



University
Health System



A Mission for **Life**
A 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.

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A Mission for Life

While the mission and vision of the University Health System are fairly simple statements, it takes a complex organization to bring them to life.

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Remembering the Past – Embracing the Future



In 2005, the Bexar County Hospital District, d/b/a University Health System, celebrated its Golden Jubilee.

“**T**he Bexar County Hospital District should do a big job in a big way for all the people.” That was a statement made in an editorial in the *San Antonio Express* newspaper on June 30, 1955. That was the day Bexar County Commissioners were appointing members to serve on the first Board of Managers for what is today the University Health System.

Over the past half-century, the “big job” of the Bexar County Hospital District has grown so much larger than even those original public health innovators could have imagined. Thanks to solid leadership and a supportive community, University Health System is consistently ranked by *U.S. News & World Report* in its annual America’s Best Hospitals report.

University Health System, in partnership with the University of Texas Health Science Center at San Antonio, is on the leading edge of advanced medical treatment options, and implementing new technologies to improve the diagnosis and delivery of quality care. However, it is the “human factor” that guides our decisions. We treat people – not diseases. Today, University Health System reaches out to patients in all corners of our community, providing primary and specialty care close to home, and our CareLink program offers a medical home – as well as a sense of dignity and shared responsibility – to more than 50,000 uninsured Bexar County residents. We take tremendous pride in knowing CareLink is becoming widely known as a model for the rest of the nation.

As a community, we should also be proud of the many partnerships that have resulted in better care for those with mental illness. The Center for Health Care Services’ Crisis Care Center, located at University Health System’s downtown health center, opened in 2005. The collaboration of these two organizations, as well as local law enforcement agencies, means the mentally ill on the streets of our community are not routinely taken to jail but, instead, receiving crisis psychiatric and medical services in one clinical setting.

There remains much to be done as we look to the future. Opening up new opportunities for young people in our community to join the healthcare workforce, and responsibly investing in our facilities to meet the growing needs of our community are two of our key priorities as we head into the next 50 years. On behalf of the current Board of Managers, I offer my sincere appreciation to all whose time, expertise and financial support have enabled the Bexar County Hospital District to evolve into one of the nation’s premiere academic medical centers.

Robert L. Jimenez, M.D.
Chairman, Board of Managers
University Health System

University Health System Board of Managers

The Board of Managers is the governing body of the Bexar County Hospital District, a political subdivision of the State of Texas, doing business as the University Health System.

The board comprises seven members appointed by the Bexar County Commissioners Court. Each member serves for a term of two years. There is no limit on the number of terms a member may serve. Members generously give of their time and talent, as they serve in an unpaid capacity.



Chairman
Robert L. Jimenez, MD



Vice Chairman
James Adams



Secretary
Ira Smith



Alexander Briseño



Robert Engberg



Linda Rivas



Luis Vera

Bexar County Commissioners Court

Nelson W. Wolff <i>Bexar County Judge</i>	Lyle Larson <i>Commissioner, Precinct 3</i>
Sergio “Chico” Rodriguez <i>Commissioner, Precinct 1</i>	Tommy Adkisson <i>Commissioner, Precinct 4</i>
Paul Elizondo <i>Commissioner, Precinct 2</i>	

Our Mission Matters

24 hours a day – 7 days a week – 365 days a year



People come to University Health System for health, healing and hope. Through our doors, at all times of the day and night, they find care that can profoundly impact their lives. They turn to us during times of uncertainty and concern. And they depend on us to do everything necessary to ensure their care is of the highest quality and that it is delivered with compassion.

The community and the South Texas region depend on University Health System in times of crisis. The Trauma Center at University Hospital is key to Bexar County's ability to respond to natural and man-made disasters, and in 2005 that commitment was put to the test with Hurricanes Katrina and Rita.

Most people think they will never need a Level I trauma center, but everyone should know that having one close to home could save your life. Every day about a dozen seriously injured people are rushed to University Hospital by ambulance or San Antonio AirLife. University Hospital is one of just 13 Level I trauma centers in all of Texas. It's a resource that needs your continued support.

We do this important work for our patients, on behalf of the citizens of Bexar County. We are tremendously proud to present this special 50th Anniversary Annual Report. Our goal is to offer a glimpse of the faces and the facets that give life to our complex organization and our critically important mission.

A handwritten signature in black ink that reads "George Hernández".

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



UNIVERSITY
HOSPITAL



50
YEARS
A Half Century
of Health

50 years of Health, Healing and Hope

Our roots date back to 1955, when the voters of Bexar County created one of Texas' very first county hospital districts.

Today, that initial seed has grown from one downtown hospital into a comprehensive and nationally recognized academic medical center. Facilities include University Hospital, six community health centers, a world-renowned diabetes institute, a primary care physician practice, a nonprofit health maintenance organization and a partnership in the region's emergency air medical program.

We are the third-largest public health system in the State of Texas and one of the largest employers in Bexar County, with more than 4,100 employees, nearly 700 resident physicians and a total operating budget of \$596 million in 2005 and \$640.5 million in 2006.

Partnering with renowned physicians at The University of Texas Health Science Center at San Antonio (UT Health Science Center), University Health System provides outstanding care for even the most complex medical and surgical problems.

Our 50-year journey has created a truly integrated medical network of primary and specialty care that touches all corners of our community and draws patients from all parts of Texas and, in some cases, from across the globe.



*Robert B. Green Memorial Hospital
Circa, 1920.*





Painted by University Hospital trauma patient and Medical Miracles Honoree, Jane Swanson, Growth through Health, Healing and Hope celebrates the many accomplishments of University Health System over the past half-century. Limited edition prints are available through the University Health System Foundation office (210) 358-9860.



Jane Swanson: Shooting Survivor, Medical Miracle...Amazing Advocate

Fundraising Gala Celebrates 50 Years of Medical Miracles

You could have heard a pin drop when Jane Swanson, the lone survivor of a tragic workplace shooting, shared her story during the University Health System Foundation's first annual Medical Miracles Gala.

More than 500 community leaders attended the event that marked the 50th Anniversary of the University Health System and recognized Jane as the inaugural Medical Miracles Honoree.

July 23, 2003, promised to be just another day in the life of 41-year-old Jane Swanson. Instead, it was the day the world changed for her and her family. It was "day one" of a long and arduous journey to health and wholeness after she was shot in the head at her real estate office. It was a shooting that rocked the San Antonio community and left two other women dead.

Jane was recognized not only for her courage, but for her efforts to educate the community and the State Legislature about the importance of trauma funding. "I do believe in miracles and I do believe University Health System is instrumental in making miracles happen everyday," she told the crowd.

She also unveiled her original painting, Growth through Health, Healing and Hope, commemorating the anniversary.

Two members of her trauma team – trauma surgeon Dr. Daniel Dent and rehabilitation

medicine physician Dr. John King – described the care provided to Jane from the time of the shooting through her rehabilitation.

