were ready to treat the patients as they arrived.

Many members of the trauma team are former military members with combat experience. The team had also trained for mass casualties. Even so,

the number of injured, the savagery of the attack involving high-velocity ammunition, and that so many of the victims were children, weighed heavily on the team. So did the fact the shootings took place in a house of worship.

One young patient died after reaching the hospital. Others required multiple surgeries.

The following day, Dr. Brian Eastridge, chief of trauma and emergency surgery, stood in University Hospital's lobby before more than a dozen local, national and even international news cameras. A news conference had been planned for weeks to honor a group of San Antonio Fire Department first responders who had saved the life of a young man shot three months earlier, using hemorrhage control methods that the trauma team had been working to teach people from all walks of life as part of the Stop the Bleed campaign.

The idea behind Stop the Bleed is that in a mass casualty situation, bystanders with a few basic skills can keep the badly injured from bleeding to death until help can arrive.

"As yesterday's terrible shooting in Sutherland Springs show us — along with the many other mass casualty events that occur much too often throughout our country — we can never know when these important skills will be needed to save lives," Dr. Eastridge said.

Other trauma centers across the country that had experienced similar mass casualty events sent food and messages of support to our trauma team. Dozens of physicians and staff from the Medical Center of Aurora, Colo., where a gunman opened fire in a crowded movie theater, killing 12 people and wounding 70 others in 2012, signed a large banner that read: "Our (hearts) are with you."

Ordinary people also stepped forward. More than 300 local members of our community — compelled to help in the wake of that senseless act — showed up throughout the week to roll up their sleeves to donate blood.

PUTTING DOCTORS CLOSE TO WHERE PEOPLE LIVE

University Medicine Associates is one of the largest provider groups in the region, with more than 150 physicians, nurse practitioners and physician assistants providing care to patients in more than 22 locations in the San Antonio area.

And as the community continues to grow, so does University Medicine Associates, or UMA — with a new location along the fast-growing Northwest corridor. While it began as a collection of primary care providers, it is quickly adding specialists throughout the community.

Previously known as Community Medicine Associates, it adopted the UMA name in late 2016 to better align itself with University Health System, which created the group practice in 1999 to improve access to primary care throughout Bexar County.

Today, UMA stands on its own as a major presence in the medical community.

“We provide highly integrated, patient-centered care in neighborhoods throughout Bexar County,” said Dr. Monika Kapur, a family medicine physician and president and CEO of UMA. “Our University Health System family health centers and clinics are designed to be convenient, both in terms of location and — especially in our larger centers — the on-site availability of all types of services, from imaging and labs to specialty care.”

UMA provides care to those enrolled in University Health System’s CareLink program, which offers financial assistance to eligible Bexar County residents unable to get affordable health coverage. But almost 73 percent of UMA patients are covered by Medicare, Medicaid or with private insurers such as Aetna, Blue Cross Blue Shield of Texas, Community First Health Plans, Humana, Superior, United Compass and WellMed.



UMA is home to one of the largest endocrinology practices in South Texas with eight board-certified endocrinologists on staff — most of whom are based at University Health System’s world-renowned Texas Diabetes Institute.

With 46 family and internal medicine physicians and 17 general pediatricians supported by advanced practice providers, primary care still makes up the largest segment of UMA providers.

The list of UMA specialists is growing and also includes pediatric specialties, obstetrics and gynecology, cardiology, psychiatry, rheumatology, wound care, skin care and sleep medicine.

“For patients, there’s a big benefit to being part of a large health system,” Dr. Kapur said. “We’re in their community, their neighborhood. We have great providers, great facilities and a commitment to offering the best evidence-based care in a family-friendly environment.”

THE HIGHEST LEVEL OF CARE FOR PREMATURE AND VERY SICK BABIES

University Hospital is now designated as a Level IV neonatal intensive care unit by the Texas Department of State Health Services. Level IV signifies the highest level of care available for premature and very sick babies.

While University Hospital's NICU has offered that level of care they can deliver, state law now requires the Texas Department of State Health Services to designate both neonatal and maternal hospital programs according to the level of care they can deliver by March 2018.

The law also for the first time requires hospitals to pass a rigorous site visit by experts to verify those capabilities. Just two hospitals in San Antonio have received the Level IV designation by the state.

Just two hospitals in San Antonio have received the Level IV designation by the state. University Hospital's 58-bed NICU is the first in South Texas to be verified by the American Academy of Pediatrics, which found no deficiencies. The NICU treats about 600 infants a year from throughout the state.

"There is nothing more fragile and precious than a critically ill newborn — whether it be a 1-pound premature baby born four months early, or a full-term newborn requiring emergent surgery," said Dr. Steven Seidner, medical director of the NICU at University Hospital and professor of pediatrics at UT Health San Antonio.

"There is ample evidence that the outcomes of these babies are optimized in neonatal intensive care units that have neonatologists, pediatric subspecialists and surgeons who are available day and night. This comprehensive physician team can achieve greatness

when nurses, pharmacists, respiratory therapists, dieticians, therapists, case managers and social workers with neonatal expertise complete the team."

Staff and physicians are passionate about supporting these tiny patients and their families. Two technologies, Angel Eye and Baby Chat, allow families to see and speak to their babies from elsewhere in the hospital, or across the state. Angel Eye was funded by the University Health System Foundation.

A technology called ECMO, or extracorporeal membrane oxygenation, is available to keep very sick babies alive by temporarily replacing the functions of their lungs. And a dedicated pediatric transport team is on call at all times to transfer babies from outlying

hospitals by air or land — including by University Health System's custom-designed NICU ambulance, which is equipped with a wider cab to accommodate a transport incubator, and two large tanks needed to provide the correct mix of oxygen and air to premature babies on long trips.

Specialized programs continue care long after the baby has left the NICU. The Premiere Program follows premature infants at risk of developmental delays through preschool years, evaluating them every three to six months for growth, neurological, and developmental problems. And the NICU Graduate Clinic offers special follow-up care from a team of specialists over the first two years of the baby's life.



WHEN THE ZOO COMES TO YOU — IN THE HOSPITAL

What better way to take your mind off being in the hospital than lions, tigers and bears?

University Children's Health, the pediatric treatment and innovation arm of University Health System, was selected to receive the San Diego Zoo Kids closed-circuit television channel in early 2017. The channel has programs produced exclusively for medical facilities that serve pediatric patients and their families.

Businessman and philanthropist T. Denny Sanford funded the creation and development of the channel, and while a gift from National University, a private, nonprofit university in San Diego, made the channel

available on TV monitors in every patient room at University Hospital, as well as in waiting areas.

"San Diego Zoo Kids is a remarkable and helpful diversion for kids in the hospital, keeping their minds off their illness or injury," said Michael Roussos, administrator of University Hospital. "It makes them feel better and heal better. We're very happy to have been selected to be part of this great partnership with the San Diego Zoo and our own San Antonio Zoo."

The San Diego Zoo Kids channel offers up-close video encounters with animals, stories about caring for animals, quizzes about animals and habitats, and a wide variety of short video vignettes hosted by San Diego Zoo Global ambassador Rick Schwartz. Viewers can see video from the San Diego Zoo's famous Panda Cam and other online cameras. The channel also features animal stories from the San Antonio Zoo and more than a dozen accredited zoos and aquariums in North America.

"We are extremely excited to partner with the San Diego Zoo to share our passion for animal care, education and conservation with kids at the University Hospital in San Antonio," said Tim Morrow, chief executive officer and executive director of the San Antonio Zoo. "This is yet another example of how our zoos continue to inspire people, and more importantly our littlest fans, to love, engage, act and protect animals and the places they live."

