

STRONGER TOGETHER

PARTNERING TO IMPROVE HEALTH



2018 REPORT TO THE COMMUNITY

MARKING 50 YEARS, AND COUNTING, FOR A POWERFUL ACADEMIC MEDICAL PARTNERSHIP

In December 1968, the Bexar County Hospital (known today as University Hospital) opened its doors. That same year, the University of Texas Medical School in San Antonio (known today as UT Health San Antonio) was completed and admitted its first class of medical students. The side-by-side construction and opening of these modern and innovative facilities resulted in the birth of the long-standing partnership between these two organizations and the development of the South Texas Medical Center – the economic engine of San Antonio’s growing healthcare industry. Turn to page 12 for the full story.

OUR MISSION

The mission of University Health System is to improve the good health of the community through high-quality compassionate patient care, innovation, education and discovery.

OUR VISION

We are leading the way to be one of the nation’s most trusted health institutions.

OUR VALUES ARE PATIENT CENTERED

Our patient care will be

- ▶ High quality and compassionate above all,
- ▶ Attentive, kind and helpful without exception, and
- ▶ Wise in the use of resources.



WORKING TOGETHER TO SAVE LIVES ON THE STREETS OF SOUTH TEXAS AND ON BATTLEFIELDS ACROSS THE GLOBE

San Antonio is often referred to as Military Medicine City USA, and the trauma partnership between Brooke Army Medical Center and University Hospital exemplifies the strategic military value and regional benefit of training the next generation of military trauma team physicians, nurses, and other trauma professionals in the country's 7th largest city. Turn to page 14 to read more.



TACKLING A CRITICAL PUBLIC HEALTH CRISIS, TOGETHER

For many years, University Health System and the San Antonio Metropolitan Health District have worked together on initiatives to better the good health of our community by improving access to immunizations and preventive health services, raising awareness on the importance of healthy lifestyle choices, and coordinating the community's medical response during disaster situations. In 2017, Bexar County Judge Nelson Wolff and Mayor Ron Nirenberg charged this partnership with developing a plan to battle the growing opioid crisis. The plan, which includes tactics for healthcare providers as well as the general public was presented in the Fall of 2018. So far, the initiative has resulted in federal grants totaling more than \$15 million to support these tactics. Turn to page 20 to read more.



Bexar County Healthcare Summit



A TRANSFORMATIONAL HEALTH IQ COLLABORATION YIELDING ACTIONABLE DATA

The Witte Museum's H-E-B Body Adventure Powered by University Health System provides a compelling example of the power of visionary partnership and sustained, meaningful and data-driven community collaboration. The innovative health exhibit, now in its fourth year, is not only a fun and engaging adventure for families, the technology behind it is uncovering a wealth of aggregate health data that is leading to new partnerships and investments to improve the health of the community. Turn to page 17 to read more.

POWERpass SIGN-IN

Powered by University Health System

See Your Own Heartbeat

POWER
pass

South Texas Trailblaze



BEXAR COUNTY COMMISSIONERS COURT



Nelson W. Wolff
Bexar County Judge



Sergio "Chico" Rodriguez
Commissioner
Precinct 1



Justin Rodriguez
Commissioner
Precinct 2



Kevin Wolff
Commissioner
Precinct 3



Tommy Calvert
Commissioner
Precinct 4



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



In Memoriam

Paul Elizondo
Commissioner Precinct 2, 1983 - 2018

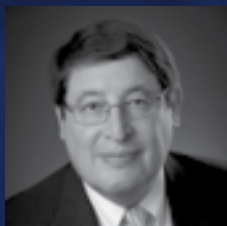
Commissioner Elizondo passed away on December 26, 2018. His leadership and vision over the past 35 years helped to shape and grow our health system in innumerable and long-lasting ways. He will be missed greatly.

THANK YOU FOR YOUR INTEREST IN LEARNING ABOUT THE MISSION AND IMPACT OF UNIVERSITY HEALTH SYSTEM.

We are delighted to share with you some highlights from 2018 as we recognize the people who bring their best to work each day to fulfill our unique mission for this community and region, and to advance our vision to be one of the nation's most trusted health institutions. It has been a busy and productive year and, without a doubt, none of the accomplishments and initiatives you can read about in this report would have been possible if not for the staff and physicians of University Health System – the most skilled and dedicated healthcare workforce in South Texas and beyond.

The theme of this year's Report to the Community is partnerships – we are stronger together. That is especially true when it comes to improving the good health of our community. Our partnerships and collaborations with a number of local organizations are helping us innovate, educate and discover new and better ways to treat illness, and improve access to high-quality care and preventive health services.

In December of 2018, we proudly celebrated the 50th anniversary of our partnership with UT Health San Antonio. In 1968, both the University of Texas Medical School at San Antonio and University Hospital — then known as Bexar County Hospital — opened their doors to serve the community and educate the next generation of physicians, spurring the development of the South Texas Medical Center and what is today the largest sector of the Bexar County economy.



George B. Hernández Jr.
President and Chief Executive Officer

We hope you'll take the time to learn a little about that historic partnership as well as a few others highlighted in the pages that follow. One that made a lot of headlines in the past year was the Joint Opioid Task Force. Last Fall, this team delivered its findings on how to reduce the number of overdose deaths and babies born addicted to opioids.

We also took this opportunity to highlight the value of our longtime trauma care partnership with Brooke Army Medical Center. Together, we are saving lives on the streets of South Texas and battlefields across the world. Even the San Antonio Zoo joined our list of collaborators during the year, as we worked together to create a fitness trail for families within one of the city's most popular attractions.

Of course, we count the people we serve as our most important partners. We are honored by their trust in us and are committed to putting their needs at the center of every decision we make.

Thanks for your support of University Health System and special thanks to all of our partners.

We are making a positive difference – and we are stronger – together.



James Adams
Chair, Bexar County Hospital District Board of Managers

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2018

MARKING THE 50TH ANNIVERSARY OF A HISTORIC PARTNERSHIP

In early December 1968, the newly built Bexar County Hospital admitted its first patients. It was a seminal moment in Bexar County history – transforming the Hospital District’s ability to serve the community, establishing a partnership between the District and the newly opened University of Texas Medical School in San Antonio.

It sparked a period of dramatic growth in the healthcare industry on a former dairy pastureland in Northwest San Antonio. It took place the same year the eyes of the world were on San Antonio, host to the 1968 world’s fair – HemisFair.

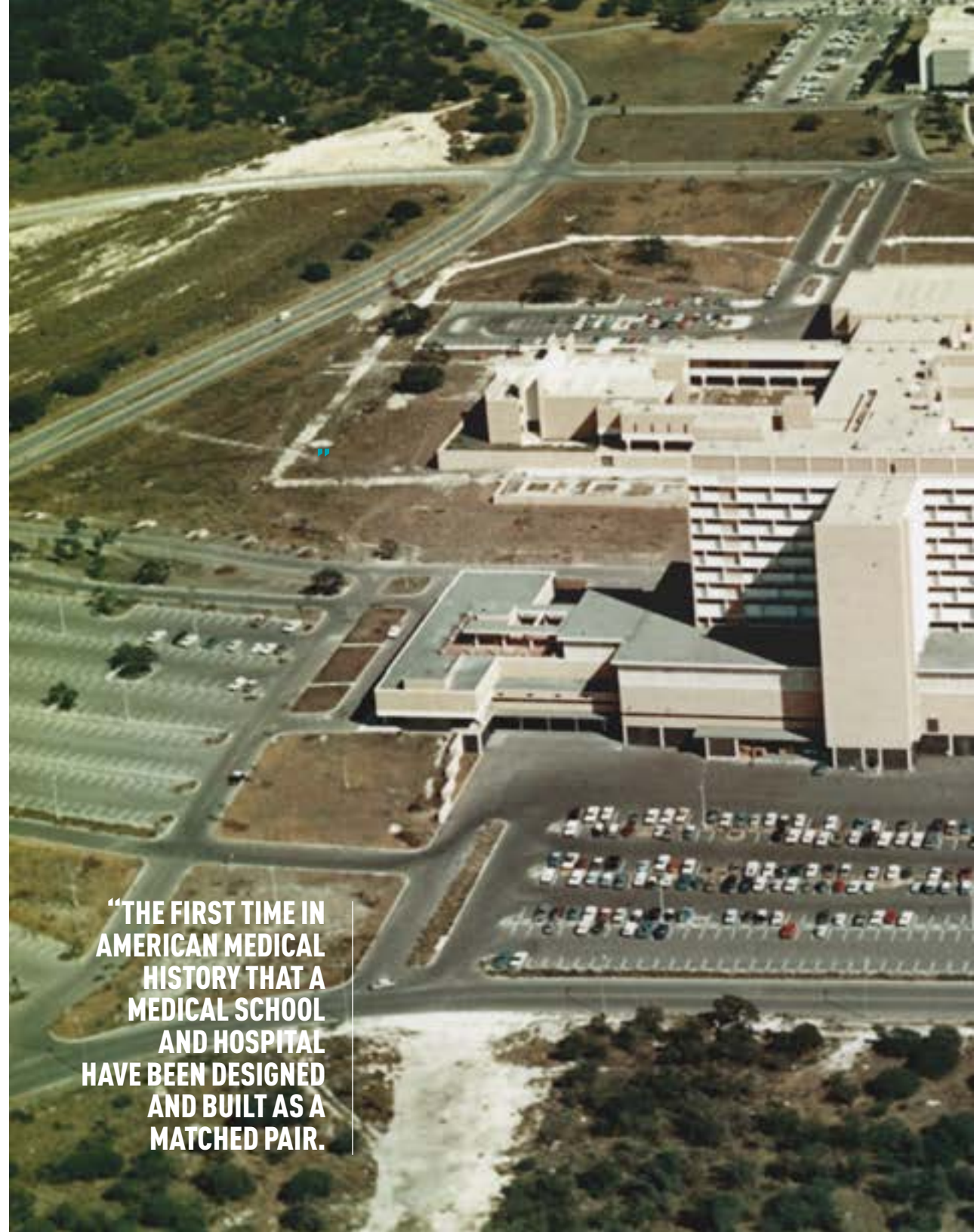
While the \$17 million spent to construct and equip the 334-bed hospital was a great deal of money 50 years ago, it did not take long for the community to welcome the modern medical complex and appreciate how the investment would pay off for the community in the coming years. An article in a special Sunday section of the San Antonio Light in November of 1968 echoed this enthusiasm: “For not only is the 13-story structure beautiful and imposing, but its very appearance also gives promise of high-quality medical care.”

For Douglas Mitchell, the administrator of the new hospital, it was a tremendous opportunity. “We are free to progress, to experiment, to do what is needed to meet the community’s needs. There are very few other hospitals like this.”

Dr. F. Carter Pannill was the first dean of San Antonio’s new medical school. He highlighted the opening as marking, “the first time in American medical history that a medical school and hospital have been designed and built as a matched pair.”

It was an accomplishment that some thought might never come to fruition. For many years, local leaders had tried — and failed — to bring a medical school to San Antonio. In 1944, the Chamber of Commerce pursued the idea of moving Galveston’s medical school — the only state-sponsored medical school in Texas at the time. A resolution to move the school to the more centrally located San Antonio fell short in the Legislature, but gathered enough votes to fuel optimism among local leaders.

In 1947, the San Antonio Medical Foundation was incorporated and, in the years that followed, its efforts were centered on gaining political support in Austin for a San Antonio medical school and finding a suitable location. The location proved to be divisive. The Board of Managers of the Bexar



**“THE FIRST TIME IN
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1968

County Hospital District, along with the Downtown Merchants and Property Owners Association, wanted the school built downtown. Others pushed for the 200-acre Oak Hills pastureland, which had an abundance of open space for future growth.