Jane spent four weeks in the Surgical Trauma Intensive Care Unit at University Hospital and another month at the hospital's Reeves Rehabilitation Center.

"I knew we had a public hospital, but I had no idea of their expertise. And I certainly never expected I'd ever need them."

"The contributions of this amazing team often go unrecognized. For 50 years they have been healing people like me," Jane explained. "I knew we had a public hospital, but I had no idea of their expertise. And I certainly never expected I'd ever need them."

The Medical Miracles Gala raised much-needed funds for two of the Foundation's key projects: The Nursing Scholarship Program and the Peveto Center for Pastoral Care. The very successful event was co-chaired by Tracy Wolff and Ernesto Ancira. Texas First Lady Anita Perry served as honorary chair.



Bringing Home National Honors, Again

University Health System is the only San Antonio hospital to be recognized by *U.S. News & World Report* as one of *America's Best Hospitals*. Even more impressive, it has earned this status every year since 2000. This significant accomplishment places University Health System among some of the most prestigious healthcare institutions in the nation. In 2005, **University Health System was listed by *U.S. News* as one of the top 50 U.S. hospitals** for respiratory care, endocrinology and kidney disease.

Additionally, for the second consecutive year, and for the third time since 1997, University Health System ranked among the **Solucient Top 100 U.S. Hospitals**



and **Top 15 Major U.S. Teaching Hospitals**, following an in-depth comparison of the nation's 6,000 hospitals. Just two Texas hospitals received this recognition.

The findings were part of the Solucient 100 Top Hospitals: *National Benchmarks for Success, 12th Edition Study*, which evaluated performance across five critical areas: clinical outcomes, patient safety, operational efficiency, financial results and service to the community.

University Health System also was recognized in 2005 as a **Solucient 100**

Top Hospitals Performance Improvement Leader. Performance Improvement leaders are the 100 U.S. hospitals that demonstrate a true commitment to process improvement over a five-year period.



Responding to Crisis

Katrina and Rita put preparedness to the test

An important part of University Health System's trauma mission is to be a leader during disaster. When the 2005 hurricanes, Katrina and Rita, displaced thousands of people along the Louisiana and Texas Gulf Coast, University Health System was there to answer the call.

On September 1, 2005, University Health System President/CEO George B. Hernández, Jr. participated in a press conference with San Antonio Mayor Phil Hardberger and Bexar County Judge Nelson Wolff to inform the community that San Antonio would be welcoming thousands of evacuees from the New Orleans area due to disastrous flooding. University Hospital was put on alert that some of these patients would likely need medical care.

More than 400 University Health System staff members and UT Health Science Center physicians immediately volunteered to staff a medical clinic at San Antonio's largest shelter for evacuees located at Kelly USA.

In all, close to 13,000 evacuees were processed at Kelly and about half of these individuals requested a medical evaluation or assistance with prescription medications.

Over the Labor Day weekend, University Health System pharmacists and pharmacy technicians filled 2,333 prescriptions for these evacuees. On September 6, University Health System took over the responsibility for providing ongoing medical care to evacuees at a second shelter, located in the old Levi Strauss building.

In addition to the care provided at Kelly and Levi Strauss, 141 evacuees received care through the University Hospital emergency center and inpatient units, as well as other University Health System clinics. Plus, two "evacuee" babies were born at University Hospital.

In preparation for Hurricane Rita just a few weeks later, University Health System activated its external disaster plan – Operation Lifeline – and staffed the hospital's Incident Command Center. There were two phases to the response to the potential disaster along the Texas coast. Phase One was to help in the effort to move patients from the region out of harm's way. Phase Two was to prepare for injured patients during and after the storm.



University Hospital admitted a total of 14 patients during the evacuation process. Since Rita took a sharp turn north prior to making landfall, no additional assistance was needed once the storm hit along the Texas/Louisiana border. Those evacuated to San Antonio from the South Texas coast were able to return to their communities.

University Health System staff also provided significant financial assistance to people affected by the tragedies through University Health System's role as a Pacesetter organization for United Way of San Antonio and Bexar County. Since both the American Red Cross and Salvation Army are United Way agencies, many staff members designated a portion of their annual pledge to these agencies. The 2005 University Health System United Way employee pledge drive raised a total of \$259,104.

First, When Seconds Count

The Level I Trauma Center at University Hospital



“Nobody wakes up in the morning thinking, ‘I’m going to get shot’ or ‘I’m going to get in a car wreck today.’ Trauma is what you hear about on the television news...what happens to ‘someone else.’”

– Dr. Ronald Stewart
University Hospital
Trauma Medical Director
Assistant Professor of Surgery
Chief of the Division of Trauma, UTHSC

Critically injured patients require the highly trained staff and resources found around the clock, exclusively, at Level I trauma centers. Throughout all 254 Texas counties there are just 13 Level I centers serving 220 million residents. University Hospital is the lead **Level I trauma center** for a 22-county region of South/Central Texas.

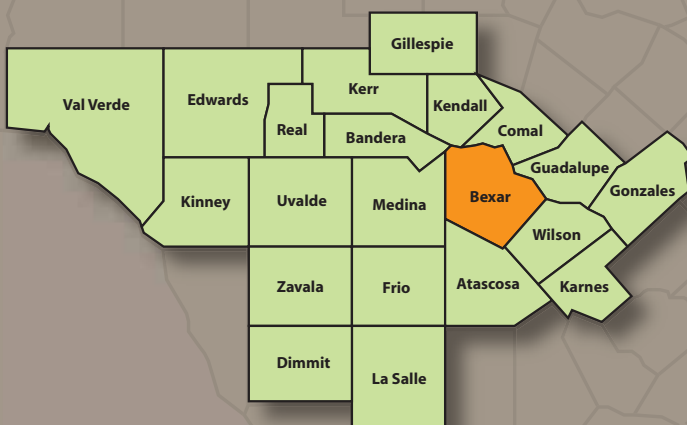
In 2005, 70,409 patients were treated in the **Emergency Center** at University Hospital; of those, 15,230 were trauma patients. The Trauma Center, however, is not just the Emergency Center.

The Trauma Center is the **entire** hospital.

University Hospital is an integrated facility with a highly trained nursing staff and teams of UT Health Science Center faculty and resident physicians in all trauma-related medical and surgical specialties. These teams are on-site and available at all times.

Critically injured patients move seamlessly through the emergency center for evaluation, to the operating room when surgical intervention is required, then on to either the adult surgical trauma or pediatric intensive care units. Once trauma patients become stable, they are generally moved to an intermediate or general medical/surgical bed on University Hospital’s 7th or 12th floors. Patients in need of rehabilitation services may be transferred to the Reeves Rehabilitation Center on the 6th floor of the hospital.

Reeves is where trauma patients begin the journey back to “wholeness” by relearning many of the activities needed for daily life. The Reeves Rehabilitation Center is an all-inclusive rehabilitation facility with a 27-bed inpatient unit, an acute therapy program and an outpatient clinic with 37,000 square feet of clinical rehabilitation space.