In late 2017, University Children's Health and University Health System became the exclusive healthcare partner for the San Antonio Zoo.

San Diego Zoo Kids debuted in 2013 at Rady Children's Hospital in San Diego. Since then, it has been installed in 82 children's hospitals and Ronald McDonald Houses in 27 states across the United States, and in facilities in Mexico, Canada and Australia.

MAKING A LIFESAVING OPERATION EVEN SAFER

The ability of surgeons to repair congenital heart defects in very young patients is one of modern medicine's great advances. Both surgical techniques and technology have improved over the years so that these very sick kids are surviving and living long, productive lives.

Dr. Andrew Meyer is working to make that surgery even safer. Dr. Meyer, a pediatric critical care specialist

who also is a biomedical engineer, is taking aim at a complication that can arise when some patients are hooked up to a heart-lung bypass machine — the device that makes open heart surgery possible.

These machines do the work of the heart and lungs while surgery is underway, pumping blood throughout the body while adding oxygen to it.

In a small percentage of those patients, abnormal bleeding and clotting can occur. That raises the risk of heart attack, stroke and other problems.

"I think the pumps we have are pretty good," said Dr. Meyer, assistant professor of pediatrics at UT Health San Antonio. "I don't think we yet understand the patient's response to the pumps. I want to know how I can treat that response with better drugs and better therapies to prevent complications."

Dr. Meyer, whose research has involved analyzing blood samples from patients at University Hospital during bypass surgery, believes he has a pretty good idea of why the abnormal bleeding and clotting occurs. Now he's looking at ways to correct the problem.

During the artificial pumping process, platelets — the blood cells that help form clots to stop bleeding — throw off tiny microparticles. While researchers have known about these microparticles for a while now, it's only recently that the technology has been available to study them.

Dr. Meyer said these microparticles accelerate clotting by producing a substance called phosphatidylserine that binds the clot together. The faster the pumping, the more microparticles are produced. When the machine turns the work of pumping back over to the heart, the microparticles gradually are cleared from the body.

Dr. Meyer — who also studies the phenomenon in adults in collaboration with researchers at the San Antonio Military Medical Center — will be looking next at potential therapies that might be used to prevent clotting by interfering with these microparticles.

He was one of seven researchers who received part of nearly \$1.1 million in funding for congenital heart defect research from the American Heart Association and the Children's Heart Foundation.



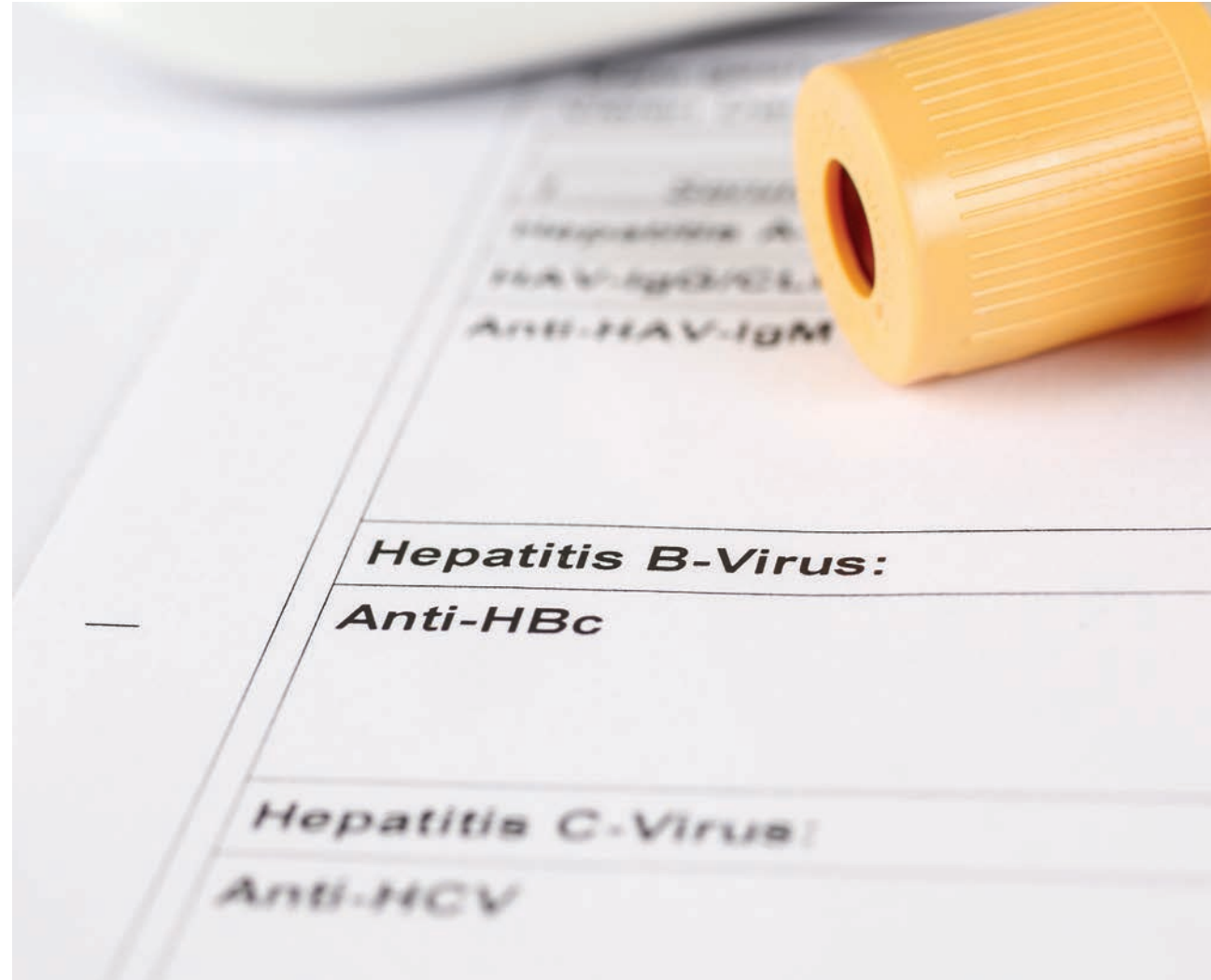
TAKING AIM AT A SOUTH TEXAS SCOURGE

South Texas has the dubious — and tragic — distinction of having the highest incidence of liver cancer in the nation. A major reason is hepatitis C.

Baby boomers are at particular risk of hepatitis C. Those born between 1945 and 1965 have more than twice the rate of hepatitis C infection as the nation as a whole. Hispanics are also at higher risk.

New medications have revolutionized the treatment of hepatitis C, but early detection is critical to saving lives. A \$1.24 million grant from the Cancer Prevention & Research Institute of Texas, or CPRIT, is helping University Health System increase screening for the virus, and ultimately prevent the development of liver cancer in this population.

Dr. Roberto Villarreal, senior vice president of research and information management at University Health System, is principal investigator of the project, called the Hepatitis Viral Infection and Systematic Treatment Program, or HepVISTA. Dr. Anna Taranova, executive research director, serves as program manager.



The program, in collaboration with UT Health San Antonio, expands screening for hepatitis C, provides education to both patients and healthcare providers, and develops culturally and linguistically tailored patient navigation that helps eliminate barriers to care.

Preventing new cases of liver cancer will reduce healthcare costs in the long run, Dr. Villarreal said.

