



2019 REPORT TO THE COMMUNITY

CELEBRATING
THE HUMAN
SPIRIT



Mission

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

Vision

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

Values

Our patient care will be:

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

Table of Contents

3 – CELEBRATING THE HUMAN SPIRIT

- 3 – Leadership letter
- 4 – Responding to a worldwide pandemic

6 – LEADERSHIP

- 8 – Breaking ground for the health of women and children
- 10 – Recognized leader in the care of moms and babies
- 12 – Improving care for rural moms and babies
- 14 – Award-winning excellence in nursing
- 16 – 20 years of leadership in the fight against diabetes
- 18 – Leading the way to reduce injury and improve trauma outcomes
- 20 – “What’s your score” campaign to help in the fight against HIV/AIDS

22 – COMPASSION

- 24 – One donor saves two siblings desperately needing new kidneys
- 26 – Flashes of hope bring smiles and respite
- 28 – Palliative Care team nationally recognized for its compassion

30 – INNOVATION

- 32 – The nation’s first paired exchange in liver transplantation
- 34 – Combat innovation drives civilian treatment

- 36 – Engaging solutions to reduce teen pregnancy
- 38 – Closing the gaps for adolescent and young adult cancer patients
- 40 – The battle to save a little girl may lead to broader use of ECMO in the future

42 – RESILIENCE

- 44 – A coalition to reduce unintentional gun injuries
- 46 – Helping area school districts be prepared for something we hope never happens
- 48 – Encouraging drivers to put down the phone to save lives and money
- 50 – Trauma survivors and the teams that save them
- 52 – Tree of Life ceremony rooted in love and remembrance

54 – COMMUNITY

- 56 – Uniquely San Antonio
- 58 – Employee Giving supports compassionate care
- 59 – Support from the Stephens Foundation leads to Butterfly Bereavement Rooms
- 60 – Thank you for your support
- 64 – 2019 Employees of the Year and Daisy Award Winners
- 65 – 2019 Audited Financial Summary
- 66 – Thank you for your service
- 68 – 2019 Vitals

2019 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

2019 BEXAR COUNTY HOSPITAL DISTRICT BOARD OF MANAGERS



James Adams
Chair
Board of Managers



Ira Smith Jr.
Vice Chair



Dianna M. Burns-Banks, MD
Secretary



Roberto L. Jimenez, MD
Immediate Past Chair
Precinct



Robert Engberg
Past Chair



Janie Barrera



Jimmy Hasslocher

IN MEMORIAM

Robert Engberg
*Bexar County Hospital
District Board of Managers,
1992-2020*

Longtime board member Mr. Robert Engberg passed away in August 2020. Mr. Engberg served on the board since 1992. He was a past-chair of the Board, and was involved in guiding many significant projects, including the Capital Improvement Program that resulted in the Sky Tower and clinical services pavilion at the Robert B. Green Campus downtown. We are honored to report our Foundation has established the Robert Eugene Engberg Scholarship Fund to honor his legacy of service and leadership.

OUR THANKS TO:

With deep appreciation for their leadership and support, we thank Dr. Dianna M. Burns-Banks, Ms. Janie Barrera and Mr. Jimmy Hasslocher who all completed their service on the Board of Managers in 2020.

CELEBRATING THE HUMAN SPIRIT

Thank you for your interest in University Health and the work we are doing to fulfill our unique mission and continue to advance our vision to be one of the nation's most trusted health institutions.

As we write this letter in the fall of 2020, we feel compelled to express our pride in how our team is responding and innovating during the COVID-19 pandemic. The work to complete this 2019 Report to the Community was delayed as we shifted into emergency communications mode to keep our staff and community updated. As we made the decision to move forward with this report, highlighting several 2019 initiatives and accomplishments, we also decided to give you a glimpse of "the human spirit" in action during this year's unprecedented public health emergency.

The power of the human spirit helped University Health reach new heights last year, as we reached a number of important milestones, including breaking ground on a new hospital—the first in South Texas exclusively dedicated to serving the unique needs of women, babies and children. We also became the first, and still only, Level IV Maternity Center. This advanced designation means the highest level of obstetric expertise and technology is available close to home.