The Reeves Rehabilitation team offers an array of services from the traditional physical and occupational therapies to speech, hearing, cardiac and brain injury therapies. As a CARF-accredited facility, routine patient success evaluations are conducted. The most recent research demonstrates an 84 percent success rate – exceeding national and regional averages in all programs.

The trauma services of University Hospital are as important as fire and police services and are available to everyone who is seriously injured in a car crash or other unexpected tragic event. In fact,

trauma is the leading cause of death in children and young adults, ages one - 44.

Working to prevent injury, particularly in children, is the University Health System Child Health & Safety Awareness Department. This team provides education and outreach throughout Bexar County and the trauma region about child passenger safety, bicycle helmets and avoiding injuries in the home. They also provide free car seat inspections and hold several classes at University Hospital for expectant parents and babysitters.

AirLife:

15 years – 28,000 lives

If you or a loved one are ever critically injured or ill, the speed and skill your life may depend on is found aboard **San Antonio AirLife**.

In 2005, the lives of 3,902 patients were placed in the capable hands of the highly trained flight nurses and paramedics who staff AirLife's three "flying intensive care units." Since 1990, the air medical transport system, owned jointly by University Health System and the Baptist Health System, has safely flown over 30,000 patients to area hospitals.



AirLife is one of the most prestigious programs of its kind in the country. Distinguished recognitions include Texas EMS Air Medical Service Provider of the Year and National First Responder of the Year.

More than 200 gathered to celebrate the 15th Anniversary of this life-saving resource on September 1, 2005.



Making the best, better

New helicopters will be faster and more efficient

In support of University Hospital's mission as the lead regional trauma center, the University Health System Board of Managers approved in 2005 the purchase of two new Bell 430 medically configured helicopters for San Antonio AirLife. Baptist Health System will purchase a third Bell 430 to enable the entire fleet of Bell 412s to be replaced.

With a top air speed of 143 miles per hour, the 430 is 16 percent faster and 21 percent more fuel-efficient than the 412. In addition to the fuel savings, the per-flight-hour operating cost for the new 430s will be approximately 75 percent less than the current cost of flying the 412s.

The current helicopters are well-maintained and can continue to be flown safely for many years, but they are no longer the most efficient aircraft available to transport critically ill and injured patients.

The total cost for the three helicopters is approximately \$18 million.





It's All About You

A new focus on women's health

On May 11, 2005, healthcare professionals, administrators and patients gathered at the University Health Center – Downtown to announce the launch of a clinic to offer “one stop” healthcare for San Antonio women. The National Women's Center of Excellence is a collaboration of the University Health System, the UT Health Science Center and the San Antonio Metropolitan Health District.

It is one of only 20 Women's Centers of Excellence designated by the U.S. Department of Health and Human Services. The center's goal is to expand multidisciplinary clinical care, increase patient education, enhance research activity in women's health issues, and reduce the alarming rates of diabetes, high blood pressure, heart disease and teen pregnancy in San Antonio.

Healthfor**Women**

MetroHealth • University Health System • UT Medicine San Antonio

High Technology and Human Touch

Caring for our smallest patients

While we all expect long and healthy lives for ourselves and our families, it is reassuring to know the expertise and resources of an academic medical center are readily available – especially when we must place the lives of our children into the hands of others.

While the birth of a baby is a joyous time for most new parents, it can be unbearably difficult when there is a problem. Newborns in need of specialized care due to premature birth or other complications, stay in University Hospital's Neonatal Intensive Care Unit (NICU). The Level III NICU is staffed around the clock by a team of UT Health Science Center and University Health System neonatology specialists, neonatal nurses, nurse practitioners and respiratory therapists.

When Tiny Lives Hang in the Balance

Every minute counts for an infant in distress. That is why University Health System's Neonatal Transport Team responds rapidly, 24 hours a day, seven days a week, when an infant needs to be brought to the Level III NICU. Studies show that complications can be reduced significantly when infants are stabilized and transferred by a specialized team of doctors, nurses and respiratory therapists. Special transport incubators are equipped with mechanical ventilators, compressed gases, cardio-respiratory monitors and intravenous pumps. In coordination with San Antonio AirLife, the Neonatal Transport Team provides the quickest, safest route from South Texas community hospitals to the NICU at University Hospital.

Craniosynostosis

A big word that is all about very small patients

In simple terms, craniosynostosis is when the “soft spot” on a newborn’s head fuses too soon. It happens in one out of every 1,000 births. It causes the head to be misshaped and can put pressure on the brain.

For the past 30 years, babies born with this condition have undergone a major operation that involves completely opening the skull and often requires a blood transfusion. It’s a procedure that neurosurgeon Dr. David Jimenez and his wife, plastic surgeon Dr. Constance Barone, had performed numerous times. Yet, while on staff at the University of Missouri, they realized there had to be a better way.

“As a mother, I realized this was not what I would want for my baby,” said Dr. Barone. They ultimately

developed the Endoscopic Strip Craniectomy.

Instead of hours in the operating room, the Jimenez/Barone team at University Hospital takes about 45 minutes to correct the deformity. Instead of a week in the hospital, the babies generally spend one night.

Over the past eight years, Drs. Jimenez and Barone have performed more than 300 craniosynostosis procedures using this technique. The outcomes have been excellent, and their expertise in this field has been published in several medical journals and professional publications. In 2005, 25 babies – and their very grateful parents – traveled thousands of miles to University Hospital to have Drs. Jimenez and Barone perform this less-invasive procedure.





Expecting Success

Ensuring excellent care – for all

University Health System’s proven ability to design effective best-practice programs was recognized and enhanced in September of 2005, when it was named to participate in *Expecting Success: Excellence in Cardiac Care*, a new national program aimed at reducing racial and ethnic gaps in the delivery of cardiac care.

Funded by the Robert Wood Johnson Foundation and coordinated by The George Washington University Medical Center School of Public Health and Health Services, the *Expecting Success* program aims to develop and test potential solutions to well-documented racial and ethnic disparities in healthcare delivery.

More than 120 hospitals and health systems in the U.S. applied for the *Expecting Success* program. From this pool, 10 – including University Health System – were selected to participate

in a collaborative “learning network” to test new ideas, quantify results and share lessons learned. Program successes will be shared nationwide throughout the four-and-a-half year initiative and potentially adopted at hospitals and medical centers across the country.

“Our goal is to make sure our patients get exactly what is recommended for their condition, as well as helping them to better understand what they need to do to safeguard their own health,” said Steven R. Bailey, M.D., UT Health Science Center professor of cardiology and leader of the *Expecting Success* project at University Health System. “We are working closely with the nine other hospitals across the nation to design effective solutions that we hope will have far-reaching positive implications for all patients – to ensure outcomes and access to care are not based on skin color or language.”



University
Health System

www.UniversityHealthSystem.com

It would be impossible to accurately measure the lives impacted by University Health System over the past 50 years. For that matter, we couldn't even begin to count those touched in just one day. A day in the life of this vibrant organization is about doing what we can for every one of the lives we encounter.