It is the eighth grant awarded by CPRIT to University Health System for cancer prevention since 2010, for a total of almost \$9 million. Other projects have

included a breast and cervical cancer education and outreach initiative, as well as a Colorectal Cancer Screening Male Navigation Program to help increase colorectal cancer screening through a public awareness campaign and a professional education training program.

CPRIT was created by the Texas Legislature in 2007 with the passage of Proposition 15, authorizing the sale of bonds to fund up to \$3 billion in cancer research in Texas over a 10-year period.

A SAFER WAY TO REPAIR HEARTS AND REDUCE THE RISK OF KIDNEY DAMAGE

More than a million catheterizations to repair the heart and its vessels are performed in the United States each year. The ability of doctors to thread catheters and stents through blood vessels has transformed medicine — providing patients with an alternative to big incisions and long recovery times.

But for some patients with kidney disease, those catheter procedures can be risky. Contrast dye, used to allow doctors to see blockages and other problems, can be toxic. Healthy kidneys can flush the dye out of the body quickly after a procedure. But for patients with poorly functioning kidneys, the dye can linger and do further harm.

New technology for the first time is allowing doctors to monitor and control how much dye is injected into the patient with considerable precision. Dr. Anand Prasad, an interventional cardiologist and associate professor of medicine at UT Health San Antonio who practices at University Health System, was the first in the United States to use the new technology and has been working with the company for several years.

“Traditionally, the amount of dye that’s used during a cardiac procedure is estimated,” Dr. Prasad said. “There’s no accurate accounting for dye like there is for things like radiation exposure or blood loss. That’s one problem. Second, we don’t have a lot of technologies that decrease the amount of dye you’re giving patients during these procedures. This new technology actually does both.”

The device, called the DyeVert Plus, uses Bluetooth wireless signals to transmit information from the syringe to a monitor that provides real-time tracking of how much dye is used. It can be programmed to remind the operator of the maximum amount of dye that should be used according to expert guidelines based on the patient’s age, gender, weight and medical condition. The device is made by Osprey Medical, a Minnesota-based company.

Early tests of the device involving physicians in Germany and Italy showed a 44 percent reduction in

the use of dye. Studies conducted by Dr. Prasad at University Hospital have shown that the dye monitor is more accurate than a physician’s estimation of the contrast dye volume used during a case.

Dr. Prasad said that kind of reduction will allow more patients with kidney disease to undergo these procedures with reduced risk of kidney injury. That’s particularly important in a region such as South Texas where high rates of diabetes go hand-in-hand with impaired kidney function.



FUSION-GUIDED PROSTATE BIOPSY TAKES THE GUESSWORK OUT OF PROSTATE CANCER TESTING

For most men who undergo a biopsy for prostate cancer, the tiny samples of tissue the doctor removes for testing are based on an educated guess as to where in the prostate that cancer is most likely to be lurking.

That means a standard biopsy can miss some prostate cancer cells.

“I would describe it like the game of Battleship,” said Dr. Michael Liss, an assistant professor of urology at UT Health San Antonio who practices at University Health System. “That’s kind of where you put the needle: A-1, A-2, B-1, B-2. The samples are taken from regions in the prostate like a grid. There’s no targeting of worrisome areas simply because they’re difficult to see with the standard ultrasound we use.”

A more precise method of prostate biopsy, called fusion-guided biopsy, is now available at University Health System. And while it’s currently reserved for more complex cases, Dr. Liss is heading research studies to determine if fusion-guided biopsy might be worthwhile for a much broader group of patients.

The fusion technique begins with an MRI — a test that uses a strong magnetic field to produce clear computer images inside the body, and can more precisely locate abnormal cells in the prostate. The fusion technology allows the doctor to merge those downloaded MRI images with the live ultrasound images routinely used during prostate biopsies, creating a three-dimensional live image on a monitor. That image allows the doctor to see exactly where those suspicious cells are during the procedure and place the biopsy needle accordingly.

University Health System recently acquired the technology at its Robert B. Green Campus. It is currently used for patients suspected of having prostate cancer, even though no cancer has been found after one or more standard biopsies.

“This tool allows me to be more accurate and more confident that we did not miss anything on their biopsy,” Dr. Liss said.

Two different research studies of fusion-guided biopsy are underway at University Health System. One study includes men who have opted to monitor their prostate cancer, rather than treat, and are due for another biopsy.

The other is a study for men who have low or prostate-specific antigen, or PSA, test scores, but also have other biomarkers that put them at high risk for prostate cancer.





A NURSING CAREER WITH LESS STUDENT DEBT

Nurses are critical to University Health System's mission of providing high-quality, patient-centered care. To attract, retain and support those nurses, a number of innovative programs have been introduced here in recent years.

Finding nurses isn't easy — and it isn't going to get easier. With an aging U.S. population, experts warn that the nation is going to need a lot more nurses than it currently has. Unfortunately, the cost of a nursing degree can be an impediment, with new nurses often entering the labor force saddled with thousands of dollars in student debt.

The Registered Nurse Student Loan Repayment Program at University Health System is unique among San Antonio-area health systems, and rare throughout the country. Only 4 percent of employers in the United States offer student loan repayment programs, according to the Society of Human Resources.

The program, supported in part through the University Health System Foundation, offers student debt repayment to those with existing debt from earning a Bachelor of Science in Nursing degree. Both new hires and current employees are eligible.

"We think that by helping to reduce the burden of student loans, we can also help nurses secure their financial future," said Andrea Casas, executive director of human resources at University Health

System, who added that the program will address one of the biggest financial concerns of millennials.

University Health System, which employs more than 1,500 staff nurses, also offers nursing scholarships and a generous tuition reimbursement program for employees who continue their education on the job. To better prepare new nurses for the real-world challenges they face, it also has a yearlong Nurse Residency Program that attracts applicants from across the country.

University Health System was the first health system in South Texas to earn Magnet designation by the American Nurses Credentialing Center — the gold standard of nursing excellence.

TEACHING THE COMMUNITY TO SAVE LIVES IN A CRISIS

A life-threatening injury can happen anywhere. When it does, the closest help is almost always a bystander — whether it's a friend, a family member or a complete stranger.

In January 2017, University Health System launched Stop the Bleed — a communitywide effort to train people how to control bleeding in an emergency, developed by the American College of Surgeons.

The free 90-minute class teaches the basic skills needed to stop major blood loss until EMS arrives.

"It's not designed to make everyone a trauma surgeon," said Dr. Brian Eastridge, trauma medical director at University Hospital and professor of surgery at UT Health San Antonio. "It's designed to give everyone, regardless of your skill level, regardless of your profession, information on how to stop bleeding."

And while keeping a first aid kit containing gloves, gauze and a good tourniquet in your car trunk or backpack is helpful, Dr. Eastridge said people should know "simple ways to manage bleeding, even with the tools you have at hand — even if you have no special tools."

THE ABCS OF STOP THE BLEED ARE:

- ▶ A — Alert (call 9-11 for help, or get someone nearby to do so)
- ▶ B — Bleeding (find the source and determine if it's serious)
- ▶ C — Compress (apply pressure to the wound. This can involve using gauze or cloth — a T-shirt



or towel will do if necessary — and applying pressure with both hands, packing an open wound or using a tourniquet if appropriate)

The course shows how to recognize if a wound is serious, the proper techniques to pack an open wound or use a tourniquet, and other lifesaving skills. Members of the trauma team offer free classes at University Hospital on the first Monday of every month, as well as special courses — including an April class with more than 100 Northside Independent School District nurses. Community organizations, churches, schools and businesses can request a

trainer to come to their location to teach the course to groups. These sessions can be requested online at StopTheBleedTx.org.