Also in 2019, our Texas Diabetes Institute, located on San Antonio's West Side, where the incidence of diabetes is among the highest in the nation, celebrated 20 years of service to the community and its role as one the world's preeminent diabetes research centers.

Perhaps the best examples of the power of the human spirit are the two remarkable women who each agreed to donate a portion of her liver to save the life of a complete stranger—as part of the nation's first living donor paired exchange for liver transplantation.

As we look back on 2019 with great pride—celebrating the spirit of the people of University Health and the patients who honor us with their trust—we are counting on that same spirit of compassion, leadership and innovation to help us shape the future.

We thank you for your support and interest in University Health. We wish you good health.

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

James Adams
Chair, Bexar County Hospital District Board of Managers

RESPONDING TO A WORLDWIDE PANDEMIC

While the purpose of this report is to highlight some 2019 examples of the human spirit at work at University Health through the compassion, leadership, innovation and resilience of our staff and our patients, COVID-19 has changed a great deal in our world.

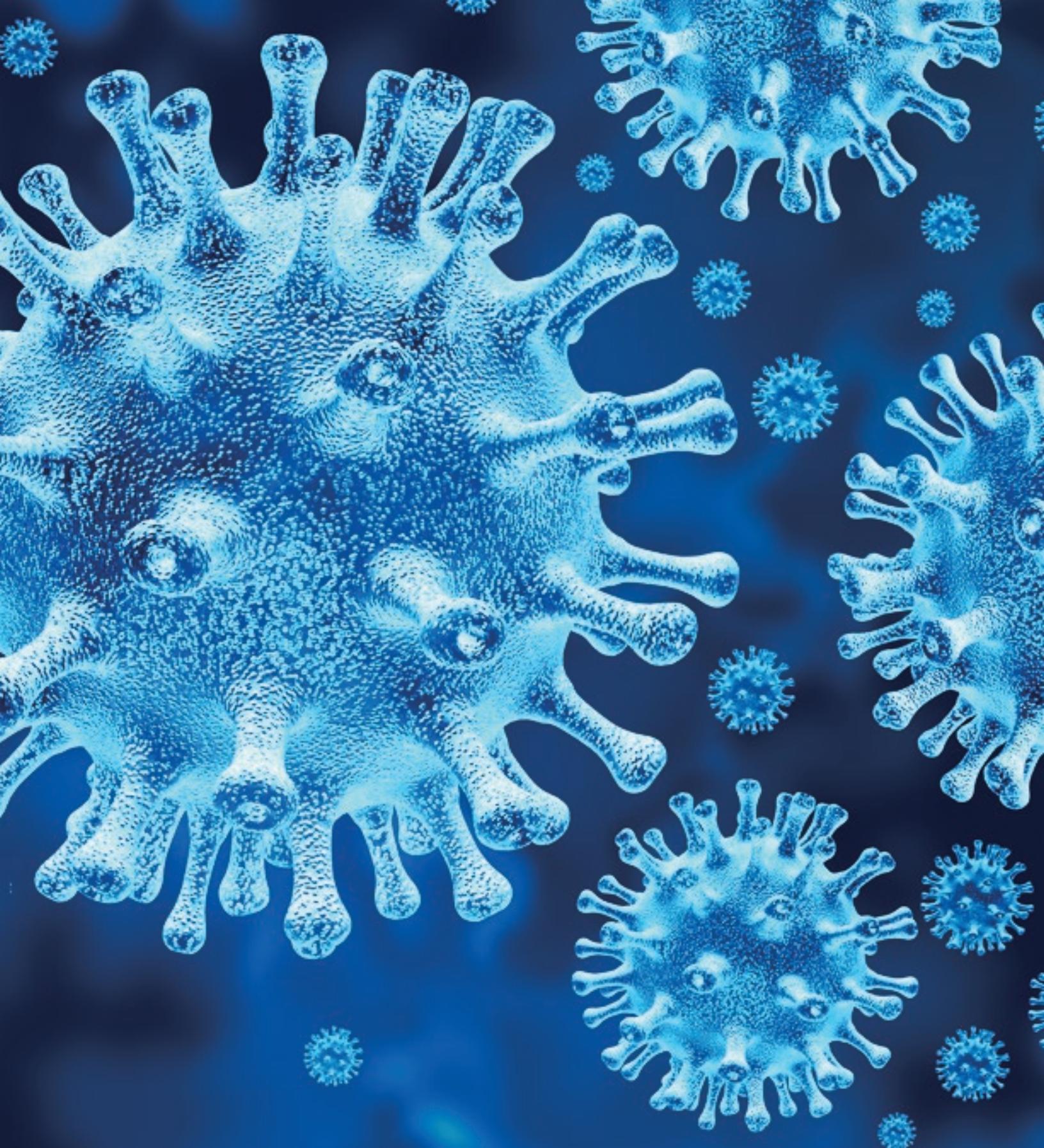
There is much still be learned about this virus, including when an effective vaccine will be available, or what its ultimate impact will be on our community, state, nation and world. What we can tell you is that the traits we proudly celebrate in this report are on full display across University Health in 2020 as we continue to adapt and innovate to serve with great skill and compassion, and help lead in the worldwide search for new and better treatment options.