The Lives in a Day

Here is a glance at just a handful of the lives in a day at University Health System.



12:35 AM

Neonatal Intensive Care Unit

Born at 29 weeks, this tiny baby boy will likely spend the first 2½ months of his life in the hospital. Amazing advancements in neonatal medicine in the past five to 10 years are now making it possible for more premature babies to survive. The greatest reward is seeing them go home.

Emergency Center – Resuscitation Room

A man and his nine-year-old son arrive in the emergency center at University Hospital after a car crash. All members of the on-call trauma team carry special pagers that notify them of an incoming patient. They report to the resuscitation room prior to the patient's arrival so that potentially life-saving care is immediately available.

1:20 AM



2:10 AM

2nd Floor Operating Room Hallway

Every day means a new "OR board." The operating room board is a listing of all current and pending surgical cases and provides immediate information to all members of the surgical team. The last year for this low-tech dry erase version was 2005, as technical upgrades in 2006 included installing a digital OR scheduling system, complete with a large-screen monitor.

3:20 AM

**10th Floor Surgical Trauma
Intensive Care Unit**

*After evaluation in the
Emergency Center,
and possible surgical
interventions in the
operating room, the
most seriously injured
adult trauma patients
are cared for on this
25-bed Unit.*



6:31 AM

4th Floor Labor and Delivery
*Maria Arias holds her beautiful
new son for the first time.*



7:30 AM

Cardiac Cath Lab
Special Procedure Technician Ruben Hernandez prepares for the first case of the day.



8:25 AM

University Hospital - Laboratory
Phlebotomist Tim Russell draws blood from dozens of patients every day. "Take a deep breath. Open your hand and relax," he says for about the 10th time so far today.

10:00 AM

University Health Center – Downtown CareLink Office
The Health-e-Hints computer kiosk at the CareLink office enables patients to take an active role in assessing their health risks. The CareLink program has received national acclaim for its innovative approach to managing care for uninsured residents.



10:50 AM

**University Health Center – Downtown
Pharmacy Waiting Area**

366,218 prescriptions were filled in 2005 at the downtown pharmacy and more than a million were filled at all University Health System pharmacies. In an effort to reduce pharmacy wait times and improve customer service, University Health System will pay for most prescriptions to be mailed to patients' homes.



11:02 AM



Janey Briscoe Children's Center
Lorraine Bonilla, RN, helps Noah Nichols feel a little more at ease in the Janey Briscoe Pediatric Intensive Care Unit. Noah will soon have an operation to repair his cleft pallet.

11:50 AM

Reeves Rehabilitation Center
Physical therapist Tim Moreno assists a patient in the comprehensive inpatient rehabilitation gym.



1:50 PM



University Hospital – Ambulance Bay

The “jaws of life” were needed to remove this man from what remained of his vehicle. Fortunately, the trip to the Trauma Center was a short one. University Hospital is the lead Level 1 trauma center for 22 Texas counties. About a dozen trauma patients are rushed to University Hospital by ambulance or AirLife every day.

2:30 PM

University Center for Community Health – Texas Diabetes Institute

A patient recovering from surgery is placed into a hyperbaric chamber. Hyperbaric medicine can help wounds heal faster. This is especially important for patients with diabetes.



3:05 PM



University Family Health Center – Northwest

Dr. Avril Jules examines Cindy Galinda at the University Family Health Center – Northwest. Located just around the corner from University Hospital, the Northwest clinic opened in the spring of 2005 and is very popular with employees. Cindy is an X-ray technician at University Hospital.

3:40 PM



The Business Center

About 120 non-clinical staff members moved out of University Hospital and into the new University Health System Business Center in December 2005 to make more room for patient care at the hospital.

2nd Floor Operating Room

A woman with a complex case is operated on by a team of ear, nose and throat; maxiofacial and plastic surgeons. As one team finishes, the next one takes over.

10:14 PM



11:55 PM



Emergency Center

Due to several chronic medical problems, Martha Parra is a frequent patient in the Emergency Center. "They treat me real well here. They are like family," she says with a smile.

At the end of the day...our focus is on the lives of our patients.

Our commitment is to the community.

Our success is due to the expertise and dedication of many.



University Health System

www.UniversityHealthSystem.com

Twenty Years of Second Chances

Two decades of organ transplantation leadership

The number of recipients is nearly 2,000 – enough to fill a small South Texas town. That’s how many organ transplants have been performed over the past two decades at the **Transplant Center at University Hospital**. The majority of those have occurred since 1985, when University Health System and the UT Health Science Center made the historic commitment to expand the existing kidney transplant program to other organs, including the liver, lung, heart and pancreas.

On October 6, 2005, Glenn Halff, M.D., professor of surgery at the UT Health Science Center and medical director of the transplant program, joined other colleagues in commemorating the 20-year Anniversary of the expanded program and delivered their perspectives on the future.

“The relatively young transplant program, has grown from a focus on kidneys to a highly successful multiple-organ program,” Dr. Halff said. “The liver, lung and kidney transplant programs here are among the most successful in the United States. Now, we are adding a new dimension: basic research and the promise of translating these findings to patient care. A center of this reputation is something that should make San Antonio very proud.”

The Transplant Center consistently achieves patient survival rates above the national average for all three transplant programs. Since its inception, the center has

- performed more than 2,000 kidney, liver and lung transplants
- ranked in the top 5 Transplant Centers in Texas for the number of transplants performed
- had the largest lung transplant program in Texas
- had the second largest liver transplant program in Texas (9th in the U.S.)



Stopping a Silent Killer

The Texas Diabetes Institute is saving—and changing—lives

Inside the doors of the three-story **University Center for Community Health (UCCH)** is 153,000 square feet of space dedicated to the fight against diabetes. That's because UCCH is home to the **Texas Diabetes Institute (TDI)**, the nation's largest and most comprehensive diabetes center.

The Centers for Disease Control and Prevention released new statistics in October 2005, estimating that nearly 21 million Americans – 7 percent of the U.S. population – have diabetes. This is an additional 2.6 million since 2002. Another 41 million are estimated to have pre-diabetes.

Diabetes is especially prevalent among African-Americans and Hispanics, and it is estimated that roughly one in two Hispanics born in Texas will develop Type II diabetes unless they take preventative measures. Diabetes among children is also on the rise, with one in three Texas children born since 2000 predicted to develop the disease. Diabetes is epidemic in Texas. From 1997 through 2002, the incidence of diabetes increased 40 percent among persons aged 18 to 44 years.

In just six short years, TDI has earned world-wide acclaim for its excellent track record in treating patients with diabetes, as well as its commitment to research, health promotion, patient education and professional training.

Offering stellar family physicians, specialists, renal dialysis, orthopaedics, ophthalmology, endocrinology, dermatology, hyperbarics and podiatry care all in one location improves patient outcomes and creates an on-site laboratory for research.



In Spanish, the word for miracles is **Milagros**. For centuries, Milagro charms have been created out of wood, clay, silver, tin and many other materials. They are designed to accompany prayers and wishes. Milagros are placed in churches and held in prayerful hands for the healing of mind, body and soul.