The campaign also works to make trauma first aid kits more available to individuals and in public buildings. These kits often contain a recommended tourniquet, hemostatic or regular gauze, protective gloves and other items.

University Health System developed the program locally in partnership with the Southwest Texas Regional Advisory Council.

THE RIGHT CARE AFTER A KIDNEY TRANSPLANT

Kidney transplants have become a fairly common procedure, with more than 19,000 performed across the country last year — a number that has grown in each of the last four years.

But as more transplants have successfully transformed the lives of those receiving new kidneys, it also means that more community physicians — most of whom lack special training in transplant medicine — take care of them after an initial period of follow-up care at transplant centers.

Managing the care of transplant patients is complex. They must take a number of medications and follow dietary advice to avoid rejection of their new kidney. That care becomes even more complicated if patients have other medical conditions requiring treatment that might interfere with their transplant recovery.

University Transplant Center, a partnership of University Health System and UT Health San Antonio, began publishing easy-to-follow guidelines for the treatment of adult kidney transplant patients. The guidelines are aimed at making the complex care of these patients more standardized and understandable both for its team and for the doctors who take care of patients after they've completed several months of follow-up visits with the transplant staff.

“These are very user-friendly protocols,” said Dr. Suverta Bhayana, a nephrologist with University Transplant Center who co-wrote the new guidelines. “So if you have a patient with a kidney transplant and high blood pressure, it tells you how to manage their pressure differently from somebody else. Or if they have diabetes, management might be a little different in a transplant population.”



The guidelines, co-written by nephrologist Dr. Rupal Patel, will be reviewed and updated every six months to make sure they include the most recent research findings and expert consensus.

The outcomes of patients who receive kidney transplants across the nation are updated and publicly reported every six months by the Scientific Registry of

Transplant Recipients, ensuring patients in need of transplantation can make informed decisions when selecting a transplant center.

University Transplant Center's kidney transplant program has among the best outcomes in Texas — its one-year survival rates are the best in San Antonio and fourth-highest statewide.

A CHAMPION FOR THOSE ON THE FRONT LINES OF HEALTHCARE

University Health System's learning and staff development programs are among the best in the country, frequently cited among corporate giants such as Kimberly Clark, Hilton and IBM. And in 2017, the Health System picked up another prestigious honor.

University Health System was selected as one of four Frontline Healthcare Worker Champions by CareerSTAT, a network of healthcare leaders promoting investments in the skills and careers of those on the front lines of medicine

Frontline workers, according to CareerSTAT, are the backbone of any healthcare organization, providing care and support to patients and families. They represent half of the healthcare workforce.

CareerSTAT is an employer-led initiative of the National Fund for Workforce Solutions. Its benefactors include The Joyce Foundation and the W.K. Kellogg Foundation. This was the fourth year for its Frontline Healthcare Worker Champions awards.

Judges selected University Health System for its efforts to recruit underrepresented members of the community when hiring for frontline positions, including non-English speakers, immigrants and refugees.

"Good organizations know that their greatest assets are the people they employ," said George B. Hernández Jr., president and CEO of University Health System.



"The very best organizations work to help their staff members succeed in improving their skills and reaching their career goals. At University Health System, we have developed workplace learning programs aimed at lifting any and every member of our staff — including and especially those providing frontline care to our patients."

Among University Health System's many programs, CareerSTAT cited an on-the-job learning and career development system known as ECHO (Expanding your Career and Health Opportunity). ECHO gives frontline workers the chance to move into more advanced roles within the organization.

Some 917 frontline workers and community members participated in at least one workforce development or skill-building program within the Health System in 2016. That's a major reason why staff turnover was 14.9 percent, compared to a statewide rate of 19.1 percent for healthcare organizations, judges said.

Other organizations named Frontline Healthcare Worker Champions were Hebrew SeniorLife in Boston; Mercy Health System in Missouri, Oklahoma, Arkansas and Kansas; and Ochsner Health System in New Orleans.

UNIVERSITY HEALTH SYSTEM STEPS UP TO PROVIDE RELIEF TO HURRICANE HARVEY VICTIMS

The historic devastation caused by Hurricane Harvey to parts of Texas only reinforced our community's reputation for generosity in times of need. That was also true of the staff and physicians of University Health System, who provided comfort and care to those left homeless by the storm's winds and floodwaters, which struck Rockport and other coastal communities on Aug. 26, then circled back to hit the Houston area with devastating floods over the next two days.

As the realization of the storm's potential destructiveness became apparent, University Health System began preparing for potential storm threats to our area. When the storm's path veered east, mostly sparing San Antonio, attention turned to helping others.

Following massive evacuations of coastal communities, more than 60 staff members provided medical screening and care to more than 1,000 evacuees at area shelters. Nurses worked 12-hour shifts around the clock. Providers from University Medicine Associates and UT Health San Antonio joined them to provide daytime coverage.

These teams helped to monitor shelter guests with chronic medical conditions, refilled prescriptions for medications that ran out or were left behind, and provided care for acute illness and injury.

Two staff members were present at all times throughout the ordeal at the Southwest Regional Advisory Council's Regional Medical Operations Center, which is activated during disasters to coordinate the distribution of patients to area hospitals. University Hospital accepted 20 patients from hospitals in Corpus Christi and Victoria. In addition, three babies were born at the hospital to mothers who sought refuge in local shelters.

Other staff members asked what they could do to help. In response, the University Health System Foundation established a Hurricane Harvey Fund. The "Compassion Rises with the Tide: UHS Lends a Hand" campaign collected donations from staff. Two thirds of those funds were dedicated to the San Antonio Food Bank, the official coordinating agency in support of Hurricane Harvey relief work in our community. The rest went to the Animal Defense League of Texas to help care for animals displaced by the storm.

And when calls for blood came from areas hardest hit by Harvey, University Health System launched an appeal for blood to ensure local supplies would not be disrupted. The weeklong appeal, publicized by KSAT 12, ended with a blood drive in University Hospital's lobby. In all, 271 donors stepped forward.





University
Health System



A PARTNERSHIP FOR GOOD NUTRITION

When the San Antonio Food Bank officially unveiled its new Mobile Mercado — a demonstration kitchen and grocery store-on-wheels — it wasn't surprising that it chose University Health System's Texas Diabetes Institute, or TDI, for its debut.

TDI and the Food Bank have been strong partners with a common goal — to improve health through good nutrition. Diabetes is a major problem in San Antonio

and South Texas, made worse by the fact that healthy food choices are often hard to find — and hard to afford — in neighborhoods hardest hit by the disease.

On World Diabetes Day, Nov. 14, 2016, the Mobile Mercado was introduced to the community at TDI. Customers climbed on board to shop for fresh produce and other healthy foods. In another part of the vehicle, a Food Bank chef prepared healthy meals in the built-in kitchen, with each step visible to those outside on a big-screen television. Those who watched received recipes and a sample of each dish to try.

Since its launch, the Mobile Mercado visits University Health System family health centers and specialty clinics throughout Bexar County each month.

Elsewhere on the Texas Diabetes Institute campus, another joint project also aims to encourage healthy eating. A community garden was restored by the Food Bank in partnership with TDI dietitians and educators, and rededicated in March 2016.

The idea is for members of the community to harvest vegetables from the garden as they need them.

"When people can manage or even prevent diabetes through better life habits, everyone wins," said Theresa De La Haya, RN, senior vice president of community health and service line programs at University Health System. "Healthy eating is vital to this effort."