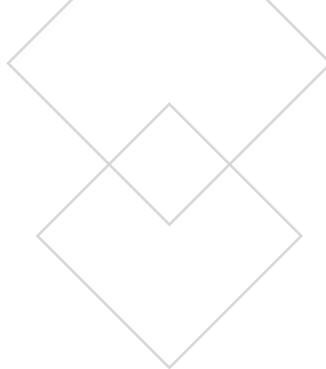
Here are just a few highlights of our COVID-19 response to date:

- Preparations started in January when our Infectious Disease Response Group mobilized and we secured additional PPE.
- Supported coordination for U.S. evacuees from Wuhan and quarantined cruise ship passengers.
- Implemented measures to enhance safety – screenings, sanitizing, physical distancing.
- Stood up the first drive-thru COVID-19 testing for health care workers.

- Transitioned medical/surgical units into COVID-19 care units. Delayed elective procedures.
- Addressed shortages in local testing capacity.
- The pharmacy team sourced the raw materials and manufactured viral transport media.
- Pathology department, in collaboration with UT Health San Antonio, developed a CDC approved COVID-19 test.
- Held multiple blood drives to ensure adequate supplies during the lock-down.
- A tent was erected outside the ER and drills conducted to be prepared for a surge of patients.
- University Hospital was the largest site in the world for Phase 2 of the Remdesivir clinical trial, and has also enrolled patients for Phase 3.
- Launched a Post COVID-19 Recovery Clinic to serve patients with physical rehabilitation and other ongoing health needs post-COVID.

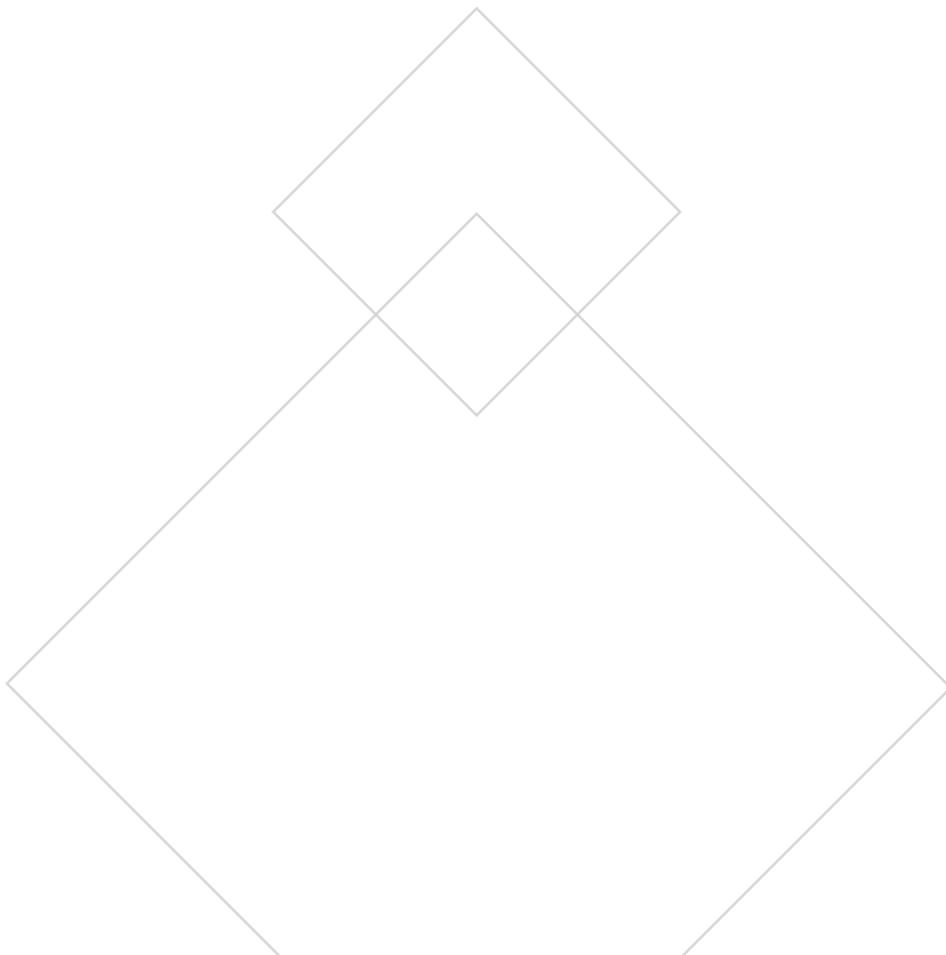
The world has changed, but University Health's commitment to your health and wellbeing has not. We will continue to innovate and work with our partners at UT Health San Antonio to ensure that our community has the best possible tools in the fight against COVID-19.