The Oak Hills site ultimately won out and the Legislature passed House Bill 9 in January 1959, authorizing creation of the school. A Dallas senator, perhaps hoping to slow or stop the project, inserted a last-minute amendment requiring a teaching hospital to be located within a mile of the school.

Bexar County voters overwhelmingly approved a \$5 million bond issue to build the new hospital, supplemented by a \$10 million federal grant. Ground was broken in the spring of 1966. Even though construction had started, there was no plan to fund the hospital's operation – estimated to be \$15 million for the first year. Commissioners went back to the voters. This time, the measure failed. Without operating funds, the hospital couldn't open. It was Bexar County Judge Blair Reeves who cast the deciding vote on moving forward with the tax increase that had been rejected by voters – paving the way for the Bexar County Hospital and the medical school to open as planned two years later.

There was confidence this venture would spur the economy of South Texas. The first leaders of the hospital and school also agreed the most important outcome would be a new dedication to the ideals of healing, teaching and research that would lead to better care for the sick and injured of this community. They also predicted that revolutionary new medical theories and practices developed in this center would impact the lives of people in the city, state, nation, and maybe even the world.

For the past five decades, the partnership between the organizations known today as University Health System and UT Health San Antonio has done exactly what was predicted and more. Together, we have healed the sick and injured, led initiatives to improve the overall health of the community, educated tens of thousands of physicians, nurses and other healthcare professionals, and developed new and better treatments through science and discovery.

The pastureland of 50 years ago is now the bustling South Texas Medical Center — an economic powerhouse for the Bexar County community.

In 1968, Dr. Pannill knew it would be the start of something big. “I think it's safe to predict that five years from now, the medical school alone will be pouring from \$8 million to \$10 million a year into the San Antonio economy.”

Today, the health and biosciences industry provides more than one in six local jobs, and pumps about \$40 billion a year into the local economy.

WORKING TOGETHER TO SAVE LIVES IN SOUTH TEXAS AND ON THE BATTLEFIELD

The partnership between the two Level I adult trauma centers in our region, University Hospital and Brooke Army Medical Center, or BAMC, is unique in the nation — having saved or restored countless lives over the decades.

Together they care for those with life-threatening injuries throughout the vast, 22-county, Trauma Region P, in collaboration with the Southwest Texas Regional Advisory Council, its member hospitals and EMS organizations.

“We are extremely lucky to have a resource like Brooke Army Medical Center here in San Antonio as a key part of our regional trauma system,” said Dr. Ronald Stewart, chair of surgery at UT Health San Antonio and trauma surgeon at University Hospital, at a news conference to release results from the 2017 Community Trauma Report.

“I’m not sure people here truly appreciate what a resource it is,” Dr. Stewart added. “The military operates a lot of hospitals across the United States and around the world. Only one of them is a Level I Trauma Center — BAMC. Only one of them routinely takes care of critically injured civilians as part of an area trauma system — BAMC.”

The decision by one or more private hospitals locally to consider seeking Level II trauma designations — which would allow them to treat critically injured patients without the investments in research and prevention that are required of Level I trauma centers — has been met with widespread concern that BAMC’s continued participation in our regional trauma system, as well as its trauma care training programs for military surgeons and other medical professionals, could be at risk.

To maintain Level I status, a trauma center must treat a high volume of trauma patients. BAMC is able to achieve this volume in part by treating civilians from within the trauma service area.

Both Bexar County Commissioners Court and San Antonio City Council passed resolutions expressing support of BAMC and its need for a sufficient volume of trauma patients to maintain the expertise of its physicians and staff and fulfill its military readiness mission.

“A threat to BAMC’s trauma mission puts in jeopardy the future of our military’s commitment to remain in San Antonio over the long term,” said Bexar County Judge Nelson Wolff.

The National Academies of Science recently highlighted the partnership between University Hospital and Brooke Army Medical Center in a 2016 report, noting that BAMC’s “verification as a Level I trauma center and its integration into the regional civilian trauma system enables military physicians, nurses, and medics to attain and sustain expertise in trauma care and to interact, conduct research, and collaborate with civilian trauma care providers.”

“While we are fortunate that the number of wounded troops has fallen considerably as our missions in Iraq and Afghanistan have changed, it is clear to anyone who watches the evening news or reads a newspaper that the world is a complex and dangerous place, one in which our nation’s military might be called upon at a moment’s notice to defend our nation’s interests,” said Col. Kurt Edwards, former trauma chief at Brooke Army Medical Center.

“That is why we on the medical side work so hard to maintain our skills and readiness. That’s why we have been a part of the trauma system in South Texas for decades, taking the best care possible of civilians so that we can take the best care possible of our men and women in the armed services who risk their lives to protect ours.”

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H-E-B
Body
adventure
Powered by
University Health System

A TRANSFORMATIONAL ADVENTURE YIELDING ACTIONABLE DATA

In May of 2014, University Health System partnered with the Witte Museum and H-E-B for the unveiling of an interactive exhibit designed to engage and empower children and their families to take charge of their health.

Four years later, the H-E-B Body Adventure Powered by University Health System is a great success, and providing data to drive community conversations and decisions to improve access to healthy foods and beverages, and safe places for children to play.

**“IN THE FIRST THREE
YEARS, MORE THAN
HALF A MILLION VISITORS
PARTICIPATED IN THE
BODY ADVENTURE’S
POWERPASS ACTIVITIES”**

Children and their families learn more about how their bodies work through interactive activities that promote healthy eating and exercise. Participants create a personalized interactive experience by selecting a Body Adventure Buddy. Their “buddy” serves as a learning companion through each activity.

Key to this highly interactive experience is a networked system of components that lets participants capture and record their personal data and images as they explore a range

of physical and mental attributes.

The “brain” that takes the health exhibit to this level of personalization and interaction is the PowerPass System which creates a permanent record of an experience that can be saved and compared on subsequent visits. De-identified data is collected in the background and used to analyze the impact of the program on improving the health of participants, and identify opportunities for community initiatives.

In the first three years, more than half a million visitors participated in the Body Adventure’s POWERpass activities, and the number of school children continues to increase dramatically.

For example, nearly 7,500 students participated in one of the four field-trip programs in the third year of the project. That’s an 83 percent increase over the previous year. And the number of kindergarten through second grade students taking part in the Food is Fuel nutrition program quadrupled in the second year, then doubled again in the third year.

The ability to aggregate and map more than 30,000 responses among school-aged youth with Bexar County ZIP Codes has led to powerful findings, and identified significant geographic disparities in important health practices such as vegetable and soda consumption.

As a result, new partnerships with the nonprofit SRG Force Sports and the San Antonio Independent School District led to a new health and wellness after-school program.

And the finding that about 15 percent of one teen group says they live in ZIP Codes where they have no fun, safe places nearby, led the City of San Antonio Health Department to develop several “pocket parks” in those areas.

The H-E-B Body Adventure Powered by University Health System provides a compelling example of the power of a visionary partnership and sustained, meaningful and data-driven community collaboration.

HEALTH CENTER NAMED FOR PIONEERING PHYSICIAN OPENS ITS DOORS

In January 2018, University Health System officially opened the much-anticipated Dr. Robert L.M. Hilliard Center, with the goal of improving the health of those living and working in neighborhoods east of downtown.

The \$8 million, 12,500-square-foot health center was built on a two-acre site provided by the San Antonio Housing Authority (SAHA). The state-of-the-art health center offers primary care, women's and children's services, endocrinology and more.

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

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.

Among the many technological advances incorporated in the Hilliard Center are wall-mounted electronic interactive anatomy boards, located in every exam room. The boards are a teaching tool that providers can use to answer questions or help patients understand a diagnosis or health risk.

"We built the Dr. Robert L.M. Hilliard Center to be a prototype for future University Health System healthcare centers," said George B. Hernández Jr., president and CEO of University Health System.

"It incorporates technology to improve coordination across the continuum of care," he told the large crowd gathered at the ribbon-cutting ceremony on Saturday, January 20. Dr. Hilliard's widow Janie Hilliard and all of his eight children attended the opening events which also included a reception and open house.

Mr. Ira Smith, vice chair of the Bexar County Board of Managers, spoke about the importance of service and compassion. "We know that healthcare, at its core, is about people caring for people," he said. "So, as we open the Hilliard Center, we want you to know that the people here will take good care of you. They will



deliver the level of expertise and service that we all want for ourselves and our families. Above all, at the Hilliard Center and at every University Health System location, we treat everyone with courtesy, compassion and respect."

In fact, those words are etched into the floor at the main entrance of the Hilliard Center. They are joined by some others including: Attentive, Kind, Helpful, Trustworthy and Reliable.

"We did this purposefully, as a reminder to everyone who comes to work here tomorrow and in the months and years to come. More than words on a floor, they form a pledge," added Hernández.

Construction of the new family health center was funded by the Texas 1115 Medicaid Waiver.



**“SO, AS WE OPEN THE
HILLIARD CENTER, WE
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OF YOU.”**

A COMMUNITY EFFORT TO BATTLE THE OPIOID EPIDEMIC

A Joint Opioid Task Force, led by the San Antonio Metropolitan Health District and University Health System, issued its final report to City Council and the Bexar County Hospital District Board of Managers in September, outlining an impressive number of accomplishments and recommendations for state officials. The group came together initially in August 2017 at the request of Bexar County Judge Nelson Wolff and San Antonio Mayor Ron Nirenberg. Co-chaired by Colleen Bridger, MD, director of Metro Health, and Bryan Alsip, MD, University Health System chief medical officer, the task force brought together public health experts, medical and pharmaceutical professionals, first responders, policymakers, public school district representatives, and social services agencies to develop and implement actions to address the opioid problem at the local level. In Texas, Bexar County ranks third in per capita rates of death from opioid overdoses and first in rates of Neonatal Abstinence Syndrome. Neonatal Abstinence Syndrome is a withdrawal syndrome of infants experienced after birth caused by in utero exposure to addictive drugs, frequently opioids. Through four workgroups, the Joint Opioid Task Force made significant progress to inform and to provide better resources to the community. To date, taskforce members have been awarded over \$15 million in federal grants to serve Bexar County.

ACHIEVEMENTS

The Naloxone Workgroup include:

- ▶ Expanded access to naloxone for the treatment of overdoses. Naloxone is a medication used to block the effects of opioids, and has been shown to reduce rates of deaths due to opioid overdoses.
- ▶ The purchase of \$1 million worth of naloxone.
- ▶ Distributed more than 25,000 doses of naloxone to both professional and community first responders.
- ▶ Collaborated with Adapt Pharma to create direct shipments of naloxone to authorized recipients.
- ▶ Partnered with San Antonio EMS and the San Antonio Council on Alcohol and Drug Awareness (SACADA) to conduct follow-up visits for overdose survivors to facilitate transition to recovery support services.
- ▶ Piloted, with the UT Health School of Nursing, a 24-Hour Opioid Drop-In Center in partnership with The Center for Health Care Services.

Held a train-the-trainer event for 70 individuals on how to train others on the administration of naloxone for suspected overdose.

The Provider Education Workgroup:

- ▶ Created new avenues for education and resource development for clinical providers.
- ▶ Sponsored the first annual San Antonio Substance Use Symposium at UT Health San Antonio, providing 1.5-days of continuing medical education for physicians and community members, including four hours of Medication Assisted Treatment waiver training.
- ▶ Launched the “Get Waivered SA” website that allows clinical providers to better understand the opportunities for waiver training.
- ▶ Developed an opioid-related trainings curriculum map for clinical providers and students. Among the topics is use of the Texas Prescription Monitoring Program (PMP).
- ▶ Statewide, only about 45 percent of licensed physicians and 22 percent of licensed dentists are registered to use the PMP. This group continues to work to increase that number significantly before it becomes mandatory in September 2019.