In recognition of its close ties to the Texas Diabetes Institute and its efforts to beat back diabetes in our community, the Food Bank was inducted into the Dr. Saul Treviño Wall of Honor at TDI in 2017.

In presenting the award to Eric Cooper, president and chief executive officer of the Food Bank, Lourdes Castro Ramirez, president of the University Health System Foundation, said: "As the largest hunger-relief organization in Southwest Texas, the San Antonio Food Bank continues to fight hunger and foster good health through food distribution and community education programs that promote healthy eating patterns and active lifestyles."

Founded in 1980 as the first food bank in Texas, the San Antonio Food Bank helps feed 58,000 individuals a week in a 16-county region.

TACKLING THE PROBLEM OF OPIOID ADDICTION IN OUR COMMUNITY

With the recognition that Bexar County leads the state in infant opioid withdrawal and has the third-highest rate of overdose deaths in Texas, Judge Nelson Wolff invited University Health System to join him in forming a Joint Opioid Task Force.

Dr. Bryan Alsip, executive vice president and chief medical officer of University Health System, was named co-chair of the task force, along with Colleen Bridger, director of the San Antonio Metropolitan Health District.

"A vital part of this task force and its campaign will be to work with physicians, dentists, pharmacists and

other providers who prescribe and fill opioid medications," Dr. Alsip said at a news conference to kick off the task force's first meeting in August 2017 at the Robert B. Green Campus.

The task force brings together public health experts, medical and pharmaceutical professionals, first responders, policymakers, educators and social service agencies. Judge Wolff charged them with four main objectives:

- ▶ To increase the use of overdose reversal drugs by first responders
- ▶ To increase the use of the state's Physician Drug Monitoring Drug Program, a database of patients prescribed opioids
- ▶ To increase provider training on evidence-based prescribing and dispensing of opioids
- ▶ To provide community education on treatment options, the safe disposal of prescribed opioids, the effect of heroin and other opioids — particularly on adolescents

Dr. Alsip said the drug monitoring database is underused in Texas, with only about 45 percent of licensed physicians and 22 percent of licensed dentists signed up to use the tool.

"This one important tool can not only red-flag potential problems, but also opens the door to meaningful conversations between providers and patients about the safe and proper uses of these powerful drugs, and potential alternatives for managing pain."

University Health System has been working in recent years with pregnant women with substance abuse disorders through its Mommies program, in partnership with the Center for Health Care Services. The program provides women with medication, treatment, counseling and specialized services aimed at recovery, a safe pregnancy and a healthy baby.



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COMMUNITY FIRST LAUNCHES STAR KIDS

Community First Health Plans had a strong year in 2016, receiving high marks from its customers and providers.

It successfully launched the STAR Kids program in November, capturing the lead market share in the area — and exceeding budgeted expectations by 18 percent. STAR Kids is a new managed care program in Texas providing Medicaid benefits to children and adults age 20 and younger with disabilities.

To launch STAR Kids, Community First recruited and trained 100 new staff, secured additional office space, arranged for an additional provider network of long-term support services providers and began the process of implementing a new care management system.

Community First was among the highest-rated managed care organizations in the Bexar County service area when it came to providing help to its Medicaid and CHIP customers, according to the Texas Health and Human Services Commission report card.

Member satisfaction scores for the STAR Medicaid managed care plans increased from the 50th to the 75th percentile nationally. And its provider satisfaction results were significantly above the national average — with 96 percent of primary care physicians, 94 percent of specialists and 91 percent of behavioral health providers surveyed reporting they were satisfied or very satisfied with Community First.

A new population health management model of care was introduced. The model emphasizes member-focused care, creating a streamlined and efficient approach for members to get information and resources to make the best choices for care.

Financially, Community First did well in 2016, reporting a bottom line of \$19.8 million — far

exceeding its budgeted bottom line of \$4.2 million. And with programs such as its Fall Ahead awards program, which gives competitive grants to San Antonio-area teachers to fund sustainable health-related projects in schools, Community First was a finalist for the inaugural San Antonio Business Journal Corporate Philanthropy and Nonprofit Awards for its work in giving back to the community. In 2016-17, Fall Ahead grants were awarded to Hidden Forest and Five Palms elementary schools, and Nimitz and Barbara Bush middle schools.

In addition, Community First joined with Eva's Heroes — a San Antonio-based advocacy group co-founded by actor Eva Longoria Bastón and Christiane Perkins-Garcia — as exclusive partner of the “see us, hear us, know us” traveling photo exhibit. That exhibit toured over 55 locations in the San Antonio area, including University Hospital, ending its tour at the Texas State Capitol in Austin to provide awareness of the special needs community.



HONORING TWO HEROES IN THE WAR AGAINST STROKE, INCLUDING ONE OF OUR OWN

Each year, the University Health System Foundation's Medical Miracles Gala honors a patient whose life was saved or restored by our physicians and staff.

In 2017, that Medical Miracle was one of our own.

Dr. Ronald Stewart, an internationally known trauma surgeon and chair of the Department of Surgery at UT Health San Antonio, was recognized before a record crowd of 740 at the 12th Annual Medical Miracles Gala on May 4, 2017.

A few days before Christmas 2011, Dr. Stewart was at home in the kitchen, shopping for last-minute gifts on his computer, when his right hand shot in the air — to his own surprise. The room seemed to tilt and take on a golden hue.

His daughter, making breakfast nearby, asked him what was wrong.

"I need to go home," he said. In his mind, he was telling her he needed to go to the hospital but the words came out wrong. Over several minutes she tried to understand what was happening until he finally managed to tell her: "I'm having a stroke or a seizure."

Dr. Stewart has served for many years as chair of the Southwest Regional Advisory Council, which is charged with creating a regional system of care for trauma, heart attacks and strokes. Of those three conditions, stroke was the hardest to organize. For many years, San Antonio had no hospitals certified to treat strokes, unlike other large Texas cities that had several, and many small towns that had at least one.

In 2008, after months of fruitless discussions between hospitals, providers and EMS agencies, Dr. Stewart at one point told the group: "You know what? I have atrial fibrillation. I could have a stroke and need you guys someday." Atrial fibrillation, a common, irregular heartbeat, is a major cause of ischemic strokes.

At about the same time, the issue took on new urgency when Suzanne Hildebrand, a community advocate who had lost a husband to stroke, teamed up with Dr. Stewart. Ray Hildebrand, her husband, had suffered a hemorrhagic stroke and was rushed to a local emergency room. When they told his wife he'd have to be moved to a stroke center in Austin — and she learned San

Antonio had none — she became fiercely determined to change things. Ray Hildebrand died in 2010.

With Mrs. Hildebrand generating public pressure, and Dr. Stewart providing encouragement and leadership, hospitals began taking the steps to become certified stroke centers. Today, University Hospital is the first and only Joint Commission-certified comprehensive stroke center, and 10 other local hospitals are certified to deliver some level of stroke care.

On that day in 2011, Dr. Stewart was rushed to University Hospital where he received a powerful clot-busting drug. He has recovered completely and credits Suzanne and Ray Hildebrand for finally breaking the logjam to create a robust system of stroke care in Bexar County.

Mrs. Hildebrand was presented with the 2017 Medical Miracles Champion Award, which honors those whose contributions of time, talent and resources have made University Health System a place of medical miracles for patients and their families.

This year's gala raised a record \$243,059 for programs supported by the Foundation, including the newly created James Ray Hildebrand Stroke Fund, which was formed to assist patients and families affected by stroke.