The Spirit of **LEADERSHIP**

An unbridled human spirit is driven to lead. To have a transformational impact, leadership must aspire and inspire. It starts with an idea. A what if. A vision of something to develop or produce, and a focused ability to manage it. Leadership galvanizes diverse community stakeholders to realize something special — together.



LEADERSHIP

BREAKING GROUND FOR THE HEALTH OF WOMEN AND CHILDREN

On November 2, 2019, a line of children and mothers drove the first ceremonial shovels into the sand as the Children's Chorus of San Antonio raised their voices in celebration of the construction of a new hospital — the only one in South Texas dedicated exclusively to women, children and babies.

On track to open in early 2023 on the University Hospital campus, the Women's and Children's Hospital is designed to meet the needs of a fast-growing South Texas population. The warm, welcoming and state-of-the-art facility will include 12 stories, a half-million square feet, 300 inpatient rooms and an attached 900-space parking garage for patients and visitors.

"The women, babies and children who will come through the doors of this hospital will have unique needs and challenges, and we will be there to meet them with compassion and kindness," said University Health President and CEO George B. Hernández, Jr. to the crowd of several hundred gathered on the cool Saturday morning. "University Health's status as an academic health center strengthens this promise on multiple levels, and we are very proud of our

partnership with the UT Health San Antonio Long School of Medicine."

"This project is the next phase of our 2008 Capital Improvement Program," said James Adams, chairman of the Bexar County Hospital District Board of Managers. "Unlike many other public hospital districts in Texas, the percent of our budget coming from local property taxes is shrinking ... Today, we are not only breaking ground on a state-of-the-art women's and children's hospital, we are doing it with no tax rate increase."

As the only locally owned health system in the area, University Health fulfills a unique mission to improve the good health of the community and serve the advanced care needs of the entire region. The new hospital will be integral to University Health's network of care, ensuring patients have access to the highest quality care close to home.



Construction is under way on the first and only hospital in South Texas dedicated exclusively to the needs of women, children and babies.