The Community Education Workgroup:

- ▶ Educated the public on how to dispose of unused medications and promoted a better understanding of the risks of opioids, particularly among youth in our community. Established permanent drug drop boxes for unused medications at three police substations and nine Walgreen’s locations in Bexar County.
- ▶ Distributed Deterra® drug deactivation system packets at multiple community events. These packets allow individuals to safely deactivate and dispose of unused, expired or unneeded medications.
- ▶ Developed, with SACADA, youth prevention toolkits and videos to educate teens on the dangers of opioids. These were shared with local independent school districts and shown for weeks in Santikos movie theaters.

The Treatment Workgroup:

- ▶ Improved the ability to locate treatment services for substance abuse and addiction.
- ▶ Identified existing treatment providers and created a framework for determining which treatment options were evidence-based.
- ▶ With the Community Education Workgroup, developed an online resource map identifying locations and services for treatment of substance use disorder.
- ▶ Prepared recommendations for state legislative initiatives to increase the number of treatment locations statewide.



A PLAN FOR A NEW WOMEN'S AND CHILDREN'S TOWER BEGINS TO TAKE SHAPE

A vision to expand and integrate the care of women and children in a new, technologically advanced facility at University Hospital is well on its way to becoming reality with the 2018 approval of a financing plan, and selections of the architectural, project management and construction teams.

The Bexar County Hospital District Board of Managers in February approved the selection of the partnership of Marmon Mok and ZGF Architects to design the new Women's and Children's Tower, along with a new parking garage and a heart, vascular and advanced endoscopy suite on the first floor of the Sky Tower.

Marmon Mok is a 65-year-old San Antonio firm that has designed a number of San Antonio's landmarks, including the Tobin Center and the Alamodome. ZGF is a national firm with extensive healthcare experience, including several prestigious women's and children's hospital projects.

In September, the Board of Managers approved the selection of Broaddus and Associates to be the project manager and the Bexar County Commissioners Court approved the financing plan. The \$452 million project will be funded through the sale of certificates of obligation and the Health System's current capital reserves, with no tax rate increase.

**"THE NEW TOWER
WILL BE HOME
TO OUR LEVEL IV
NEONATAL INTENSIVE
CARE UNIT..."**

In November, the Board of Managers approved a contract with Joeris General Contractors to construct the tower and associated projects. Joeris, based in San Antonio, has completed several previous projects – including the current Children's Health Emergency Department – at University Hospital.

The Women's and Children's Tower is the second phase of the Health System's Capital Improvement Program, which included the 1 million square-foot Sky Tower at University Hospital and the Clinical Pavilion at the Robert B. Green Campus in its initial phase.

The new tower will be home to our Level IV neonatal intensive care unit (NICU), University Children's Health, obstetrics and gynecology – including state-of-the-art dedicated emergency departments for women and children.

Our vision for the tower is to integrate women's and children's services in a way that strengthens both programs and enables specialized teams to



more efficiently coordinate care and work collaboratively. Currently, these programs and units are located in various parts of all three existing towers.

The new tower will include advanced labor and delivery suites, as well as significantly larger post-partum rooms to provide more comfortable arrangements for families, and encourage "couplet care" to promote better bonding for moms and babies.

The new NICU, in addition to the latest technology, will have far more space for each baby, enabling parents and grandparents to spend extended periods of time with their babies in an environment designed to facilitate bonding and privacy.

The Children's Health unit, currently located on the seventh floor of the Sky Tower, will move to the new tower, enabling adult inpatient programs to expand, and offering our young patients an exceptional experience on a unit designed specifically for the unique needs of pediatric patients and their families.

The project has received broad community support, with the San Antonio Express-News Editorial Board calling it "a welcoming and promising development," one that "the community should endorse and celebrate."

Groundbreaking is expected in late 2019. Completion of the heart, vascular and endoscopy suite is slated for 2020, and the Women's and Children's Tower is planned to open in 2022.

A newborn baby is lying in a hospital bed, partially covered by a blue and white striped blanket. The baby is connected to various medical tubes and wires. In the background, there is a medical monitor and other equipment. The scene is dimly lit, focusing on the baby and the medical setup.

FOR THESE BABIES, FISH OIL IS THE ULTIMATE HEALTH FOOD

A University Hospital neonatologist's passion to save premature babies was instrumental in the U.S. Food and Drug Administration's 2018 approval of Omegaven, a lifesaving fish oil treatment for babies with gastrointestinal complications.

"I couldn't continue to see these babies bleed to death without doing something about it," said Cynthia Blanco, M.D., chief of the Neonatal Intensive Care Unit at University Hospital as well as professor of pediatrics and Greehey Family Foundation Chair in Neonatology Research at UT Health San Antonio.

Because critical development of the gastrointestinal system occurs in the last few weeks of a full-term pregnancy, some preemies born with shortened intestines received IV or intravenous feeding.

The IV nutrition was needed to survive, but prolonged feeding of the standard soybean oil-based food was leading to liver failure, the need for a liver transplant or death.

Dr. Blanco learned a Boston hospital was having some success with Omegaven, a fish oil-based formula used in Canada, Australia and Europe, but not approved for widespread use in the United States. She applied for an investigational new drug license to gain ready access to Omegaven for her patients.

It took some doing. University Health System's pharmacy department had to obtain a special veterinary license to import the fish oil medication, and since it wasn't FDA approved, the Health System offered it free of charge.

The effort paid off.

Her study was the first in the U.S. to examine the acute and long-term outcomes of feeding preterm infants with the fish oil-based emulsion. The results were impressive. Thirteen preterm babies received Omegaven until their conditions improved. All of them became healthy enough to go home. None required transplants or died.

"Overall, since 2011, we have had more than 50 patients enrolled in our long-term study and the risk of death due to liver disease has decreased to zero," said Dr. Blanco.

Currently, Dr. Blanco and her team are helping write the national guidelines for Omegaven, and continuing with research to determine the optimal dose for preterm babies who will have a better chance at growing up healthy.





I'm the Next Governor



University of Texas
Health System

300
SAN ANTONIO
— de Bóvar —



SMALLEST PATIENTS TAKE PART IN CITY'S TRICENTENNIAL

University Health System — which celebrated the 100th anniversary of the start of its mission in 2017 — was front and center for the 300th anniversary of the founding of the City of San Antonio in May.

Bexar County Judge Nelson Wolff and San Antonio Mayor Ron Nirenberg visited University Hospital on May 1, 2018 — the date Misión San Antonio de Valero was founded three centuries ago — for a special “Next Generation of Babies” event. To mark that 300th birthday, they brought gifts for little Yaslyn Levani — born at University Hospital on May 1, two minutes into San Antonio’s birthday.

Judge Wolff and Mayor Nirenberg, along with University Health System leadership, spoke of the work happening in 2018 across the community to improve access to health, educational and cultural resources as the foundation for the next 300 years. The goal of San Antonio’s year-long Tricentennial Celebration was to raise awareness of the impact San Antonio has had on the state, nation and world since its founding, and to engage people and organizations throughout the community in making San Antonio and Bexar County the best place for Yaslyn and all the other tricentennial babies to grow up in.

The first 300 babies born at University Hospital during San Antonio’s 300th birthday month received special keepsake “I am the next generation” knitted caps.

Misión San Antonio de Valero, later known as The Alamo Mission, was founded on May 1, 1718. Soon after, Presidio San Antonio de Béxar was established to protect the new mission.



LIVING-DONOR LIVER TRANSPLANTS: A NEW OPTION FOR SICK KIDS IN CENTRAL AND SOUTH TEXAS

With the successful transplant of a segment of her aunt's liver into a 1-year-old girl at University Hospital, home to the only living-donor liver transplant program in Central and South Texas – and currently the second largest living-liver transplantation program in the nation – is now able to offer this lifesaving option to children with critical liver failure.

Six weeks after she was born, Alma Arellano of Brownsville was diagnosed with biliary atresia, a serious liver disorder in which the bile ducts aren't working properly. Within days, she underwent surgery at University Hospital to restore the flow of bile from her liver.

While the surgery was a success, Alma's liver rapidly began to fail. Because of her tiny size, a size-matched deceased donor liver to transplant into her would be extremely difficult, if not impossible, to find in time to save her life.

“LIVING DONOR TRANSPLANTATION IS LIFESAVING FOR THESE PATIENTS.”

“She was literally slipping away from us,” said Dr. Francisco Cigarroa, University Transplant Center surgeon and the Carlos and Malú Alvarez University Distinguished Chair in Pediatric Transplantation Surgery at UT Health San Antonio. “Fortunately, as she was getting sicker and sicker, a relative stepped up to say: ‘I would like to be considered as a living donor for Alma.’”

Her aunt, Maria Casas, proved to be an excellent match. And on March 15, 2018, just three days after Maria was medically cleared, she became Alma's lifesaving liver donor — providing a perfectly sized segment of her own liver. The liver is unique among organs in that it will regrow to the right size in both the donor and recipient after transplant.

University Health System's Transplant Center has long offered the only living liver transplant program in South and Central Texas. Under the leadership of longtime Transplant Center director Glenn A. Halff, MD, the program grew significantly over the past year while maintaining outstanding outcomes for patients. The Transplant Center performed 30 living liver transplants in 2018, including Alma and one other pediatric patient. “We consider this a very important option for pediatric patients now,” Dr. Cigarroa said. “Because



we feel children can ultimately do better with a living donor transplant than waiting and getting too sick to get transplanted.

“Unfortunately, children and adults with liver failure still die on the waiting list. Living donor transplantation is lifesaving for these patients,” he added. That is a large part of the reason why the team has worked so diligently to grow the program. The only program performing more of this highly specialized procedure is the University of Pittsburgh Medical Center in Pennsylvania.

PARTNERING TO IMPROVE SEATBELT USAGE

In May, an unusual and powerful memorial was raised at the northwest corner of the University Hospital campus — a stark collection of 929 white pairs of “ghost shoes” arranged on bleachers.

The Texas Department of Transportation partnered with the Level I trauma team at University Hospital for a news conference kicking off its 16th annual “Click It or Ticket” campaign. As in past years, Texas law enforcement officers aggressively ticketed unbelted drivers and passengers during the two-week period that began Memorial Day weekend.

And the shoes? Each pair represented an unbuckled life lost across the state in 2017 — a grim reminder of what was at stake. Among the speakers was Dr. Mark Muir, trauma medical director at University Hospital, and Jennifer Northway, director of University Health System’s adult and pediatric injury prevention program.

“We treat everything from broken bones, spinal cord injuries, skull fractures and brain injuries, internal bleeding — and that’s just a small selection of the things we deal with every single day here at University Hospital,” Dr. Muir said. “We see what happens when bodies are thrown around inside a vehicle, when heads hit dashboards, or worst of all, when people are thrown out of vehicles. So many could have been prevented if people had remembered to buckle their seatbelts.”

Perhaps the most powerful speaker was David Mills of Spring, Texas. Mills, alongside his wife Wendy, recalled losing their 16-year-old daughter Kailee in a crash just a few blocks from home. Their daughter, a passenger in the car, had unbuckled her seatbelt to take a selfie when the car veered off the road and crashed. She always wore her seatbelt, her parents said. Dr. Muir noted that roughly one-in-four of the 1,800 car crash patients University Hospital received from throughout South Texas in 2017 was unbuckled. Within the San Antonio city limits in 2017, 65 motor vehicle crashes resulted in 24 unrestrained occupants being killed and another 54 sustaining serious injuries.



When “Click It or Ticket” launched in 2002, only 76 percent of Texans used their seat belts. Today nearly 92 percent buckle up. The National Highway Traffic Safety Administration estimates that since its inception, the campaign has saved 5,473 lives, prevented more than 95,500 serious injuries and saved Texas more than \$20.7 billion in related economic costs.