Three Milagros make up the logo of the Texas Diabetes Institute and remind all who step into this building that miracles do happen.



The foot symbolizes the “foundation of education” that empowers our patients.



The heart is the “heart of care” found in each staff member.



The eye represents the “vision of research” that will ultimately lead to a cure for diabetes.



The newest Milagro at TDI is the butterfly. It represents the journey toward good health and reminds us that something very beautiful can come from what we thought was very ordinary.



ACT NOW to prevent diabetes

TDI is one of only eight U.S. diabetes research centers participating in the groundbreaking ACT NOW Study. Beginning in 2005, people who have not been diagnosed with Type II diabetes, but who have a strong family history of the disease, began to be enrolled at TDI.

TDI researchers are testing whether a certain type of diabetes drug can prevent the onset of Type II diabetes in these individuals.

“This is tremendously important research,” says Dr. Ralph DeFronzo, Texas Diabetes Institute deputy director and professor of medicine at UT Health Science Center.

“If we can prevent diabetes, we can prevent its complications like blindness, kidney disease, heart disease, nerve damage and amputations.”

The diabetes drug being tested is called pioglitazone and is sold under the brand name Actos. Previous research found that pioglitazone has the ability to make patients with diabetes more sensitive to the insulin their bodies produce. In doing so, the drug may help save beta cells, the insulin-producing cells in the pancreas that malfunction in people with diabetes.

Comprehensive Care

Close to home

While we spent the past year celebrating the 50th Anniversary of the creation of the University Health System, our origins actually date back to 1916. That was when the city of San Antonio and the County of Bexar jointly sponsored and constructed the **Robert B. Green Memorial Hospital** to provide medical services to the community's indigent. Before the Great Depression, "The Green" had a reputation for being one of the finest charity hospitals in the nation and featured outstanding internship and nursing school programs.

In 1981, the old charity hospital entered a new phase in its role as a healthcare provider, officially changing its name to the Brady/Green Community Health Center. It quickly became one of Texas' largest outpatient clinics.

Today, the Robert B. Green is the **University Health Center – Downtown** (UHC-D). Still referred

to fondly as "The Green" or "The Brady Green" by many in the community. UHC-D is a comprehensive primary and specialty outpatient clinic facility.

UHC-D is the flagship for University Health System's outpatient facilities, which include:

University Center for Community Health

(home of the Texas Diabetes Institute)

University Family Health Center – Southeast

University Family Health Center – Southwest

University Family Health Center – North

University Family Health Center – Northwest

University Dialysis Southeast

University Health System's commitment to delivering care close to home was realized through the creation of this network of community-based clinics in the 1990s. In 2005, these facilities handled the healthcare needs of residents from all parts of Bexar County with more than 365,000 patient visits.

An HMO that puts **Community First**



In 2005, as University Health System celebrated Community First's 10th year in the community, the health maintenance organization scored its highest ratings ever from both members and providers. Member ratings placed Community First higher than state and national averages and higher than any other health plan in the San Antonio market. At the same time, more than 90 percent of Community First providers said they were "satisfied" or "very satisfied" with the health plan. The 2006 member satisfaction ratings place Community First again at the top of its market.

Currently, Community First offers products for both Medicaid and CHIP (Children's Health Insurance Program) recipients, as well as administering commercial health benefits for the State of Texas and the City of San Antonio.

Community First has repeatedly turned down opportunities to grow outside its current eight-county service area. "After all," says President Charles L. Kight, "that's why we were founded. To work together with University Health System and other community stakeholders to improve access to healthcare. In the coming years we will continue to strive together to balance 'caring' and 'cost.' That is our common mission.

The Hub of the Safety Net

Compassionate care for the community's indigent

The heart of the University Health System mission is to provide healthcare to Bexar County's indigent residents.

In 2005, University Health System provided services to 160,448 individuals. Uninsured patients, with no form of public or private health insurance, made up 58.5 percent of this total. The cost of this care was \$186.8 million.

While Bexar County Hospital District property taxes are an important source of funding for these health services, local taxpayers should take note that patient revenue and other non-tax revenue fund more than 75 percent of the total University Health System operating budget.

Taxpayers and patients alike benefit from our innovative approach to maximizing resources available to fund our indigent care mission.

CareLink is a program for the uninsured and working poor of Bexar County. Created in 1997, the program provides qualifying Bexar County residents financial assistance, as well as access to primary care physicians and specialty services.

While CareLink is not insurance, it has many similar advantages, such as promoting preventive health services, encouraging a long-lasting relationship with a primary care provider, and instilling a sense of shared responsibility between patients and clinical staff for the patient's health.

In 2005, CareLink had an average of 55,000 enrollees. Members pay a reduced rate for services received through University Health System, based on family size and income. Through these monthly payments, CareLink members contributed over \$11 million to the University Health System bottom line in 2005.



The Future Starts Now

Planning to meet Bexar County's growing health needs

So, where do we go from here?

Working to best address the needs of the community today *and* tomorrow is our focus as University Health System looks toward its next 50 years of service. A master facilities planning process got under way in 2005, and many options are being explored. The purpose is to leverage and maximize resources to care for those in need in the community and to provide life-saving trauma care for the region.

University Hospital opened in 1968 and its only major addition was constructed in the mid-1980s. As you would expect, a hospital that was the right size for San Antonio in 1980 is having major capacity problems in 2006. Through this planning process, our goal is to improve access to medical and non-trauma surgical services at University Hospital while ensuring adequate resources continue to be readily available for the critically injured who arrive at our Trauma Center at all times of the day and night.



Part of this planning also includes addressing the aging infrastructure at the University Health Center – Downtown. A large portion of this landmark is nearly 100 years old, and the “new section” was built about a quarter of a century ago.

Significant renovation is needed to bring it up to current healthcare standards, maximize its efficiency, and expand its focus on disease prevention and health education.



A positive step toward increasing space needed to care for patients, as well as improving the parking conditions at University Hospital, occurred in December 2005, with the opening of the **University Health System Business Center**. Some 120 staff members working in the areas of purchasing, revenue accounting, payroll, accounts payable, special billing and information services, made the move into the new building located just south of Loop 410 at IH-10.





Eleanor Roosevelt once said, “The future belongs to those who believe in the beauty of their dreams.” She was someone who would have understood and appreciated the big job that was undertaken by this community 50 years ago. Her words are true today. Truly our present success belongs to those who came before us.

It is our goal that dreams taking shape in our organization today will be celebrated by those who come after us to mark the organization’s 100th Anniversary in 2055.

FINANCIAL HIGHLIGHTS

Year Ending December 31, 2005

University Health System's net assets increased by \$44.4 million or 9.0 percent given the results for operating and nonoperating activities.

During the year, the total operating revenue increased \$25.9 million or 5.8 percent, while expenses increased \$28.7 million or 5.1 percent.