RECOGNIZED LEADER IN THE CARE OF MOMS AND BABIES

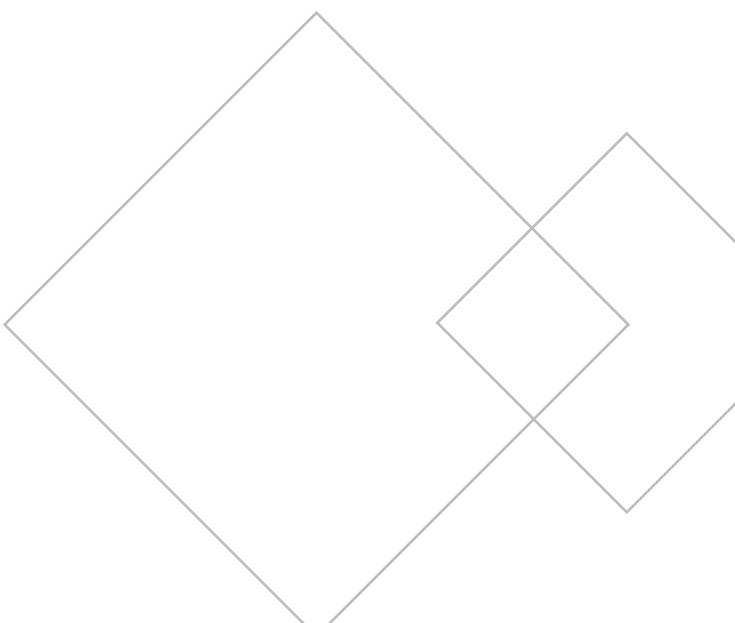
In 2019, the Texas Department of State Health Services (DSHS) designated University Hospital as San Antonio's first Level IV maternal center. Level IV is the highest designation, reserved only for centers that provide comprehensive care to the highest-risk obstetric patients. University Health continues to be the only program in South Texas designated at this highest level.

"Level IV centers are the pinnacle of those maternal centers where they can take care of nearly every obstetric complication or sick mom, any medical or surgical need," said Dr. Patrick Ramsey, medical director for maternal transport and outreach, professor of obstetrics and gynecology at UT Health San Antonio and a member of the Texas Maternal Mortality and Morbidity Task Force.

Though University Hospital has offered this high level of care for some time, 2019 was the first year that Texas law required hospitals to earn designation through a rigorous third-party review. This designation complements the hospital's Level IV neonatal intensive care unit (NICU) designation, which was awarded in 2017. Together, they certify the

highest level of continuous care available for pregnant women, mothers and their newborn babies.

The American College of Obstetricians and Gynecologists (ACOG) conducted the review at University Hospital and praised the program's clinical collaborations and comprehensive maternal transport and regional outreach. The reviewers noted its "ability to provide comprehensive, complex patient care to this high-risk patient population exemplifies the intent of Level IV facilities across the state of Texas."





Level IV centers are the pinnacle of maternal centers where they can take care of nearly every obstetric complication or sick mom, any medical or surgical need.





IMPROVING CARE FOR RURAL MOMS AND BABIES

Access to specialized maternity care is critical to the health of moms and their babies, and has been a significant problem in the rural areas of South Texas. That's why University Health is working with federal officials and rural health care providers across the region to develop sustainable strategies to improve access and continuity of care for pregnant women.

A \$3 million grant to University Health from the Health Resources and Services Administration (HRSA), an agency of the U.S. Department of Health and Human Services, established the Rural Maternity and Obstetrics Management Strategies (RMOMS) program.

"Our goal for the program is to identify new and sustainable strategies tailored to rural communities that will make a tremendous difference in the lives of mothers and children across America," said HRSA acting administrator Tom Engels.

Through RMOMS, University Health is collaborating with rural hospitals, health centers, state Medicaid offices, Healthy Start and home visiting programs in Val Verde, Uvalde, Real, Zavala, Edwards and Kinney counties.

Together, this coalition is planning and implementing models to help improve prenatal and post-childbirth care through enhanced case management for new and expectant moms, as well as telemedicine consultations between rural providers and specialists at University Health.

The intent of this unique and collaborative program is to improve outcomes for moms and babies, as every woman should have access to high quality maternity care and follow-up obstetric care regardless of the size of their community.



AWARD-WINNING EXCELLENCE IN NURSING

In 2019, two medical-surgical units at University Hospital became the first hospital units in San Antonio to earn the prestigious PRISM Award from the Academy of Medical-Surgical Nurses and the Medical-Surgical Nursing Certification Board.

This national award, which stands for Premier Recognition in the Specialty of Med-Surg, recognizes extraordinary leadership and patient outcomes in hospital medical-surgical units. This high honor for University Hospital's 12th Floor Medical Surgical Unit and 10th Floor Sky Tower nursing unit followed an extensive review process.

The reviewers were impressed by these units' achievements in the areas of patient safety and quality, and recognized their leadership's success in building committed teams that embrace the core nursing values of compassion and service.