Texas law requires everyone in a vehicle to wear seatbelts. Children younger than 8 years must be in a child safety seat or booster seat unless they’re taller than 4 feet 9 inches.

University Hospital serves as one of two Level I trauma centers for adults in our region, and is the only Level I pediatric trauma center and burn program in South Texas.

**“THE CAMPAIGN
HAS SAVED 5,473
LIVES, PREVENTED
MORE THAN 95,500
SERIOUS INJURIES.”**



929 UNBELTED FATALITIES IN 2017

Click or hold.
Tap and hold.

A SWEET RIDE HOME FOR A LITTLE HERO

When it was time for Ryland Ward to go home from University Hospital, a lot of people came together to make sure the trip was a memorable one — a ride fit for a little boy who had endured more pain and horror than anyone (especially a small child) should ever experience.

Ryland was one of nine patients rushed to University Hospital on Sunday, November 5, 2017, after a gunman opened fire at the First Baptist Church of Sutherland Springs, located about 30 miles southeast of San Antonio.

For more than two months, Ryland underwent numerous surgical procedures and physical therapy sessions to help him relearn how to walk and get as much function back as possible. Everyone who cared for him marveled at his courage, strength, and sweet personality.

It is an understatement to say he was popular. He received messages of encouragement from well-wishers around the world. And his room was continually filled with new toys, especially as he spent both Christmas and his sixth birthday in the hospital.

By the start of 2018, he was the last of the 17 Sutherland Springs patients to remain hospitalized at the Level I trauma centers at University Hospital and Brooke Army Medical Center.

On January 11, his medical team was ready to send him home. He smiled and waved as he said goodbye to dozens of doctors, nurses, and staff members, including Dr. Lillian Liao, medical director of the Level I pediatric trauma center.

Ryland boarded a Stockdale Fire Department ladder truck driven by the firefighter who found him among the victims on that terrible day.

An escort of police, sheriff, and emergency response vehicles led them through the city and all the way back to Ryland's hometown, where family and neighbors lined the street to welcome him.

It was a bittersweet day for Ryland and his family members, who were glad to be finally leaving the hospital, but were still grieving the loss of Ryland's stepmother and the other 25 people killed in the shooting.

His homecoming story was covered by news organizations around the world as a powerful example of hope, strength and recovery in the face of unimaginable violence.





A PARTNERSHIP BETWEEN NURSE AND MOTHER

Alma Saravia was 19 years old, recently married and pregnant with her first child when the call came.

It was Patricia Aguillen, or “Nurse Patty,” as she’s known to the many moms she’s helped over the years. Aguillen, a registered nurse, introduced herself and invited the teenager to take part in University Health System’s Nurse-Family Partnership.

That call began an almost three-year relationship which included regular home visits through pregnancy and the first two years of her son Edward’s life, with Saravia receiving guidance, information and emotional support.

“She really wanted to be a good mom,” said Aguillen, who has worked with some 150 moms in her nine years with the program.

“It helps any first-time mom,” Saravia added. “You’re never ready to be a parent. We had just gotten married and were going through those bumps in the road, trying to learn to live with each other — and getting pregnant right away. It was difficult.”

The evidence-based community health program includes home visits every two weeks. Nurses educate new moms on prenatal care, infant care, child development, nutrition, parenting skills and the importance of planning future pregnancies.

The goals of the program are to:

- ▶ Improve pregnancy outcomes by helping women engage in good preventive health practices, including thorough prenatal care, better diets, and ending the use of cigarettes and other harmful substances

- ▶ Improve child health and development by helping parents provide responsible and competent care
- ▶ Improve the economic self-sufficiency of the family by helping parents develop a vision for their own future, plan future pregnancies, continue their education, and find work

Funding for the program is provided by the State of Texas’ Health and Human Services Commission.

Today, Saravia’s son Edward is a healthy 7-year-old. She marvels at the lessons she learned from Nurse Patty. “I learned that I was baby’s first teacher,” she said. “And by teaching him, I gained my baby’s trust. That’s the most important thing for an infant, gaining their trust. I learned about positive discipline. You’re the parent. Your child is going to do what you do.”

When she began the program, Saravia was taking prerequisite courses to become a nurse. She became a licensed vocational nurse and joined University Health System in 2015. She later returned to school and earned her bachelor’s degree, becoming a registered nurse in December 2017.

With that accomplishment behind her, she now works with mothers and babies in University Hospital’s NICU and newborn nursery.

“I feel a connection to these moms — especially the young moms,” she said.

“I LEARNED ABOUT POSITIVE DISCIPLINE. YOU’RE THE PARENT. YOUR CHILD IS GOING TO DO WHAT YOU DO.”



MANAGING HIV CARE FOR THE COMMUNITY

University Health System has always played an important role in providing care to those living with HIV/AIDS. Its FFACTS — short for Family-Focused AIDS Clinical Treatment Services — Clinic provides a wide range of services for those in need.

In August 2017, at the request of Bexar County Judge Nelson Wolff, the Health System took over management of the Ryan White HIV/AIDS Program for Bexar and surrounding counties. Named for an Indiana boy diagnosed with AIDS at age 13, and enacted by Congress in 1990, the program now serves more than half of all people in the nation diagnosed with HIV.

“The goal of the Ryan White program today is to get the majority of people living with HIV in compliance with their medications and visits to the doctor so that they are viral-suppressed to a level less than 200 (copies of the virus per milliliter of blood),” said Dr. Roberto Villarreal, University Health System’s senior vice president for research and information management, and principal investigator for the program. “When patients are at that level, they can lead a normal life and they don’t spread the disease to others.”

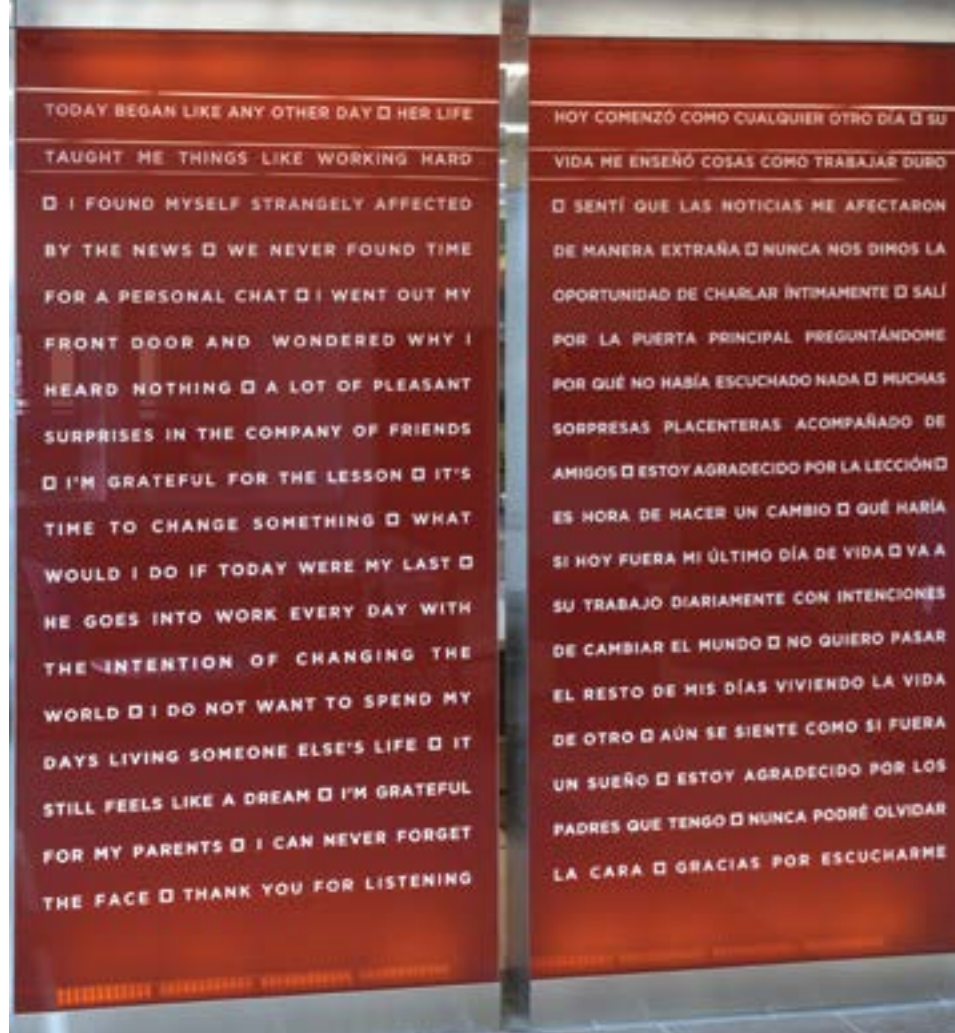
Since the Health System took the program over, the percentage of patients at or below 200 copies/ml. has risen from 61 to 79 percent.

And while huge leaps in the effectiveness of antiviral medicines for HIV have transformed it from a fatal disease to a chronic one, it takes a much more comprehensive approach to make sure patients’ lives are stable enough to maintain a treatment regimen — keeping them healthy and the community safer, Dr. Villarreal said.

The Ryan White program is made up of several funds to support treatment. Part A, the biggest part which is allocated to communities, pays for primary medical care and support services for adults. Bexar County had managed the fund until Judge Wolff suggested it made more sense for University Health System to take responsibility for it.

The Health System receives Part B supplemental funding from the state and also applied for Part D funding, which serves women, infants, children and young adults with targeted treatment and services. University Health System now has the largest Part D program in the state.

More recently, Dr. Villarreal sought and won Part F funding, known as Special Projects of National Significance. The Health System is one of only



12 programs in the country to receive these funds which help with housing, employment and patient navigation.

“Our premise was, without housing, without an income, you cannot take care of your health,” Dr. Villarreal said.

Since University Health System took over the Bexar County program, it has increased the number of clinic sites from two to six, making access easier for patients. With a total budget of about \$13 million a year, the program contracts with a number of local organizations including CentroMed, CommuniCare, the San Antonio AIDS Foundation, the Alamo Area Resource Center and BEAT AIDS.

“OUR PREMISE WAS, WITHOUT HOUSING, WITHOUT AN INCOME, YOU CANNOT TAKE CARE OF YOUR HEALTH.”

A NEW, LESS-INVASIVE TREATMENT FOR A COMMON PROBLEM

Benign prostate hyperplasia, or BPH, is one of the most common health problems in older men. About half of all men ages 51 to 60 have BPH, and that percentage goes up with age.

“As the hair turns gray, the prostate gets bigger,” says Dr. Ahmed Mansour, assistant professor of urology at UT Health San Antonio who practices at University Health System.

**“AS THE HAIR
TURNS GRAY, THE
PROSTATE GETS
BIGGER...”**

As it enlarges, the walnut-sized prostate squeezes the urethra, leading to problems with urination.

Patients are first advised to try lifestyle changes, followed by medication, to reduce the symptoms of BPH. After that, surgical techniques to remove the excess tissue blocking the urethra are the next line of treatment. Side effects, however, can include bleeding, incontinence, sexual dysfunction and the need for repeat surgery.

But there are promising alternatives.

Holmium laser enucleation of the prostate, or HoLEP — and more recently, thulium laser enucleation of the prostate (ThuLEP) — have emerged with the advantages of shorter hospital stays and lowered risk of bleeding and other side effects.

University Health System has joined a small number of centers around the country offering ThuLEP. The procedure involves threading a narrow catheter containing the laser and camera through the penis and urethra into the prostate. The surgeon uses the laser to separate the gland tissue from the outer capsule, or outside portion of the prostate. “Like peeling an orange,” as Dr. Mansour describes it.



Unlike transurethral resection of the prostate, or TURP, the “gold standard” for surgical treatment of BPH, excess tissue isn’t cut away in pieces but rather separated whole and pushed into the bladder, where a second instrument grinds and suctions the gland tissue away.