During the fiscal year, University Health System made the following significant capital acquisitions:

- Computer network infrastructure, equipment, wireless mobile computing and back-up system upgrade
- Interface management system
- Digital endoscopy upgrade
- Replacement equipment for ancillary support and patient care areas
- Hematology analyzers
- Neurosurgery equipment
- Chilled water system expansion
- Access control/electronic security system
- Business Center building and modular furniture
- Cardiac catheterization lab renovations

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

University Health System and Combined Affiliates

The Bexar County Hospital District, d/b/a University Health System, is a hospital district established under Article IX, Section 4 of the Texas Constitution and Chapter 281 of the Texas Health and Safety Code. It is a political subdivision of the State of Texas, created to provide medical and hospital care to the needy and indigent of Bexar County. University Health System is a discrete component unit of Bexar County (legally separate from Bexar County, Texas). University Health System's Board is composed of seven members appointed by the Commissioners Court for staggered terms of two years (or until a successor is appointed and qualified). Board members are "public officers" under the Texas Constitution, who as a body exercise sovereign functions of government largely independent of the control of others, and serve without pay. University Health System is exempt from federal income tax under Section 115(a) of the Internal Revenue Code.

University Health System is the third-largest public health system in the State of Texas. Its staff of over 4,100 healthcare employees operates University Hospital, San Antonio's only civilian Level I trauma center, as well as, the University Center for Community Health devoted to the prevention and treatment of diabetes, University Health Center-Downtown, four University Family Health Centers, University Dialysis – Southeast and a healthcare program at Bexar County's correctional facilities. Its network of community outpatient and inpatient facilities provides primary care and specialty outpatient care throughout Bexar County. Additionally, University Health System has had a long-standing affiliation with the UT Health Science Center. University Health System's facilities serve as the major teaching facilities for many of the UT Health Science Center's healthcare programs, including the graduate medical education program (GME).

University Health System has established various affiliated nonprofit, tax-exempt organizations to facilitate the funding, delivery and management of its healthcare mission.

The University Health System Foundation (the Foundation) (formerly the University Health System Development Corporation) was created in 1984 to raise funds for the University Health System. The Foundation is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

Community First Health Plans, Inc. (CFHP) was established in 1994 to assist the University Health System to provide and arrange healthcare services in accordance with the Texas Health Maintenance Organization Act (Chapter 20A, Vernon's Texas Insurance Code). CFHP is exempt from federal income tax under Section 501(c)(4) of the Internal Revenue Code.

Community First Group Hospital Service Corporation (the PPO) was incorporated in 2001 and licensed by the state of Texas on August 3, 2001, to operate as a group hospital services corporation under Chapter 20 of the Texas Insurance Code. The PPO is a nonprofit, taxable company, and is an affiliate of CFHP. The PPO provides hospital accident coverage and preferred provider organization medical insurance to policyholders through their employer.

Community Medicine Associates (CMA), a Texas nonprofit health organization certified by the Texas State Board of Medical Examiners pursuant to Section 5.01(a) of the Texas Medical Practice Act, was established by University Health System in 1996. CMA was activated on April 1, 2000, to provide primary care physician services at the University Health System's Family Health Centers. CMA is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

The combined financial statements include the accounts of University Health System, the Foundation, CMA, CFHP and the PPO as described above. Management of University Health System believes the financial statements presented on a comparative basis

to be the most reflective of University Health System activities. Patient service revenue and medical claims expense for CFHP members amounting to \$4,657,000 and \$6,258,000 in 2005 and 2004, respectively, are not eliminated in combination. Additionally, other and premium revenue for payments made from the University Health System to CFHP of \$1,771,000 and \$2,441,000 in 2005 and 2004, respectively, are not eliminated in combination. All other significant intercompany accounts and transactions have been eliminated in combination.

Other Significant Relationships

The reporting entity for University Health System includes the combined financial statements of University Health System and the Pension Trust Fund. University Health System's combined financial statement presentation includes the discrete presentation of the **University Health System Pension Plan** (the Plan). The Plan is a legally separate component unit. It is fiscally dependent on University Health System and performs services exclusively for employees of University Health System. A board appointed by University Health System governs the Plan. Separate financial statements of the Plan are available at the University Health System administrative offices.

University Health System and Vanguard Health System (VHS) (as the successor organization to Baptist Health System), mutually control **Texas AirLife, Inc. d/b/a San Antonio AirLife, Inc.** (AirLife), a Texas nonprofit corporation, which provides air ambulance services to Bexar County and South Texas. University Health System and VHS retain control over AirLife through the retention of specific reserved powers, including the appointment of AirLife board members. AirLife is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code.

FINANCIAL HIGHLIGHTS Year Ending December 31, 2005

University Health System is a member of the **Hospital Laundry Cooperative Association (HLCA)**, an organization established under Chapter 301, Subchapter B of the Texas Health and Safety Code. University Health System's economic interest in HLCA is determined by "units of interest" under the terms of a Membership Agreement executed by the University Health System in 1995. HLCA is a taxable cooperative under the Internal Revenue Code.

University Health System's ownership in AirLife and HLCA is recorded on the equity method of accounting in the accompanying combined financial statements.

In 1994, the UT Health Science Center established **University Physicians Group (UPG)**, now called UT Medicine, a Texas nonprofit corporation organized under Section 5.01(a) of Article 4495b of the Texas Medical Practice Act, now codified at Section 162.001 of the Texas Occupations Code. UT Medicine serves as a contracting vehicle for physician

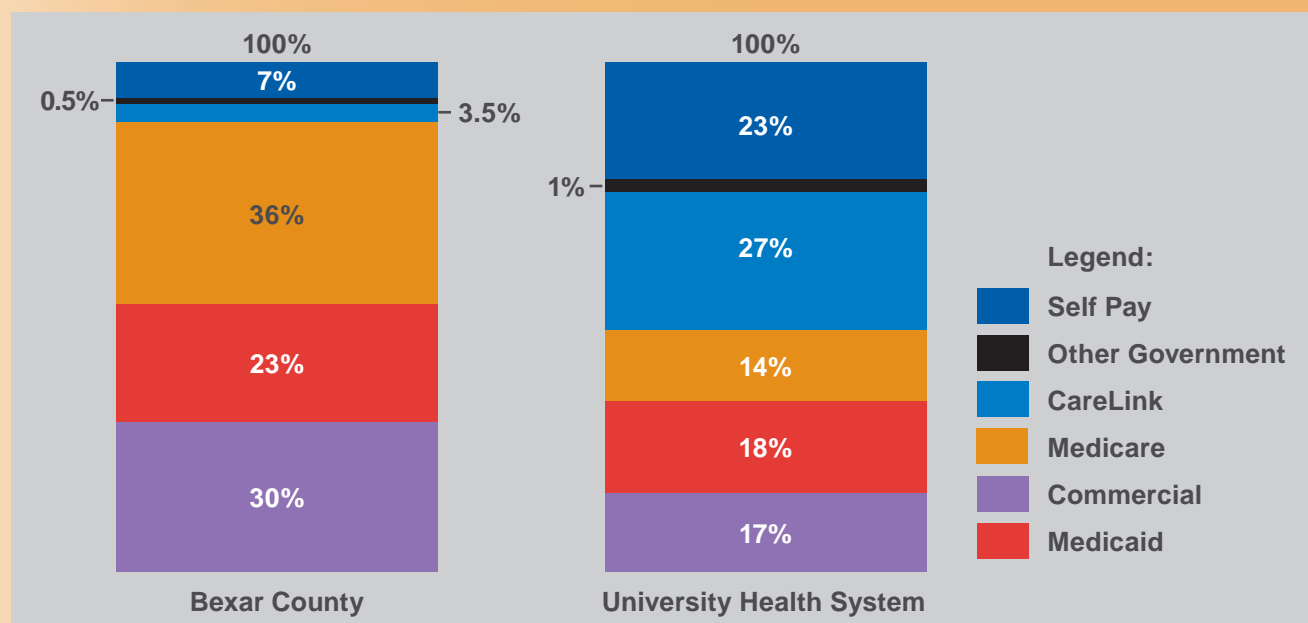
services with University Health System and other payers, including managed care organizations.