A PRISM Award is an esteemed honor for any U.S. hospital. Receiving two awards in one year is an especially rare accomplishment.

"It is very fitting for our staff to be celebrated for this premier recognition of their practice," said Nelson Tuazon, vice president and associate chief nursing officer. "There is high value in having teams who have worked together in our health system for a long time, and who are accustomed to each other's strengths and routines."



12TH FLOOR MEDICAL SURGICAL UNIT

Peer reviewers liked that leaders encourage open communication with staff members through multiple layers, including effective rounding, huddles, monthly meetings and emails. They also noted that the unit is excellent at promoting collegiality through recruiting and retention practices. They also were impressed to see they take multiple steps to keep staff and patients safe from violence.

10TH FLOOR SKY TOWER

Reviewers cited strong leadership as a reason for conferring this award, mentioning great methods of communication and dissemination of information. They were especially impressed with a phone app developed for scheduling that led to more effective staffing. They also noted a program to improve staff turnover and satisfaction rates.

20 YEARS OF LEADERSHIP IN THE FIGHT AGAINST DIABETES

Diabetes is the sixth-leading cause of death for Latinos in the United States. Its impact on San Antonio is profound.

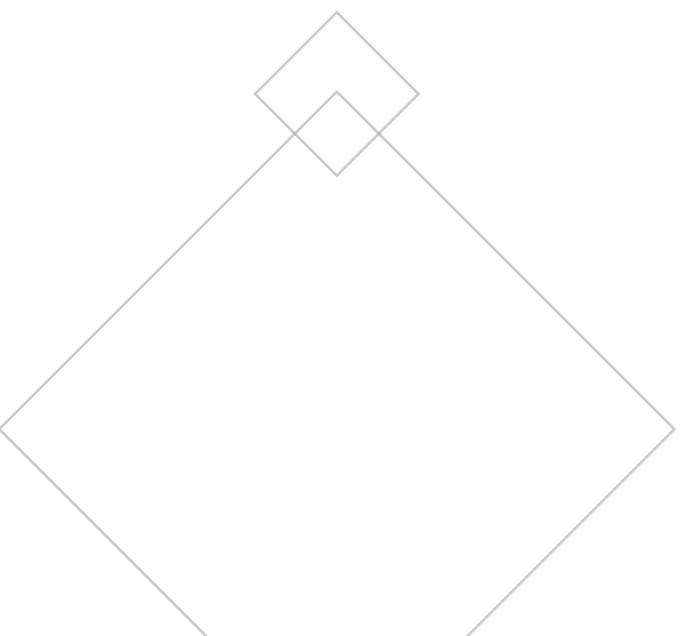
University Health opened the Texas Diabetes Institute (TDI) on May 9, 1999 on the site of the old Lutheran General Hospital on San Antonio's West Side, where incidence of diabetes is among the highest in the nation. Today, TDI is not only a continued source of pride for the neighborhood and revered milagro (miracle) for the San Antonio community, it is also recognized as a worldwide leader in diabetes research.

"It's a miracle, not just in terms of outcomes," said Theresa De La Haya, RN, senior vice president of Community Health and Clinical Preventive Programs, "but in how we as a community came together and collaborated and respected each other to make this place a reality."

University Health President and CEO George B. Hernández, Jr. added, "Where TDI is different from other facilities is that it has a research component, and that's been a partnership with the Health Science Center for all these years."

"The studies that we carry out here have implications not only for people in San Antonio, but in the U.S. and worldwide," said Dr. Ralph DeFronzo, TDI's deputy director.

Twenty years ago, TDI saw about 30,000 visits annually, and today has well over 100,000. Its impact has grown thanks to leaders who have contributed to the treatment, prevention and public awareness of diabetes. The Wall of Honor luncheon on November 14, 2019 celebrated the Institute's 20th anniversary, and three new inductees were honored for diabetes research, education and care. An inaugural leadership award named for the late Bexar County Commissioner Paul Elizondo was also presented to Bexar County Judge Nelson Wolff.





“It’s a miracle not just in terms of outcomes, but in how we as a community came together and collaborated and respected each other to make this place a reality.”