BUILDING A HEALTHY COMMUNITY THROUGH PHILANTHROPY

Philanthropy is vital to University Health System's success, and enables the funding of programs and services that bring health and healing to San Antonio, Bexar County and South Texas. Every gift received directly supports patient-centered care, innovative research and compassionate care and healing.

The University Health System Foundation, a 501(c)(3) nonprofit organization, was incorporated as a non-profit entity to solicit, receive, and maintain funds exclusively for University Health System, and the community it serves.

As a nonprofit health system, we rely on both public funds and private contributions to meet the healthcare challenges of today and the future. While public funds address the most basic needs at University Health System, private contributions allow us to improve delivery of care to patients, support urgent healthcare needs, and invest in our staff.

In 2016, the Foundation

- ▶ Raised more than \$1.2 million in support of the physical and emotional needs of children and their families
- ▶ Supported patients with exceptional needs such as food, lodging or transportation
- ▶ Advanced a culture of compassion for patients, their families and our staff

We extend our appreciation to the many individuals and organizations whose time and contributions have made 2017 such a tremendous success. Their investment strengthens a tradition of philanthropy that continues to advance our mission and improve our community in numerous ways.

EMPLOYEE GIVING

This year's Employee Giving theme "Celebrating 100 Years of Caring – Giving From the Heart" truly represented the level of commitment that University

Health System Staff has for our patients and programs. A new record was set for 2017 Employee Giving, with 1,123 employees participating and \$173,613 pledged to benefit our patient and staff programs!

Thanks to the generosity of our University Health System employees and the success of the 2017 Employee Giving, the Appropriations Committee approved awarding up to \$60,000 to fund innovative programs and projects that are strategically aligned with the University Health System's mission in the following areas:

- ▶ Women's and Children's Health
- ▶ Teen Health
- ▶ Community Engagement
- ▶ Employee Projects
- ▶ Spiritual Care

OUR SONS & DAUGHTERS SCHOLARSHIP PROGRAM

This year's "Our Sons & Daughters" Scholarship program is made possible by the generosity of University Health System employees through Employee Giving. Since 2010, we have awarded 65 scholarships totaling \$54,500. This year, 11 students were selected, and each student received a \$1,500 scholarship to pursue their post-secondary education.

LO BELLO DE SAN ANTONIO WOMEN'S ASSOCIATION

Thank you to Lo Bello de San Antonio Women's Association for their most recent contribution of \$10,000 to the Foundation's Nursing Scholarship fund. Since 2005, Lo Bello contributed a total of \$131,000 that has directly supported 19 graduates receiving an advanced degree in nursing. Lo Bello de San Antonio Women's Association consists of business and professional women who volunteer their time and resources to assist in increasing educational opportunities in the community.

UNITED WAY PUBLIC CHARITABLE CAMPAIGN

The Foundation became an approved agency in the 2017 United Way San Antonio Metropolitan Area Charitable Campaign. The Foundation is now listed in brochures for Bexar County, the city of San Antonio, and Combined School District Charitable Campaigns. The 2017 campaign provides the opportunity to

reach a new audience and raise funds to support our mission and goals. We are listed as #8068 University Health System Foundation.

2017 WALL OF HONOR

Three inductees to the Texas Diabetes Institute's (TDI) Dr. Saul Trevino Wall of Honor were celebrated at the annual luncheon held in July. The Wall of Honor recognizes distinguished individuals and organizations for their outstanding commitment to diabetes prevention, treatment, education, research and the relentless search for a cure. Receiving the Vision of Research award was Curtis Triplitt, director of diabetes research at TDI; the Heart of Care award went to Theresa De La Haya, senior vice president of community health and service line programs; and the Foundation of Education was the San Antonio Food Bank. With approximately 295 guests in attendance, the event netted more than \$11,000 to support the work of the Texas Diabetes Institute.



WAITING FOR RAIN

A beautiful sculpture carved out of Indiana limestone, titled "Waiting for Rain," was donated by artist Ruth Burink of San Antonio, and is located in the garden outside the Peveto Center for Pastoral Care at University Hospital. The piece is meant to convey hope to our patients, their families and

community and it is with deep gratitude that it joins our Salud-Arte: Art of Healing Program.

BABY BOX

The second phase of the Baby Box Program was launched at University Health System in May. Patients delivering their baby at University Hospital receive the Baby Box upon completion of the syllabus of online educational videos. The boxes, which come with a fitted mattress, provide a safe sleeping environment for the baby and contain a starter kit of diapers and other supplies. The nonprofit group Baby Education for South Texas, or BEST, launched a citywide Baby Box effort in May, followed by a statewide launch.

FOUNDATION BOARD OF DIRECTORS

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HONOR ROLL OF DONORS

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CommuniCare Health Centers
EOG Resources, Inc.
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Ranger Energy Services
San Antonio Area Foundation
San Antonio North Central Rotary
Sherman Foundation

Starlight Children's Foundation
Superior Energy Services
Texas Comptroller of Public Accounts
Texas Liver Institute
The University of Texas at Austin
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USAA
Valero Energy Foundation

GIFTS OF \$5,000- \$9,999 **JANUARY 1, 2016 – DECEMBER 31, 2016**

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UT Health San Antonio -Division of Trauma-Surgery
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GIFTS OF \$250 - \$4,999 **JANUARY 1, 2016 – DECEMBER 31, 2016**

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GIFTS OF \$100 AND ABOVE
 JANUARY 1, 2016 – DECEMBER 31, 2016

Lou Baeten, The Grey Moss Inn
 A Night In Old San Antonio
 Aladdin Cleaning & Restoration
 Aldo Ristorante Italiano
 Alicia Rose Victorious Foundation
 Arts Center Enterprises, Inc.
 ARTS San Antonio
 Bakery Lorraine
 Bell Mountain Vineyards
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 OPERA San Antonio
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 The Resort at Tapatio Springs
 Six Flags Fiesta Texas
 SmartNoggin Inc.
 Sweet As Can Be Bake Shop, LLC
 The 1 Million 4 Anna Foundation

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JANUARY 1, 2016 – DECEMBER 31, 2016
 IN HONOR OF/DONOR'S NAME

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 Andrea Casas

Emma and Camila Chavez
 Catherine Zambrano-Chavez

Felicita Gonzales
 Denise Pruett

Jimena Hidalgo
 Gino Hidalgo

Roland Valverde
 Sandra Carreon

Ruth Tucker
 Tracey Trevino

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JANUARY 1, 2016 – DECEMBER 31, 2016
 IN MEMORY OF/DONOR'S NAME

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 Susan Spencer

Rojana Summers
 Trisha Summers

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.

RECOGNIZING THE BEST



U.S. News & World Report has named University Hospital best in San Antonio for the seventh year in a row. University Hospital is ranked among the top 50 in the nation for gynecology. The prestigious rankings recognize hospitals that excel in treating the most challenging patients. University Health System is in elite company as one of just 2 percent of U.S. hospitals to earn a national Top 50 ranking in any specialty. The Health System was also recognized as high-performing in nephrology, heart bypass surgery and heart failure.