Effective June 6, 2000, University Health System and Bexar County became the sole sponsors for the **Center for Health Care Services (CHCS)**. The terms of the relationship are governed by a Sponsorship Agreement with Bexar County dated May 2, 2000. CHCS is a Community Center established under Chapter 534 of the Texas Health and Safety Code to provide a comprehensive array of mental health, mental retardation and drug and alcohol abuse services throughout Bexar County. CHCS was originally established by a coalition of 17 local taxing authorities in 1966.

The balances and transactions of UPG and CHCS are not combined or otherwise included in the accompanying financial statements. Transactions with these organizations are included in the accompanying combined financial statements.

Payer Mix

University Health System's payer mix contrasts the market payer mix with a disproportionate percent of CareLink and Self Pay (unfunded) volume.



2005 Fiscal Statistics

University Hospital

Average Number of Operated Beds	400
Inpatient Discharges	21,749
Patient Days	220,966
Average Length of Stay	5.8 days
Births	2,747

Hospital Outpatient Visits

Emergency Center	70,409
ExpressMed Clinic	19,204
Hospital Clinics	30,452

Ambulatory Centers

Outpatient Visits	365,126
University Health Center–Downtown	47,602
University Center for Community Health	57,829
University Family Health Center–SW	50,414
University Family Health Center–SE	54,095
University Family Health Center–North	26,430
University Family Health Center–NW	8,691
Prescriptions Filled at University Health System pharmacies	1,066,517
Full-time Employees	3,835
UT Health Science Center Faculty Physicians	1,003
Resident Physicians	665
Volunteer Hours	35,481

Balance Sheet

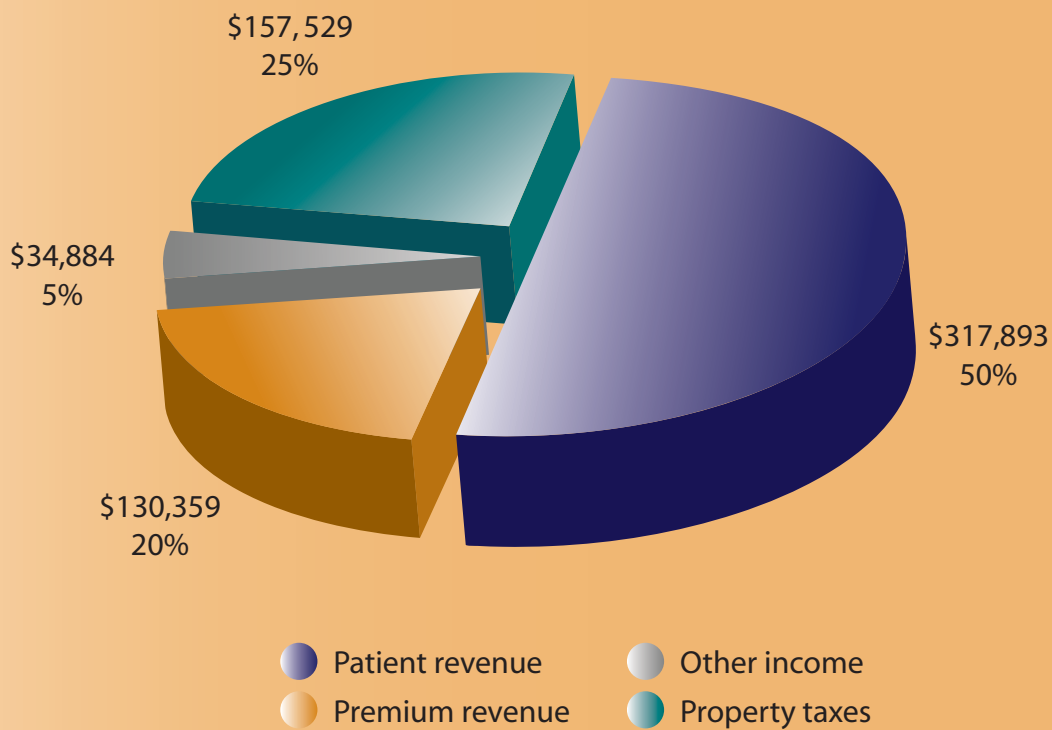
	December 31	
	2005	2004
	<i>(In Thousands)</i>	
Assets		
Current assets:		
Cash and cash equivalents	\$134,695	\$91,690
Investments	17,412	64,016
Patient receivable, less allowance for charity and doubtful accounts and discounts (2005 – \$ 87,767; 2004 – \$90,897)	60,537	57,806
Property taxes receivable	98,613	73,786
Prepaid assets and other current assets	22,287	30,086
Total current assets	333,544	317,384
Noncurrent cash and investments:		
Other noncurrent investments	38,745	45,275
Internally designated for capital acquisitions and improvements	88,935	59,843
Internally designated for contingency	101,611	92,842
Held by trustee for professional self-insurance	8,029	7,846
Total noncurrent cash and investments	237,320	205,806
Long-term patient receivables, less allowance for charity and doubtful accounts (2005 – \$12,835; 2004 – \$39,603)	18,649	19,761
Property, plant, and equipment, net	189,903	183,817
Other assets	1,846	2,230
Total assets	\$781,262	\$728,998
Liabilities and net assets		
Current liabilities:		
Accounts payable	\$ 30,346	\$32,617
Compensated absences	10,063	8,942
Estimated third-party payor settlements	12,114	12,249
Accrued liabilities	15,050	15,251
Medical claims payable	15,398	18,932
Deferred tax revenue	164,626	152,784
Deferred other revenue	1,268	0
Current maturities of long-term debt	106	102
Total current liabilities	248,971	240,877
Long-term debt, less current maturities	0	180
Estimated self-insurance reserves	1,413	1,484
Total liabilities	250,384	242,541
Net assets:		
Invested in capital assets, net of related debt	189,797	183,535
Restricted	1,500	1,522
Unrestricted	339,581	301,400
Total net assets	530,878	486,457
Total liabilities and net assets	\$781,262	\$728,998