— Theresa De La Haya, RN,
*Senior Vice President of
Community Health and
Clinical Preventive Programs*

2019 WALL OF HONOR AWARDS

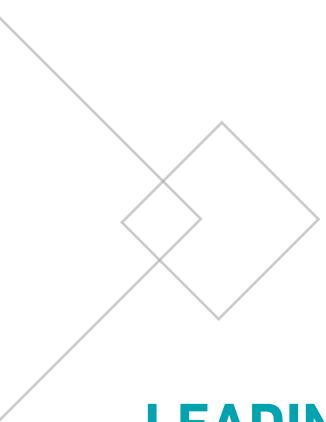
**FOUNDATION
OF EDUCATION**
Univision San Antonio

HEART OF CARE
Dr. Adena Williams Loston
President of St. Philip's College

VISION OF RESEARCH
Dr. Francisco Cigarroa
*Director of Transplantation
Services at UT Health
San Antonio*

**PAUL ELIZONDO
LEADERSHIP AWARD**
Bexar County Judge Nelson Wolff





LEADING THE WAY TO REDUCE INJURY AND IMPROVE TRAUMA OUTCOMES

The American College of Surgeons (ACS) has again verified University Hospital as a Level I trauma center. The distinction confirms that the hospital maintains the highest-quality trauma care for all injured patients. It is a critically important resource for the community and all of South Texas, capable of providing total care for every aspect of trauma—from prevention through rehabilitation.

Elements of Level I Trauma Centers include:

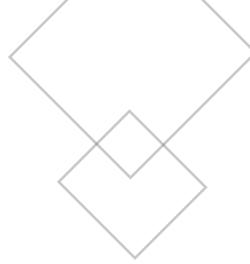
- 24-hour in-house coverage by general surgeons, and prompt availability of care in specialties such as orthopedic surgery, neurosurgery, anesthesiology, emergency medicine, radiology, internal medicine, plastic surgery, oral and maxillofacial surgery and pediatric and adult critical care.
- Referral resource for hospitals across the region
- Provides leadership in trauma prevention and education for the community
- Provides continuing education for trauma team members
- Incorporates a comprehensive quality assessment program
- Operates an organized teaching and research effort to help direct new innovations in trauma care
- Program for substance abuse screening and patient intervention
- Meets minimum requirement for annual volume of severely injured patients

University Hospital's verification as a Level I trauma center follows a rigorous process including a review and site visit, and the current verification extends through December 17, 2022.

"Our continued ACS recognition is proof of our commitment to providing the highest level of care for serious injuries in Bexar County and South Texas," said University Hospital Administrator Michael Roussos. "We're proud our community will continue to rely on this assurance of leadership and excellence."

The American College of Surgeons is a scientific and educational association of surgeons founded in 1913 to raise the standards of surgical education and practice, and to improve the care of the surgical patient. The College has more than 72,000 members and is the largest association of surgeons in the world. Its Committee on Trauma's Consultation/Verification Program for Hospitals was established in 1987.





“WHAT’S YOUR SCORE” CAMPAIGN TO HELP IN THE FIGHT AGAINST HIV/AIDS

A new program at University Health aims to reduce the spread of HIV by encouraging those living with the disease to take their medications regularly to suppress the virus and prevent them from infecting others.

More than 6,000 people in Bexar, Comal, Guadalupe and Wilson counties are diagnosed and living with HIV/AIDS. “Once people get into treatment, they can live normal lives,” said Dr. Roberto Villarreal, Senior Vice President and Chief Analytics Officer at University Health. “We have people in their 50s who are living with HIV, and their main health concern is hypertension.”

People who live with HIV/AIDS and who consistently take their antiretroviral medications are unlikely to transmit the virus. However, an estimated 800 to 1,300 people have HIV/AIDS and have not been diagnosed in the four-county area. “Currently HIV impacts a majority of young people, and it’s very difficult to connect and keep them to care,” said Dr. Villarreal.

To help mitigate this challenge, the Health Resources and Services Administration (HRSA) funded a \$200,000 grant to support University Health’s efforts through the Ryan White HIV/AIDS Part A Program. The grant funds an innovative bilingual HIV awareness campaign, called “What’s Your Score?” with a campaign vision of “How Low Can You Go” and in Spanish “Que tan bajo puedes llegar” aimed at promoting HIV treatment as a powerful tool for HIV prevention using language that is easily understood by everyone.