The new procedure also allows surgeons to treat patients with very large prostates, which can occur with medical treatment over time. The risk of bleeding is minimized, as is the risk of incontinence and sexual problems due to incidental nerve damage.

After a 23-hour observation stay in the hospital, the catheter is removed and the patient goes home. Relief of symptoms is immediate.

The ThuLEP procedure is also considered for some men with enlarged prostates and prostate cancer undergoing a “watchful waiting” line of management. The procedure can offer relief of symptoms, with a secondary effect of making the PSA test more sensitive.

NEW OPTIMISM FOR CYSTIC FIBROSIS PATIENTS

Stephanie Hansen was just 3 years old when her parents were given the reason for her persistent cough and digestive problems. She had cystic fibrosis (CF). And according to her doctor at the time, the long-term prospects weren't good.

"When I was diagnosed, my parents were told that I wouldn't graduate high school," Hansen, now 28, says. "Then, when I graduated, the life expectancy for people with CF had gone up to 30 or 35 years old. Now the number is in the 40s. I've got a lot of hope that I'm going to be around into my 50s and 60s. Maybe longer."

Hansen receives care at University Health System's Cystic Fibrosis Center, a partnership with UT Health San Antonio. She credits the care she's received for her new fondness for exercise and sense of optimism about survival.

Cystic fibrosis is a disease that affects nearly 30,000 Americans. It is a genetic condition that results in thickened secretions in the respiratory and gastrointestinal tracts. Patients with CF have problems with recurrent lung infections that result in progressive destruction of the lungs, as well as difficulties gaining and maintaining weight. They are also at an increased risk of developing diabetes.

The University of Texas Health Science Center San Antonio Cystic Fibrosis team began caring for patients at University Health System in 2013. The pediatric program was accredited by the Cystic Fibrosis Foundation in 2014 and the adult program in 2017. Today the center cares for nearly 200 individuals with cystic fibrosis from all over San Antonio and South Texas.

Dr. Donna Willey-Courand, director of the Cystic Fibrosis Center and chief of pediatric pulmonology at UT Health San Antonio credits improvements in care, patient education and research for patients living longer, more normal lives. Drugs targeting some of the most common genetic mutations that cause the disease are now available.

And for that reason, the center has evolved from a largely pediatric program to a comprehensive center that offers lifelong care. "Now all these kids with this chronic disease are surviving into adulthood, and we have the only adult cystic fibrosis program in South and West Texas," said Dr. Willey-Courand.

Children with the disease transition at around age 18 to the adult program focused on the different challenges that older CF patients face.

Care is delivered by a specialized team of pulmonologists, an endocrinologist, respiratory therapists, a dietitian, a social worker, nurses, a psychologist,



and physical therapists all trained to manage the physical and psychosocial manifestations of the disease. The team provides care to people with CF throughout their lives – from the diagnostic testing performed on infants suspected of having cystic fibrosis based on newborn screening, through childhood and adulthood – including caring for adults with advanced lung disease in conjunction with the University Health System Lung Transplant Program.

It is the only center in San Antonio actively engaged in clinical research to develop new therapies to treat CF.

A new expanded Cystic Fibrosis Center opened at University Hospital in early 2019. It features eight exam rooms, an infusion room, a pulmonary function testing lab, and workspace for the nurses, social workers, respiratory therapists, psychologists and others who make up the CF team.

It will also have dedicated space for clinical trials, with comfortable areas for enrolled patients to receive study protocols and education.

"This enhanced space will enable us to fulfill our mission of delivering state-of-the-art care, providing education to the next generation of CF clinicians and researchers, and conducting research towards finding a cure for cystic fibrosis," said Dr. Willey-Courand.

**"THIS ENHANCED
SPACE WILL ENABLE
US TO FULFILL
OUR MISSION OF
DELIVERING STATE
OF THE ART CARE"**



HONORING A NURSING LEADER

Tommye Austin joined University Health System as senior vice president and chief nurse executive in 2017 with an extensive and impressive background in nursing and healthcare leadership throughout Texas.

That experience and success in improving patient care and operational performance, along with some impressive accomplishments since joining the Health System, led Modern Healthcare magazine to name her to the magazine's 2018 list of Minority Executives to Watch. The program aims to raise awareness of the importance of diversity in healthcare leadership.

In selecting her, the magazine's editors wrote: "Austin joined the San Antonio hospital in May 2017, but in that short period of time made significant differences in employee engagement and clinical care. She helped orchestrate response to the Sutherland Springs church shooting by instituting a new trauma protocol and was a leader on developing a new stroke tracer program."

Dr. Austin, who holds a PhD in nursing, as well as master's in nursing and master's in business administration degrees, previously was chief nursing executive at Baptist Health System and regional chief nursing executive for Tenet Healthcare Corp. Before that, she served with Memorial Hermann Hospital in Houston.

In a letter accompanying the award, Modern Healthcare editor Aurora Aguilar wrote that minorities represent only 11 percent of executives in the healthcare industry. "These leaders are leaving a lasting imprint on their communities and the industry as a whole," she added.



PUSHING THE BOUNDARIES OF ROBOTIC SURGERY

Since it was introduced in 2011, robotic surgery has become one of the fastest-growing technologies at University Hospital, growing so quickly that a second robot was added in late 2017 to handle the demand.

Surgeons who embrace the technology cite the pinpoint precision that robotic surgery allows, the three-dimensional views of the surgical field and the greater flexibility of the instruments to work on hard-to-reach places in the body.

For patients, “the biggest appeal is that it’s minimally invasive,” said Dr. Georgia McCann, assistant professor of obstetrics and gynecology at UT Health San Antonio, who chairs the Robotic Surgery Committee at University Hospital.

**“THE ROBOT
ALLOWS US TO DO
THESE COMPLICATED
SURGERIES ON VERY
SICK PEOPLE AND
GETS THEM BACK ON
THEIR FEET FASTER”**

The number of robotic cases has grown by 30 to 40 percent each year. Ten surgical specialties have been using the devices including general surgery, colorectal, gynecology, gynecology-oncology, urogynecology, surgical oncology, thoracic, transplant, urology and otolaryngology.

Among the less common robotic procedures offered at University Hospital is trans-oral robotic surgery, or TORS. The primary application is to remove malignant cancers, typically at the back of the tongue. These cancers have been on the rise in younger men due to the human papillomavirus,

or HPV, that causes cervical cancer in women, said Dr. Jay Ferrell, assistant professor of otolaryngology at UT Health San Antonio.

In years past, reaching these cancers required a large incision on the face or neck and complex surgery that often required splitting the jaw to gain access, which could lead to complications of speaking and swallowing. For the past 20 years or so, radiation and chemotherapy have been the preferred treatment to avoid surgery if possible. But with younger patients, the long-term side effects of chemo and radiation therapy can also cause problems.



Robotic surgery allows the surgeon to access — and see — these hard-to-reach tumors. And by removing them, the amount of chemotherapy and radiation patients receive afterward can be reduced.

Dr. Kent Van Sickle, chief of general and minimally invasive surgery at UT Health, uses robotics for GERD (gastroesophageal reflux disease), hernia repair, gallbladder surgery and other common procedures. Much less common is a robotic combination therapy for gastroparesis, a disabling condition most often seen in diabetic patients in which the stomach doesn’t empty properly. Another less common procedure performed is robotic Roux-en-Y gastric bypass surgery.

Obesity and diabetes are common denominators in many of the conditions the surgeons treat. Dr. McCann said the majority of robotic cases she performs are for endometrial cancer, which is associated with obesity.

“The robot allows us to do these complicated surgeries on very sick people and gets them back on their feet faster,” Dr. McCann said.

AN IMPORTANT MESSAGE CRAFTED WITH GREEN GOO

Proper hand hygiene is a simple and effective way to prevent the spread of infection. Everyone knows — or should have learned as toddlers — that regular handwashing gets rid of germs, helps keep us from getting sick, and prevents us from spreading germs to others. In other words, it's a big win for all.

Clean hands are also vital to providing safe patient care. While there are many reasons a significant percentage of healthcare workers across the country do not strictly adhere to hand hygiene protocols 100 percent of the time, when it comes to reminders — messaging matters. That's why infection prevention professionals and corporate communications teamed up at University Health System to reinforce the “wash your hands more” message in a way that's engaging and entertaining as well as educational.

The big idea: combine green Crayola Washable Finger Paint with a few staff members and physicians willing to get dirty. Add a communications team with a good sense of what people are willing to watch.

Dr. Jason Bowling, Dr. Theodore Wu, nurse educators and infection control staff members Aprilynn Agpalo, Lorraine Bonilla, Rebecca Rodriguez, Monica Narvaez, Kami Rapp and Annierose Abogadie worked with Internal Communications Manager Sherrie Matthews and videographer Mark Greenberg to develop a video to show how easy it is to spread germs.

To get started, Dr. Bowling dipped his fingers in the green Crayola paint.

In the video he moves from patient interaction to a workroom to shaking a fellow physician's hand. We watch the green slime being spread from a patient's room to a computer, to the phone and fellow healthcare professionals. The final scene shows a nurse, who used the same workroom computer as Dr. Bowling, handing a water cup to a patient. The cup is covered in the bright goo.

“The video was a fun, but effective way of showing how easily germs can be transmitted,” said Dr. Bowling, associate professor of infectious diseases at UT



Health San Antonio and a University Health System hospital epidemiologist. “We purposely shot scenes where I walked past both hand sanitizer pumps and sinks, to drive home the message.”

You can find the video on the University Health System YouTube channel. It is used internally at employee orientation, new resident orientation and elsewhere across the Health System to ensure all physicians, nurses and staff understand the power to prevent the spread of germs is literally in their hands every day.

The video even went viral, so to speak. Other hospitals and healthcare organizations, including Stonybrook Children's Hospital in New York City and the Texas Department of State Health Services, have requested to use it to teach their own staff about the importance of hand hygiene. The Joint Commission, which accredits healthcare organizations, also requested that the video be added to its Library of Leading Practices, as a best-practice resource available to its more than 20,000 healthcare organization clients.

“THE VIDEO WAS A FUN, BUT EFFECTIVE WAY OF SHOWING HOW EASILY GERMS CAN BE TRANSMITTED”

MEDICAL MIRACLE: HOW THE TINIEST OF PREMATURE BABIES WAS SAVED AND GIVEN A PROMISING FUTURE

Amber Isabella Zepeda was born at University Hospital on December 6, 2016. She would have been the perfect early Christmas gift, except for the fact that she wasn't supposed to arrive until late March. Her mom Adriana will never forget seeing her daughter right after delivery. "She was so tiny and skinny," she said, holding her hands about 10 inches apart.

Amber was small. Just 1 pound, 5 ounces. But she was alive.

Adriana was grateful, but also terrified. Amber's lungs were far too underdeveloped to allow her to breathe on her own and, as a micro-preemie, that was just the first of the many serious concerns that would need to be addressed. She was immediately whisked away by the neonatal resuscitation team.

**"WE HAVE HOPE
FOR A LOT OF BABIES
BECAUSE OF STORIES
LIKE AMBER'S"**

Several hours later, Adriana was wheeled into the Neonatal Intensive Care Unit to meet her daughter. Amber was intubated. A ventilator was breathing for her, keeping her alive. There were lots of machines and cords.

Adriana sat in her wheelchair looking into the incubator wondering and worrying about what the future would hold for her precious little girl and her family.

That was day one of what would ultimately be a NICU stay of more than six months — a journey that pushed the boundaries of medicine, and tested the resolve of a family to hang on to hope. It also tested the strength of a tiny baby to hold onto life.

On May 3, 2018, a healthy, happy and very active 1-year-old Amber Zepeda, along with her mother, grandmother and sister, were guests of honor at the annual Medical Miracles Gala benefiting the University Health System Foundation.