RECOGNIZING EXCELLENCE IN SPECIALIZED CARE



RECOGNIZING EXCELLENCE IN PROMOTING HEALTH, SAFETY AND COMMUNITY SERVICE



RECOGNIZING EXCELLENCE IN TECHNOLOGY, EMPLOYEE LEARNING AND EFFICIENCY



2016 EMPLOYEES OF THE QUARTER

PROFESSIONAL NURSING

Elma Fonseca*
Robert Yancey
Shane Beasley
Kathy Cook

MANAGEMENT

Lisa Crow*
Kelly Carter
Rudy Garcia
Jackie Barrios

CLERICAL

Carol Flores
Jovoni Villarreal
Sara Velasquez
Ariana Cruz*

VOLUNTEER

Manuela Palacio-Gonzalez*
Rebecca Vargas
Malinda Red Cloud & Bonnie Huey Boulet

PROFESSIONAL

Sature Smith*
Susan Williams
Wanda Sparks
Susan Gardner

TECHNICAL

Sylvia Gamez*
Betty Cortez
Sharon Solis
Lottie Darden

SERVICE

Gita Acharya
Marleny Echeverry*
Edward Gonzales
Roy Lopez

PHYSICIAN

Ryan Van Ramshorst, MD
Yirielis Sanguinetti-Colon, MD
Delia Bullock, MD*
Illeana Silva, MD

TEAMS OF THE QUARTER

THE PEDIATRIC TRANSPORT TEAM

Jeannie Brown and Gabriel Gonzalez

THE CALL CENTER TRANSITIONAL TEAM*

Brian Gibson, Kathryn Smith-Gonzalez, Angie Garza, B.J. Moerbe, Juan Campos, Herminia Cerda, Elizabeth Rodriguez, and Domonique Melendez-Dunn

THE ADMINISTRATIVE PROFESSIONAL CONFERENCE STEERING COMMITTEE TEAM

Angie Garza, Janel Kughler, Leticia Martinez, Raquel Berryhill, Nicole Cruz, Maria Barron, Rachel Tavitas, Sherri Mulkey, Lisa Uthe, and Cynthia Williams

THE CHILD LIFE PROGRAM TEAM

Stephanie Gonzalez, Monica Gibson, Jessica Luna, Ashley Baker, and Brittany Barnhill

COMMITMENT TO SERVICE EXCELLENCE AWARD

This is the top honor, given to one person nominated as an Employee of the Quarter **Wanda Sparks**

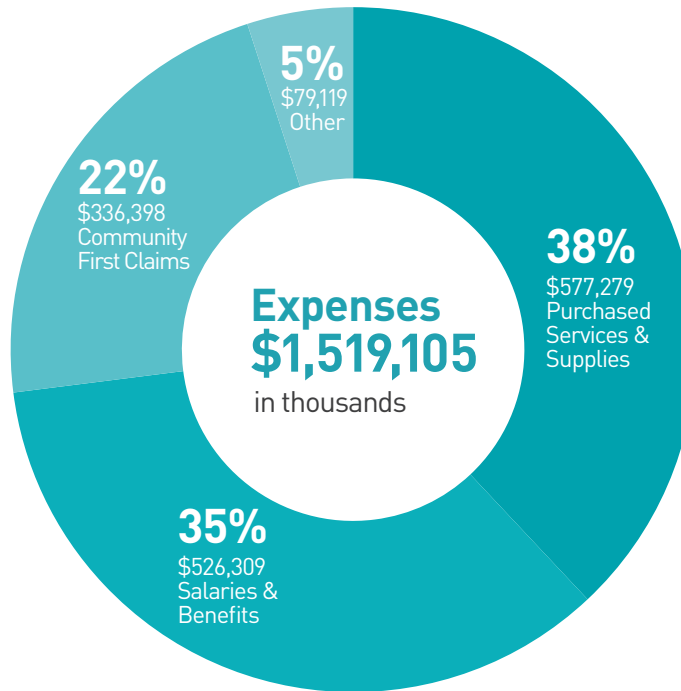
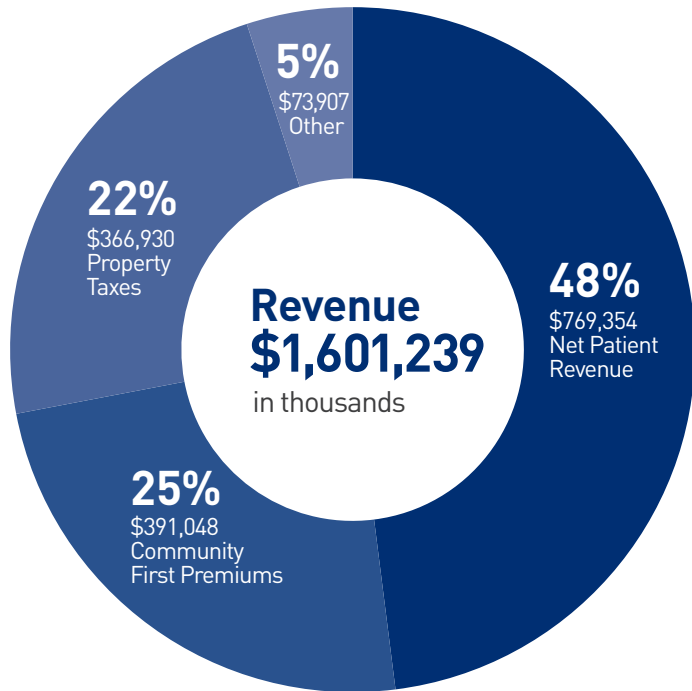
*indicates person or team went on to be recognized as Employee/Team of the Year

DAISY AWARDS

The DAISY Award for Extraordinary Nurses is given in partnership with the DAISY — short for Diseases Attacking the Immune System — Foundation. It was launched in 1999 in memory of J. Patrick Barnes, who died at age 33 from complications of idiopathic thrombocytopenia purpura, or ITP. His family created the award to recognize nursing excellence across the country. Any University Health System staff member, patient or patient family member can nominate a nurse for the award.

January	Stephanie Bruchmiller
February	Robert Yancey
March	Martha Marty Montana
April	Kelly Carter
May	Nathaniel Neal
June	Cynthia Godowski
July	Shane Beasley
August	Ted Fehl
September	Kathy Cook
October	Ralph Ornelas
November	Jackie Barrios
December	Mesha Bizzell

2016 FINANCIAL SUMMARY



University Health System has been dedicated to improving the health of people across the community for almost a century. Bexar County Hospital District property taxes help support a number of programs that improve health, save lives and train future healthcare providers.

As a public service, University Health System:

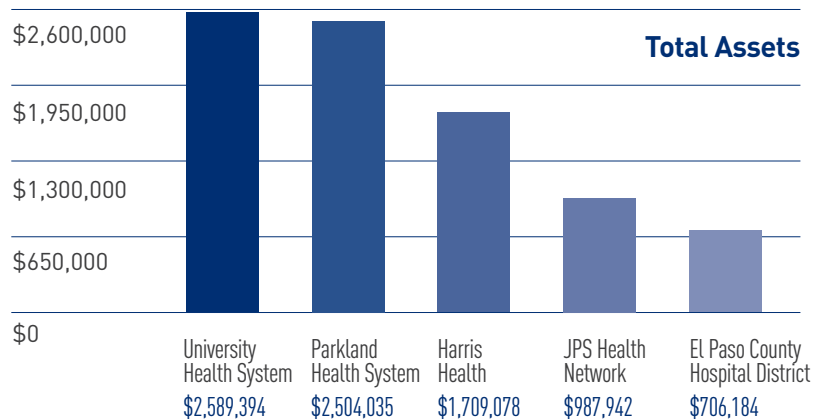
- ▶ Operates the premier level I trauma center for adults and the only level I pediatric trauma center and burn program for a vast region of South Texas, providing around-the-clock access to specialists and treating more than 6,851 seriously injured children and adults in 2016;
- ▶ Provides healthcare services and financial assistance through its CareLink program for low-income residents without access to affordable health coverage through their workplace or government programs;
- ▶ Is the primary teaching facility for the UT Health Science Center School of Medicine, and provides clinical training to dozens of students in healthcare professions;
- ▶ Assures EMS services are available for residents in unincorporated areas of Bexar County;
- ▶ Sponsors the local mental health and mental retardation authorities;
- ▶ Operates two school-based health centers and a number of preventive health clinics.