Statements of Revenue, Expenses and Changes in Net Assets

	Years Ending December 31	
	2005	2004
	<i>(In Thousands)</i>	
Operating revenue:		
Net patient service revenue, net of provision for bad debt (2005 – \$23,628; 2004 – \$21,471)	\$317,893	\$291,089
Premium revenue	130,359	135,627
Other revenue	21,827	17,466
Total operating revenue	470,079	444,182
Operating expenses:		
Employee compensation	211,191	196,098
Supplies	85,984	81,309
Purchased services	72,613	68,103
Medical services	89,666	77,197
Medical claims expense	111,498	119,374
Depreciation and amortization	24,153	24,273
Other	1,117	1,143
Total operating expenses	596,222	567,497
Operating loss	(126,143)	(123,315)
Nonoperating revenue:		
Property taxes	157,529	149,139
Investment income	8,248	3,648
Proceeds from tobacco settlement	4,809	2,092
Income before contributions	44,443	31,564
Capital contributions received (used), net	(22)	193
Change in net assets	44,421	31,757
Total net assets – beginning of year	486,457	454,700
Total net assets – end of year	\$530,878	\$486,457

Sources of Revenue

	Years Ending December 31	
	2005	2004
Operating revenue:		
Net patient service revenue	49.6%	48.6%
Premium revenue	20.3	22.6
Other operating revenue	3.4	2.9
Total operating revenue	73.3	74.1
Nonoperating revenue:		
Property taxes	24.6%	24.9%
Investment income	1.3	0.6
Proceeds from tobacco settlement	0.8	0.4
Total nonoperating revenue	26.7	25.9
Total	100.0%	100.0%



Report of Management Responsibility

The management of University Health System is responsible for the preparation and integrity of the financial information presented in this report. The combined financial statements have been prepared in accordance with accounting principles generally accepted in the United States as promulgated by the Governmental Accounting Standards Board, and include amounts based on judgments and estimates made by management. Management also prepares the other information included in the report and is responsible for its accuracy and consistency with the financial statements.

The financial statements have been audited by the independent accounting firm of Ernst & Young LLP, who was given unrestricted access to all financial records and related data, including the minutes of all meetings of the Board of Managers. The Board of Managers, through its Budget and Finance Committee (the Committee) provides oversight to the financial reporting process. Integral to this process is the Committee's review and discussion with management of the monthly financial statements and the external auditors for the annual financial statements.

University Health System maintains a system of internal control over financial reporting, which is designed to provide reasonable assurance that transactions are executed as authorized and accurately recorded, that assets are properly safeguarded and also provides reasonable assurance to our management and the Board of Managers regarding the reliability of our financial statements. The internal control system includes:

- A documented organizational structure and division of responsibility;
- Established policies and procedures, which are regularly communicated and that demand highly ethical conduct from all employees.

University Health System's Integrity Services Department monitors the operation of the internal control system and reports findings and recommendations to management and the Board of Managers as appropriate. Corrective actions are taken to address control deficiencies and other opportunities for improvement as they are identified.



George B. Hernández, Jr.
President/Chief Executive Officer



Peggy Deming
Executive Vice President/Chief Financial Officer

University Health System Foundation

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

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

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

Focus Projects

The Peveto Center for Pastoral Care

The Peveto Center for Pastoral Care is anchored in its mission to provide support for patients, families and staff struggling to manage the burdens of care, illness and bereavement. The center offers comprehensive and compassionate programs for patients and families through all phases of care and treatment settings.

It is also a place of respite and effective counseling for healthcare professionals and volunteers.

Located in the main lobby garden of University Hospital, the Peveto Center for Pastoral Care provides an intimate prayer, worship, meeting and meditation space for people of all faiths and denominations. The Peveto Center is open 24 hours a day to all individuals, including on-call clergy who are welcome to use the center for services, confession and spiritual care.

Funds are still being raised to defray construction costs. Leadership Gifts are payable over three years and will be recognized on a commemorative donor wall inside the Peveto Center.

The Nursing Scholarship Program

Nurses are, quite literally, the life blood of every hospital. Unfortunately, there is a serious decline in the number of registered nurses graduating from nursing schools and working at the bedside. Most experts agree that without drastic and immediate action, the situation will become critical within the next 10-15 years.

According to Dr. Dennis S. O’Leary, President of the Joint Commission on Accreditation of Healthcare Organizations, “Unless we address the nursing shortage now, we face a future in which patient safety and healthcare quality will be significantly compromised.”



A competent and committed nursing corps is central to a healthy hospital and community. This passionate belief is what prompted University Health System to form a partnership with the University Health System Foundation to secure funding for nursing scholarships for University Health System employees. The University Health System Foundation Nursing Scholarship Program is designed to provide nursing school scholarships to current employees in exchange for a commitment of service to University Health System. Since its inception, the Nursing Scholarship Program has granted a total of 228 scholarships, with 33 graduates.

Historically, University Health System nursing scholars have distinguished themselves scholastically. Many have been named to Dean's lists, honor societies and served as valedictorians at their respective schools. Additionally, the Nursing Scholarship Program has received favorable publicity in various publications, including the *San Antonio Express-News*, *NurseWeek* and *Nursing Spectrum*.



For more information on either of these focus projects or any of the other funds, please contact the Foundation office at

(210) 358-9860 or visit

www.UniversityHealthSystem.com/Foundation



A Half Century of Health, Healing and Hope

Our Heartfelt Thanks

We extend our appreciation to the many benefactors who invested in University Health System through the University Health System Foundation during 2005, as well as the sponsors of our 50th Anniversary celebration, "A Half Century of Health, Healing and Hope." They are perpetuating a tradition of philanthropy that continues to advance our mission and improve our community in numerous ways.

Key Foundation Funds and Projects:

AIDS Fund	NICU Fund
Blair Reeves Rehabilitation Fund	Nursing Scholarship Fund
Child Life Fund	Peveto Center for Pastoral Care Fund
Emergency Center Fund	Texas Diabetes Institute Fund
Janey Briscoe Children's Center Fund	Transplant Center Fund

University Health System Foundation

Donors over \$250 for June 1, 2005 through May 31, 2006

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A Mission For Life

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

Project Manager and Writer

Leni Kirkman

Staff

Sharon O'Brien

Tricia Aleman

Becky Padilla

Julie Wiley

Lauren Graham

John Grevera

Dora Quiroga

Design

esd&associates

Photography

Mark Greenberg Photography

Printing

Clear Visions, Inc.

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And finally, special thanks to all of the patients who allowed us to take their photos, and who shared their remarkable stories with us. It was our honor to witness the University Health System staff and UT Health Science Center physicians carry out our mission. Thank you for cooperating when our photographer said "Just pretend I'm not here."



University Health System

www.UniversityHealthSystem.com

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