Amber's dramatic story of survival, shared at the gala, is one of how academic centers such as University Health System and its physician partners at UT Health San Antonio are giving hope to families through research, innovation and evidence-based care.

It wasn't that long ago that babies such as Amber would not have survived, said Dr. Cynthia Blanco, medical director of the Neonatal Nutrition & Bone Institute at University Health System, and professor of neonatology at UT Health San Antonio.

Her mother took advantage of every opportunity to help her tiny baby grow and thrive. She enrolled Amber in three different clinical trials — one involving a newly developed ventilator, another to address her difficulty absorbing nutrients, and a third designed to improve bonding between these tiny, fragile babies and their mothers.

"The therapies we're testing today will probably be the standard of care in 10 years," Dr. Blanco said. "We have hope for a lot of babies because of stories like Amber's."





NEW ZOO TRAIL COMBINES FITNESS AND FUN

It was officially launched in time for the 2018 summer break with the idea of getting kids off the sofa, on the move, and away from their “screens,” to explore the beauty of nature.

The new Fitness Trail, a joint project of University Health System and San Antonio Zoo, provides guests of all ages with a way to combine fitness and fun. It's a one-mile loop situated among lush vegetation that connects guests with some of the zoo's major animal exhibits, and includes signs that help guests track their progress at each quarter-mile mark.

Signs also include encouraging fitness facts that offer motivation and inspiration.

“Too often during the summer break, kids are parked in front of the TV or glued to a tablet or phone,” said Dr. Robert Sanders, a University Medicine Associates pediatrician and associate medical director of University Health System's PediExpress. “It won't take much convincing to get them moving around the Fitness Trail at the zoo, past all of the amazing animal exhibits. We're excited to be part of this partnership with the zoo to encourage kids and families to be more active.”

The partnership goes beyond the Fitness Trail. University Health System provides medical supplies for San Antonio Zoo's First Aid Program, offers flu shots for the Zoo Crew, and first aid training for the zoo staff through “Stop the Bleed” classes led by University Hospital's trauma team.

Members of the Zoo Crew also work closely with our ChildLife team at University Hospital to ensure our young patients have opportunities for recreation and learning during their hospital stay. Recently, the San Antonio Zoo hosted an exclusive and memorable evening event for University Health System's pediatric cancer patients called DreamNight.

THINKING BEYOND OUR WALLS

The mission of University Health System extends beyond the walls of our hospital and multiple outpatient locations. Through events, community sponsorships and social media, we are engaging people where they are, to encourage them to see their good health as their greatest asset and inspire them to take steps to protect and improve it. We are also proudly supporting community programs that help advance our community health mission, provide resources and support for those living with serious illness, and fund the relentless search for cures for devastating diseases like cancer, diabetes and multiple sclerosis.

In 2017, more than 500 University Health System staff members participated in 27 fundraising walks and runs, and that number grew to 33 events in 2018, with close to 1,000 participants. Team University Health System also provided health education information and displays at 79 community outreach events and health fairs in 2018.

University Health System staff members serve on dozens of local religious and nonprofit boards, and donate their time and expertise to mentor students and young professionals, support healthcare workforce development initiatives and make a positive impact on our community.





next-day
results

University
Health System

WALKING
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HELPING
BREAST CANCER

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LOURDES
CASTRO RAMÍREZ

LENDING A HAND TO ADDRESS HOUSING CHALLENGES

In 2017, San Antonio Mayor Ron Nirenberg tapped University Health System Foundation president Lourdes Castro Ramírez to lead a new task force to address issues related to housing. Her mission was to shepherd a process that would result in a policy framework for the City Council to address pressing housing challenges including affordability, gentrification and displacement.

Ramírez, a former Principal Deputy Assistant for the U.S. Department of Housing and Urban Development under President Barack Obama, volunteered her time and expertise with the aim of developing a plan that stems, and ultimately reduces, the tide of San Antonio housing costs that are outpacing residents' incomes.

The Housing Policy Task Force released its recommendations in June of 2018. Ramírez joined University Health System in February of 2017.

STEPPING IN TO PROVIDE STRATEGIC LEADERSHIP

In October of 2018, Rebecca Q. Cedillo, University Health System Business and Community Impact Officer and former secretary of the Bexar County Hospital District Board of Managers, was named interim president and CEO of the San Antonio Hispanic Chamber of Commerce.

As a recent past-chair of the Hispanic Chamber, Cedillo was a natural fit for the interim position which became necessary when president and CEO Ramiro Cavazos was tapped to lead the U.S. Hispanic Chamber of Commerce. Cedillo provided consistent leadership and knowledge, as the chamber's board embarked on a national search for a permanent replacement.

Cedillo, while "on lease" to the Hispanic Chamber, oversaw the advancement of numerous programs to showcase its small business and corporate members, and grow the next generation of entrepreneurs and skilled workforce, including the the Raising and Inspiring Successful Entrepreneurship (R.I.S.E.) children's business education program and the chamber's Latinos are Leaders campaign.

Cedillo returned to her full-time role at University Health System as Diane Sánchez began as president and CEO on February 2, 2019.



REBECCA
Q. CEDILLO





Your Way to a Healthy Day

DON'T WAIT - HYDRATE

Drink plenty of water to stay hydrated and avoid heat exhaustion.

HEALTHY SKIN IS IN

Remember to apply sunscreen every 3-4 hours.



A HEALTHY WAY TO HAVE A GREAT DAY

The partnership between University Children's Health and SeaWorld San Antonio is about helping area families make good decision when it comes to the health and safety of their children. Engaging and easy-to-read "Your Way to a Healthy Day" signage around the park provides quick tips on topics that are important for people to keep in mind, especially as they walk around a theme park in the South Texas heat.

As the official healthcare partner of SeaWorld San Antonio, we are proud to support the First Aid stations around the park, ensuring that SeaWorld's first responders have the supplies needed to care for minor cuts and sprains, or to provide immediate help for medical or traumatic emergencies until EMS arrives. In addition to supplies, University Health System also provides flu vaccines for SeaWorld team members as well "Stop the Bleed" training for all of the Park's first responders.

Young patients at University Hospital benefit from the partnership too, as SeaWorld provides plush Shamu toys for all patients who come to the Children's ER at University Hospital or get admitted to the hospital. SeaWorld also routinely sends characters and animal ambassadors to help add a little fun to their hospital stays.





THE LEGACY OF ROBERT B. GREEN ON THE MOVE!

University Health System was proud to help celebrate San Antonio's 300th birthday celebration at the 2018 Fiesta Battle of Flowers and Flambeau parades. Our float, Robert B. Green - A Legacy of Healing Arts, featured staff members and partner physicians from UT Health San Antonio, wearing vintage medical attire as well as today's more comfortable scrubs. In 1917, the Robert B. Green Memorial Hospital opened its doors in downtown San Antonio, marking the start of what is today University Health System. Judge Green served as Bexar County Judge from 1900-1906 and was elected to the State Senate in 1906. He served for less than a year before dying of heart attack at the age of 42. We are honored to carry on his legacy of service for 100 years and counting.

POWERFUL PARTNERSHIPS: LIFELINES TO EXTRAORDINARY CARE

For more than 30 years the University Health System Foundation has served as a critical conduit to the health and well-being of patients, families, employees and the community.

What empowers this support are our partnerships with diverse stakeholders, including individual donors, corporations, and community organizations. Every donation impacts lives, which means every donor becomes a lifeline to compassionate care, extraordinary medicine, continuing education and life-changing innovation for San Antonio and South Texas.

Southwest — Partner in Medical Transportation

The University Health System Foundation is a recipient of the Southwest Airlines 2018 Medical Transportation Grant Program, one of only 78 organizations nationwide. This program alleviates the financial burden on families requiring travel for treatment at University Hospital.



THE CHARITY BALL ASSOCIATION — Partner in Child Safety CHILDREN BENEFIT ALWAYS

The University Health System Buckle UP! program received a grant from The Charity Ball Association in 2018. The award of \$50,625 will support safety seat education, outreach and safety seat distribution events, including support for safety seats for children with special medical needs.

The Charity Ball Association supports and enhances the quality of life for children of Bexar County which aligns with the mission of this program to provide the necessary tools for families to keep their children safe in a car, ensuring a brighter future for all children.





— Partner in Pediatric Play

A generous \$75,000 grant from Niagara Cares in partnership with the Starlight Foundation resulted in Activity Zones on the pediatric floor, creating a more kid friendly and comfortable setting and providing play equipment for patients to improve patient experience and healing outcomes.

These Activity Zones include:

- ▶ Arts and Crafts area
- ▶ Movie Theatre/Performance Area
- ▶ Medical Play Area
- ▶ Games Area

Employee Giving Reaches New Heights

This year's theme "Giving From the Heart- Over 100 Years of Caring" truly exemplified the level of commitment that University Health System staff has for our patients and programs. Setting a new record, 1,251 employees pledged \$233,271 in support of patients and community programs.

Our Employees — Partners in Education

Our Sons and Daughters Scholarship Program awarded 11 students with \$2,000 scholarships to pursue their post-secondary education for a total of \$22,000. To date, the Foundation has awarded 76 scholarships totaling \$82,000.

Grants Program — Partners in Innovation

Due to generosity of our employees during the Employee Giving Campaign, the Board of Directors approved up to \$100,000 to fund innovative programs and projects that are strategically aligned with the University Health System priority areas:

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

2018 Foundation Highlights

Generous donors gave over \$1.7 million in 2018 to the University Health System Foundation to support patient-centered, compassionate care. In 2018, donor contributions allowed University Health System to:



- ▶ Distribute over 1,000 car safety seats
- ▶ Fund 12 scholarships for employees studying for post-secondary and advanced degrees in nursing, respiratory therapy, and medical laboratory sciences.
- ▶ Create enhancements to the Pediatric Palliative Care program
- ▶ Provide educational activities and support for pediatric patients to better cope with their medical care experience
- ▶ Offer cancer support services like mammograms for underserved women

Special thanks to some of our new partners: Amazon, Gus Owens Stephens Foundation, and Toyota. The generosity from all of our supporters strengthens a tradition of philanthropy that continues to advance our mission and improve our community in numerous ways.

The University Health System Foundation, a 501 (c) (3) nonprofit organization, where 100% of every gift received directly supports patient-centered care and innovative discovery. The mission of the Foundation is to be the lifeline of support to University Health System, advancing extraordinary and compassionate care to patients, employees, and the greater community.