In 2016, property taxes made up 22 percent of University Health System's revenues.

More detailed information is available in University Health System's 2016 Audited Financial Report. Find it online at universityhealthsystem.com/our-news/public-notice

Texas Public Healthcare Systems by Size

Total assets in billions



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 2016. 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.

41 YEARS

Catherine Bergquist
Staff Nurse

Margie Soto
Respiratory Therapist

38 YEARS

Mary Cortinas
Master Social Worker

Robert Garcia
Staff Nurse

William Sharp
Clinical Pharmacist

35 YEARS

Mary Ann Mote
Senior Vice President
for Operations/Chief
Revenue Officer

34 YEARS

SanJuanita Hernandez
Nuclear Medicine
Technologist

Martha Rodriguez
Patient Care Coordinator

Bracken Filamer
Staff Nurse

33 YEARS

Timothy Ingram
Medical Laboratory
Scientist

Victoria Stewart
Staff Nurse

32 YEARS

Allison Harris
Clinical Informatics
Specialist

Annaline Dellosa
Staff Nurse

31 YEARS

Juan Mora
Groundskeeper

Marianne Masterson
Laboratory Supervisor

Angela Johnson
Coordinator Pathology
Billing

30 YEARS

Ricky Lusk
Environmental Services
Team Leader

Maria Silva
Medical-Surgical
Technician

29 YEARS

Martha De La Garza
Assistant Physical
Therapist

Louisa Cerda
Lead Computer
Operations Analyst

28 YEARS

Calma Redentor
Staff Nurse

Herlinda Sanchez
Financial Access
Specialist

Maria Hernandez
Staff Nurse

27 YEARS

Rosa Corral
Staff Nurse

Karen Mateos
Clinical Dietitian

Robert Talamantez
Clinical Pharmacist

Sylvia Messenger
Staff Nurse

Lisa Villard
Respiratory Therapist

David Rivera
Senior Technical Trainer

26 YEARS

Maria Barbosa
Perioperative Services
Attendent

25 YEARS

Maryalice Aguillon
Administrative Associate

24 YEARS

Bonnie Hagan
Nurse Educator

Ruth Vargas-Martinez
Administrative Assistant

Suzanne Perdue
Senior Executive Assistant

Teri Morrison
Patient Care Coordinator

22 YEARS

Jeffrey Schneider
Police Officer

Antonio Gomez
Medical Assitand

Betty Price
Documentation Quality
Improvement Coordinator

Gloria Coffey
Staff Nurse

Ethel McVea
LVN

Lee Rust-Gonzalez
Staff Nurse

21 YEARS

Richard Moore
LVN

Lonnie Cole
Environment of Care
Coordinator

Claudia Johnson
Staff Nurse

Raul Gutierrez
Surgical Technician

20 YEARS

Michelle Lareau
Claims Analyst

Anne Seldon
Laboratory Supervisor

Guadalupe Puente
Customer Service
Representative

Cynthia Rech
Pharmacy Programs
Manager

Alan Strickland
LVN

19 YEARS

Laura Houston
Documentation
Coordinator

Karen Lanford
Contracts Manager

Marie Gilliam
Master Social Worker

Clifford Porter
Licensed Counselor

18 YEARS

Cleo Miranda
Staff Nurse

Carolyn Keller
Point of Care Testing
Coordinator

Kathleen Flores
Medical-Surgical
Technician

Eulogio Eclarinal
Staff Nurse

Isabel Castillo
Environmental Services
Team Leader

17 YEARS

Gary McWilliams
Executive Vice
President /Chief
Ambulatory
Services Officer

Paul Kern
Psychological Services
Director

16 YEARS

Ana Herrera
Program Coordinator

Barbara Dankenbring
HTM Operations
Coordinator

15 YEARS

Margaret Correa
PBX Operator

Sandra Speeks
Medical Assistant

Melinda Lomeli
Senior Claims Examiner

14 YEARS

Leonila Cavazos
LVN

Angie Manis
Medical-Surgical Technician

Patricia Harden
Respiratory Therapist

Juanita Mora
LVN

Henry Etta Johnson
LVN

Gloria Garcia
Unit Clerk

Irma Gomez
Environmental Associate

13 YEARS

Sheryl Childress
Staff Nurse

Judy Williams
Computer Technologist

Barbara Faller
Master Social Worker

Norma Sherman
Accounts Payable
Coordinator

12 YEARS

Martha Lopez LVN

Peggy Bartholomew
Staff Nurse

Lerna Lahera
Staff Nurse

11 YEARS

Marilyn Nowlin
Staff Nurse

Joseph Harwood
Healthcare Engineering
Technician

Josefa Harvey
Administrative Assistant

Dora Otchere
Cook

10 YEARS

Khan Khushnumai
Staff Nurse

Mary Elizabeth Randolph
Staff Nurse

Maria Lopez
Member Service
Representative

9 YEARS

Blanca Mares
Master Social Worker

Woolhouse Wolfgang
Clinical Facilities
Coordinator

8 YEARS

Howell Lawrence
Physician Assistant

Herlinda Salazar
Staff Nurse

7 YEARS

Rebecca Okeke
Food Service Technician
Velma McKinney
Phlebotomist

Mark Caswell
Blood Bank Scientist

Abbas Keshavarzi
Senior GI Technician

6 YEARS

Brooke Esquivel
Registered Pharmacy
Technician

Coleman Kavanagh
Environment of Care Officer

Norma Hernandez
Help Desk Support
Specialist

5 YEARS

Alan Green
Materials Management
Operations Director

Helen Early-Koerner
Insurance Biller

Linda Collins
LVN

Alicia Trujillo
LVN

BY THE NUMBERS

PATIENT CARE

University Hospital and University Health System's community health centers served 265,350 unique patients in 2016.

PREVENTIVE CARE	73,013 visits
PRIMARY & WALK-IN CARE	400,997 visits
SPECIALTY CARE	331,521 visits
MAMMOGRAPHY	41,371 procedures

University Hospital

BEDS	716
BIRTHS	3,217
INPATIENT DISCHARGES	28,201
TOTAL OUTPATIENT HOSPITAL VISITS	59,010
EMERGENCY DEPARTMENT VISITS	86,401

Community Clinics

TOTAL COMMUNITY CLINIC VISITS	622,177
Robert B. Green Campus	241,194
Texas Diabetes Institute	75,058

PEOPLE (AS OF DECEMBER 31, 2016)

TOTAL UNIVERSITY HEALTH SYSTEM EMPLOYEES	7,479
PHYSICIANS	1,725
UT Health physicians	854
University Medicine Associates physicians	71*
Medical residents	800

*UMA physicians also included in employee total above

SERVICES

PRESCRIPTIONS FILLED	665,483
LABORATORY TESTS	4,155,362
RADIOLOGY PROCEDURES	363,660

2017 REPORT TO THE COMMUNITY

Produced by the University Health System
Corporate Communications & Marketing
Department

**Senior Vice President,
Strategic Communications
and Patient Relations**

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Project Manager

Don Finley

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Mark Greenberg Photography

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DesignFilm, LLC

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A CENTURY OF SERVICE