FOUNDATION BOARD OF DIRECTORS

Francisco J. Garza, Chair
Randy Harig, Chair-Elect
John C. Calhoon, MD, Vice Chair
George B. Hernández, Jr., Secretary/Treasurer
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Yvonne Gonzales, Special Event Committee Chair

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Jim Reed
Norma R. Reyes
Janice Ricks
Karla Wentworth
Judge Renée A. Yanta

HONOR ROLL OF DONORS

Gifts of \$10,000+

January 1, 2017-December 31, 2017

Ann Peters Foundation
Cavaretta, Katona & Leighner, PLLC
CommuniCare Health Centers
Community First Health Plans
EOG Resources, Inc.
Head for the Cure Foundation
Hill Country Bridge, Inc.
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RTKL Associates
Texas Tech University Health Sciences Center
The Broadus Companies
University of the Incarnate Word
USAA
UT Health San Antonio-
Department of Medicine/Diabetes
Valero

Gifts of \$5,000-\$9,999

January 1, 2017-December 31, 2017

Alterman, Inc.
Bryan Alsip, MD
Bartlett Cocke General Contractors
BKD CPAs & Advisors
Carvajal Pharmacy
Child's Play Charity
DOCUation, Inc.
Dubose Family Foundation
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UT Health San Antonio-
Department of Orthopaedics
UT Health San Antonio-Department of Surgery
UT Health San Antonio-School of Medicine
Vaughn Construction

Voya Financial
Wave Healthcare, Inc.
Workplace Resource, LLC

Gifts of \$250-\$4,999

January 1, 2017-December 31, 2017

Sarah Abang-Hayes
Rachel Abbott
Abbvie
Acadian Ambulance Service
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AirMed International
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Tricia Aleman
Amegy Bank
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Jeannette N. Casillas
Ernest Castillo
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Lourdes Castro Ramírez
Linda Cato
Laura Cavaretta
Anna-Melissa Cavazos
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CryoLife
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Marilyn A. Dahl
Lloyd Das, MD
Davidson, Troilo, Ream & Garza
Ted Day
Theresa De La Haya
Ralph DeFronzo, MD
Stacey Denver
Lisa A. Dodge
Susan M. Douglass
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Brian Eastridge, MD
Carolyn Eaton
Lorrie J. Elizarraraz
Linda Elliott
Robert Engberg
Datum Engineers
Diana M. Estrada
Estrada Hinojosa & Co. Inc.
Evariant
Eva's Heroes

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 Donald Finley
 First Southwest Company
 Debra Flores
 Juanita Flores
 Tenchita Flores
 Foster CM Group
 David Fragoso
 Kimberly J. Fritz
 Shiela Fuentes
 Deshea D. Galvan
 Felicitas Gamboa
 Estela S. Garcia
 Sarah S. Garcia
 Belinda Garcia-Rattenbury
 Adria Gardner
 Sherra Gardner
 Angie Garza
 Patricia B. Garza
 Rodolfo Garza
 Andrew Garza, III
 Garza/Bomberger & Associates
 Jessica A. Gavia
 Susan Gerhardt
 Karen F. Glenney
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 Yvonne & Don Gonzales
 Steven Gordon
 Angela Goudeau
 Lucila M. Guyer
 Thomas Hamilton
 Kay & Randy Harig
 Stephanae Harrelson
 Malcolm T. Hartman
 Albert W. Hartman, III
 Jenna Hawkins
 Allison Hays Lane
 HDR Architecture
 Laura Hernandez
 Laura E. Hernandez

Shawna D. Hernandez
 Jose P. Herrera
 Suzanne S. Hildebrand
 HKS Architects/Planners
 Almeda & Ed Hodge
 Hoefer Wysocki Architectre
 Barbara G. Holmes
 Home Intensive Care Pharmacy
 Christopher Reed Hurley
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 KMGS Golf LLC
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 Dorothy Krumbholz
 Tim Kuhnlein
 Abby & Laurence Kurth
 Ancy Kuruvilla
 Charles Lampe
 Law Offices of David Ayon
 Jennifer L. Lawlace
 LeafGuard by Beldon

Meghan L. Leibas
 J. Rick Lewis
 Liftfund
 Harry Lindsey
 Linebarger, Goggan, Blair & Sampson, LLP
 Luby's Catering Services
 Isabel C. Luna
 William E. Mallot
 Stacy Malone
 Marmon Mok Architecture
 William H. Marsh
 Kimberly Martin
 Maxor
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 Peggy McLemore
 Wally McMullen
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 MedAssets
 Veronica S. Medrano
 Tandy Mellard
 Virginia S. Mika, PhD
 Patrick Miles
 Maureen Miller
 Molly R. Miller
 JoAnn Mizell
 Priti Nandi Mody Bailey, MD
 Josie Molina
 Molnlyke Healthcare
 Montefiore Medical Center
 Morris & Dickson Co., LLC
 MS2 Consulting Engineers
 Leroy Muehlstein
 William A. Mundt
 Muriel F. Siebert Foundation
 Juanita Murray
 MVW Nutritionals, Inc.
 nbbj
 Judith Necochea
 Tarnia Newton

Jennifer Northway
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 O'Connell Robertson
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 Megan Pantella
 Par Excellence
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 Cynthia D. Pecina
 PeraHealth, Inc.
 Performance Logic
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 Mary Jo Perley
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 Starleah Pinones
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 Janice Ricks
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 James Roberts
 Karen D. Rochester
 Melissa A. Rodriguez
 Richard Rodriguez
 Erin C. Rogers
 Diana Rojas
 Michael Roussos

Stephen F. Rupp
 RVK Architects
 SafeKids Worldwide
 Camerino Salazar
 Judy & Bill Salomon
 San Antonio Airlife
 San Antonio Alpha Phi Alumnae Chapter
 John L. Santikos Charitable Foundation,
 a fund of the San Antonio Area Foundation
 San Antonio Housing Authority
 San Antonio Medical Foundation
 San Fernando Cathedral Health & Safety Fair
 San Rafael Healthcare, Inc.
 Lisa R. Sanchez, RN
 Gina Sanchez-Delgado
 Irene Sandate
 Armando J. Sandoval, III
 Laura Santos
 Lorri A. Savoie
 Saweet Cupcakes
 Theresa Scepaniski
 David Schafer
 Noel L. Schafer
 Ronald Schenk
 Shelby Schroeder
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 Leah Stecki

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 Sally Taylor, MD
 Rebecca Terrazas
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 The Witte Museum
 Anastasia Thomas
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 UT Health San Antonio-Department of
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 Dawn Willis
 Francine Wilson
 Marisa K. Wilson

Gene Winfrey
 Eddie E. Woodard
 Rich Woodley
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 Xenex Disinfection Services LLC
 Renee A. Yanta
 Pat Yates
 Richard Yebra
 Zachry Construction Corporation
 Samantha A. Zimmerman

HONOR ROLL OF IN-KIND DONORS

Gifts of \$100+ in value

January 1, 2017-December 31, 2017

Aladdin Cleaning & Restoration
 Blue Star Contemporary
 Ruth Burnik
 Canyon Springs Golf Club
 Cheesy Jane's
 Chelsea Von Peacock
 Cover 3
 Dick's Last Resort
 Disneyland Resort
 Éilan Hotel & Spa
 Fair Oaks Ranch Golf & Country Club
 Barbara Felix
 Gayle Glenney
 Pedro Pablo Gomez
 Grey Moss Inn
 Hotel Emma
 Hyatt Regency Hill Country Resort
 La Cantera Golf Club
 La Cantera Resort & Spa
 Brenda Lancel
 Loka Studios, LLC
 Luby's Catering Services
 Medlars Jewelry
 Mokara Hotel & Spa
 Emily Noll
 O'Connell Robertson

Daniel Padron
 Principle Auto
 Prompt Urgent Care
 Sea World San Antonio
 Singing Water Vineyards
 St. Leo the Great Catholic School
 Stray Grape Urban Winery
 Adrienne & Zackary Sudduth
 The 1 Million 4 Anna Foundation
 The Westin Riverwalk
 Two Bros BBQ Market
 Whataburger
 Daniel Wood

TRIBUTE GIVING

Honorary Gifts for 2017

In Honor Of/ Donor's Name

*Victoria Anderson
 Ana Loza*

*Robert Walker and Madeline Elizabeth Faith
 Marisa Wilson*

*Betty Flowers
 Maria Ingram*

*Karen Gibson
 Randy Perry*

*Felicita Gonzales
 Denise Pruett*

*Wanda Gonzalez
 Sherry Johnson*

*Dr. Glenn Halfff and Mindi Alterman
 Mary Sue & Maurie Kern*

George B. Hernández, Jr.
Jackson Walker LLP

Ruth Lozano
Maria Ingram

Yogesh Mahesh
Maulik Purohit, MD

NICU
Ariel DeRobles

Aidan Rattenbury
Robert Rattenbury

Aidan Rattenbury
Belinda Garcia-Rattenbury

Roland D. Valverde
Sandra Carreon

Aaron Villegas, Jr.
Elias Villegas

Memorial Gifts for 2017
In Memory Of/ Donor's Name

Bernardo Aguilar
Jo Marie Cervantez

Mila Renee Alvarado
Rene Alvarado

Summer & Jim Austin
Kathleen Urbansky

Colonel Roy W. Burley
James Hadnott

Rudy and Roland Coldiron
Carol Flores

Dorothy Mae Cook
Laura Hernandez

Blas H. DeLaPena
Cynthia DeLaPena

Jordyn Taylor Fraga
Dawn Ibarra

Bob Flores
Debra Flores

John Gerber
Katharina Gerber

Cynthia Kay Haecker
The Koehler Company

Cynthia Kay Haecker
Kathy L. Creel

Eric Alan Hidalgo
Gino Hidalgo

Carol Johnson
Carole Tatum

Carol Johnson
Thomas Marrow

Carol Johnson
Mary Ann Norris

Wyatt Langham
Robyn Langham

Wyatt Langham
Stephanie P. Jones

Wyatt Langham
Timothy D. Rinehardt

Deena Liles
Angela Lake

Mary Ann
Diana Mercado

Lola McGarity
Rose McGarity

Heather Michelson
Phillip Roach

Olga Nava
Maria Guerrero

Salvador "Sol" Ortiz
Barbara Taylor

Raymond Phelps III
Helena Steubing

Mohammed Rafique
Sadaf Rafique

Charlie Reasner
Malea Antonovich

Charlie Reasner
John Caras

Charlie Reasner
Patricia L. Garriss

Charlie Reasner
Joseph Hladek

Charlie Reasner
Jeffrey A. Jackson

Charlie Reasner
Molly R. Miller

Charlie Reasner
Sandra Rodriguez

Charlie Reasner
Janet Santana

June Schaafroth
Kimberly Fritz

Gene Thompson
Amy Thompson

Ruben S. Valverde, Sr.
Sandra Carreon

Stephen Wiley
Samantha Wiley

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.

2017 EMPLOYEES OF THE QUARTER

CLERICAL

Maria Melendez
Debra Cantu
Hope Rangel*
Stefania Hurtado

MANAGEMENT

Tiffany Gomez
Nancy Amodei*
Angela Casias
Allison Hays Lane

PROVIDER

Sabeen Koreshi, MD*
Aruna Venkatesh, MD
Ariana Nguyen, PA
Lloyd Das, MD

PROFESSIONAL

Jonathan Diaz
Rene Luna
David Pearson
Jose Santos*

PROFESSIONAL NURSING

Annette Ramirez*
Bonita Noel
Amber Hicks
Lysette Cedillo

SERVICE

Ludivina Bustos Mendoza*
Vivian Garza
Jesse Rodriguez
Manuela Garcia

TECHNICAL

Brian Sanchez*
Mary Hathaway
Marilyn Hernandez
Eduardo Sandigan

VOLUNTEER

Kathryn Robertson
Vilma Cho
Douglas Walters
Dorothy Delarosa*

THE COMMITMENT TO EXCELLENCE AWARD

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

Bonita Noel

*indicates person went on to be recognized as Employee of the Year

TEAMS OF THE QUARTER

THE TELEMEDICINE OPHTHALMOLOGY TEAM

Edna Fuster
Natalie Arauza
Leila Brandon
Lucas Lumbley
Luz Almaguer

THE PEDIATRIC CARDIAC ANESTHESIA GROUP

Justin Reed
Lisa Rupp
Keri McGinnis
Denice Gonzales
Jennifer Flores
Antonia Tejada
Jennifer Garza
Jonathan Gann
Jacqueline Bacon
William Taylor
Eric Baldizon
Mary Santillan
Tessie Suan
Michelle Meyer

THE NEURO ICU HARVEY RESPONSE TEAM

Christopher Caldera
Celina Chavez
Raquel Villasenor
Takesha Barclay
Allison Gebhardt
Gennine Yahya

THE PBX RESPONSE TEAM*

Sharon Willeford,
Mary Garay
Linda Alvarez
Paul Garcia

*indicates team went on to be recognized as Team of the Year

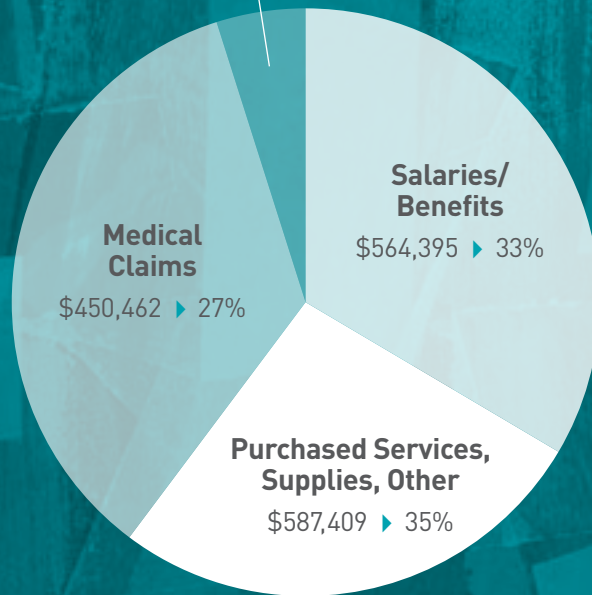
DAISY AWARD

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	Evangeline Yebra	July	Koichi Nishimura
February	Renata Marquez	August	Angela Casias
March	Shay Noel	September	Tonna Graydon
April	Mary Ann Hathaway	October	Melissa Alvarado
May	Graciela Zapata	November	Mercy George
June	Rebecca Edmunds	December	Camille Marquez

2017 AUDITED FINANCIAL SUMMARY in 1000s

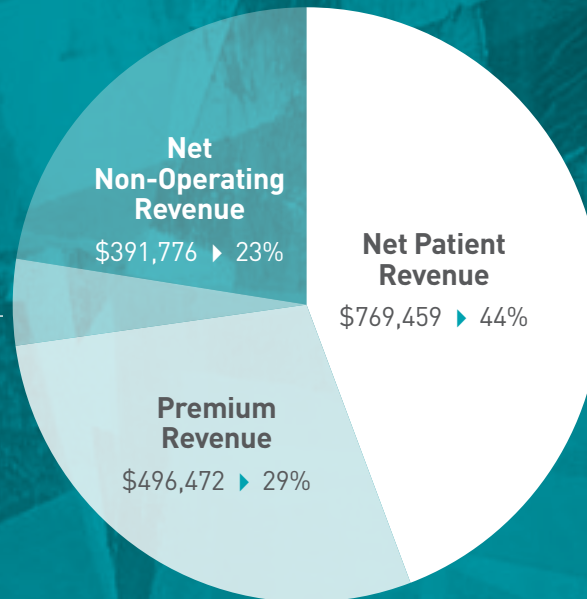
Depreciation ▶ \$82,526 ▶ 5%



EXPENSES

\$1,684,792

Other ▶ \$81,498 ▶ 4%

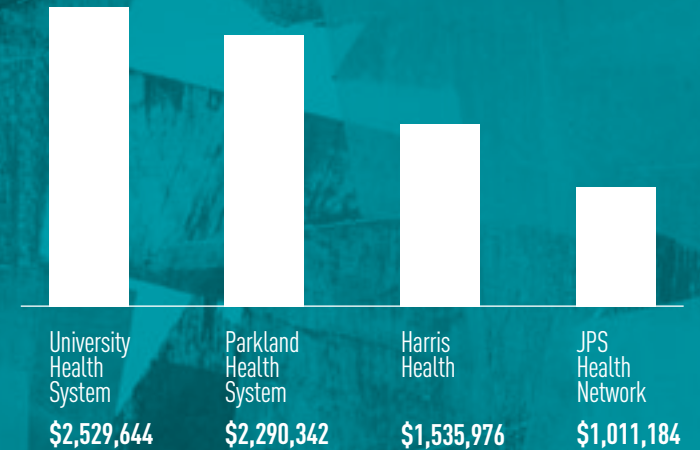


REVENUE

\$1,739,205

Texas Public Healthcare Systems by Size

Total assets in 1000s



For more than a century, University Health System has been dedicated to improving the good health of the community through high-quality, compassionate patient care, innovation, education and discovery.

University Health System:

- ▶ Is one of two Level I trauma centers for adults, and the only level I pediatric trauma center and burn program in South Texas
- ▶ Offers access to primary care and preventive health services close to home through a network of ambulatory clinics across the community
- ▶ 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 San Antonio School of Medicine, and serves as a clinical training site for nurses and other healthcare professionals

▶ Assures EMS services are available for residents in unincorporated areas of Bexar County

▶ Sponsors the local mental health and mental retardation authorities

In 2017, property taxes made up 23 percent of University Health System's revenues.

More detailed information is available in University Health System's 2017 Audited Financial Report. Find it online at universityhealthsystem.com/our-news/public-notice

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 2017. 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.

45 YEARS

Paula Smith-Wade
Patient Care Coordinator

43 YEARS

Petra Rosas
Senior Administrative Assistant

David Garcia
Licensed Chemical
Dependency Counselor

42 YEARS

Cynthia Marek
Technical Supervisor

41 YEARS

Leticia Galaviz
Lead Laboratory Technologist

Mathew Arcelus
Laboratory Technologist

40 YEARS

David Garza
Team Leader Perioperative
Services

Diane Martinez
Registration Access Specialist

Raymond Garay
Registered Pharmacy Technician

39 YEARS

John Booher
Clinical Pharmacist

Lucy Olivares
Linen Attendant

38 YEARS

Suzanna Feliciano
Staff Nurse

36 YEARS

Elizabeth Berube
Patient Care Coordinator

35 YEARS

Janice Irwin
Blood Bank Scientist

Martha Brisita
Staff Nurse

34 YEARS

Ron Seavers
Blood Bank Scientist

33 YEARS

Patricia Allen
Patient Care Coordinator

Dina Miller
Risk Management Coordinator

32 YEARS

Terrie White
Financial Access Specialist

Iris Rios
Administrative Associate

31 YEARS

Jacqueline Burandt
Executive Director, Center
for Learning Excellence

Judith Evans
Staff Nurse

30 YEARS

Pamela Dawson
Computer Technologist

Janice Coates
Administrative Associate

Edith Martin
LVN

Josefina Ruiz
Environmental Associate

29 YEARS

Christine Portis
Senior System Administrator

Yvonne Layne
Staff Nurse

Antonio Zavala
Rehabilitation Aide

28 YEARS

Cindy Camacho
Executive Assistant

Moe Nadem-Mollaei
Staff Nurse

27 YEARS

Patricia Rodriquez
Inpatient Nursing Attendant

David Knapp
Staff Nurse

Rebecca Meade
Nurse Case Manager, CFHP

Shirley Luna
Registration Access Specialist

26 YEARS

Ricardo Martinez
Medical-Surgical Technician

Lozie Bios
Nurse Clinic Supervisor

Josias Villarreal
Radiologic Technologist

Gertrude Umaming
Staff Nurse

25 YEARS

Geraldine Friedland
Unit Clerk

Grace Riggins
Staff Nurse

24 YEARS

Chris Chavez
Senior Clerk

Teresa Ryan
Staff Nurse

23 YEARS

Lois Weisinger
Nurse Educator

Dalia Garcia
Senior Administrative Assistant

Sandra Kurz
Staff Nurse

Rosemary De La Rosa
Administrative Associate

Yolanda Palacios
Medical-Surgical Technician

Ravie Youv
Staff Nurse

Kathleen Muellner
Storage Architect

22 YEARS

Jaime Martinez
Respiratory Therapist

Carmillia Smith
Executive Director, Patient
Care Services

Peter Forsberg
Physician Assistant

Maria Garcia
Environmental Associate

21 YEARS

Elizabeth Maxey
Staff Nurse

Rosa Burrous
Documentation
Improvement Coordinator

20 YEARS

Norma Doria
Claims Processing
Manager, CFHP

19 YEARS

Mary Guerra
Unit Clerk Coordinator

18 YEARS

Trinidad Casas Jr.
Registration Access Specialist

Debra Huron
Staff Nurse

Martin Jimenez
Director, Network
Management

Mary Villegas
Registration Access
Specialist

Toni Saunders
Patient Care Coordinator

Gregoria Alba
Environmental Associate

17 YEARS

Cristina Garcia
Human Resources Specialist

Terry Davenport
Mammography Technologist

Elizabeth Khoshboei
Staff Nurse

Daniel Bueno
LVN

Gholamreza Eshghi
Master Social Worker

Dilso Gomes
Monitor Technician

Patricia Villanueva
Manager, Health Services
Management

16 YEARS

Rosa Minor
Registered Pharmacy Technician

Gerber Katharina
Senior Administrative Assistant

Valdez Anna
Pbx Operator

15 YEARS

Mary Batchoo
Medical-Surgical Technician

Gloria Casarez
Registration Access Specialist

James Holliday
Manager, Pharmacy Programs

13 YEARS

Maria Elizondo
Environmental Associate

12 YEARS

Maria Alvarado
Member Service Representative

Carey Hutchison
Radiologic Technologist

Hilda Grant
Staff Nurse

Kathleen Gilliland
Staff Nurse

Marie Tagle
Medical Laboratory Scientist

11 YEARS

Irene Loera
Medical Assistant

Catherine Ritchie
Senior Administrative Assistant

Magdalena Sanchez
Medical-Surgical Technician

10 YEARS

Albert Hofmann
Senior Security Ambassador

Abraham Marshall
Licensed Professional
Counselor

James Alexander
Staff Nurse

Lupita Gallentine
Environmental Associate

Luke Umaming
Medical-Surgical Technician

Veronica Bennett
Medical-Surgical Technician

9 YEARS

Rebecca Neu-Gyan
Manager, Ambulatory
Clinical Area

Martin Tran
Medical-Surgical Technician

Alicia Hernandez
LVN

Rose Grabow
Staff Nurse

Norma Gutierrez
Nurse Supervisor

Bernie Sandoval
Painter

8 YEARS

Carlotta Gonzales
LVN

Elsa Buckingham
Senior Claims
Examiner

Arthur Sosa
Project Manager

7 YEARS

Victoria Miller
Staff Nurse

William Schneider
Ambulatory Care Coordinator

Abbas Keshavarzi
Senior GI Technician

6 YEARS

Donald Brooks Jr.
Shift Supervisor, Laboratory

Angelina Lopez
Clinical Specialist Social Worker

BY THE NUMBERS

PATIENT CARE

University Hospital and University Health System's community health centers served 265,373 unique patients in 2017.

AMBULATORY NETWORK

TOTAL COMMUNITY CLINIC VISITS	635,076
PREVENTIVE CARE	71,661 VISITS
PRIMARY & WALK-IN CARE	405,808 VISITS
SPECIALTY CARE	270,240 VISITS
MAMMOGRAPHY	29,512 PROCEDURES

UNIVERSITY HOSPITAL

BIRTHS	2,991
INPATIENT DISCHARGES	29,284
TOTAL OUTPATIENT HOSPITAL VISITS	70,627
EMERGENCY DEPARTMENT VISITS	93,674

SERVICES

PRESCRIPTIONS FILLED	676,494
LABORATORY TESTS	4,155,362
RADIOLOGY PROCEDURES	380,888

PEOPLE (AS OF DECEMBER 31, 2017)

TOTAL UNIVERSITY HEALTH SYSTEM EMPLOYEES	8,590
UT HEALTH PHYSICIANS	1,762
UNIVERSITY MEDICINE ASSOCIATES PHYSICIANS	79
RESIDENT PHYSICIANS	828

*UMA physicians also included in employee total above

2018 REPORT TO THE COMMUNITY

Produced by the University Health System Corporate
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Photography

Mark Greenberg Photography

Art Direction

DesignFilm, LLC

Printing

Brenner Printing



The paper in this annual report is FSC® Certified.

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2019