University Health is one of only ten metropolitan areas across the nation to receive this funding to foster the expansion of HIV education efforts through culturally sensitive social media and virtual platforms. All efforts are designed to raise awareness of HIV, improve viral suppression rates, combat stigma, and improve access to HIV/AIDS services. The program also aims to connect people living with HIV/AIDS to health care, which helps them live longer, healthier lives.

“It’s not a cure for HIV, but it’s the next best thing,” said Greg Casillas, who has been living with HIV for 20 years and virally suppressed since 2018. “When I was diagnosed, taking meds felt like the beginning of the end of my life. It was very difficult for me to accept,” Greg said. “When I learned new HIV meds could help me live a long, normal life, I confronted the internal stigma I had created and started care.”

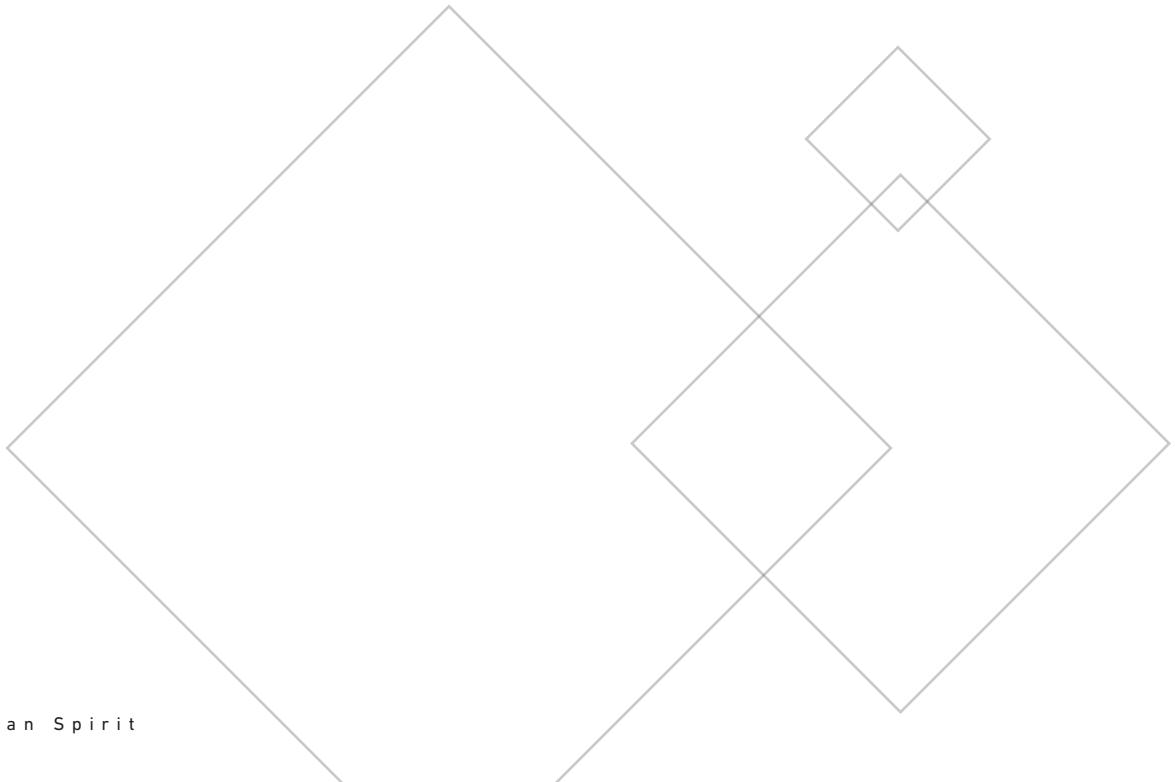
When the amount of HIV virus in a person’s body is so low that it’s difficult for lab tests to measure, it’s referred to as being “undetectable.” It takes commitment for a person to reach this status. “You need to take your HIV meds every day as prescribed. It can take a few months to several months to get to undetectable status, as everyone is different,” said Dr. Villarreal. “Once your doctor confirms the amount of HIV in your body is undetectable, you still need to keep taking your meds and going to your medical appointments. The goal is to adhere to your HIV treatment and remain undetectable long-term.”





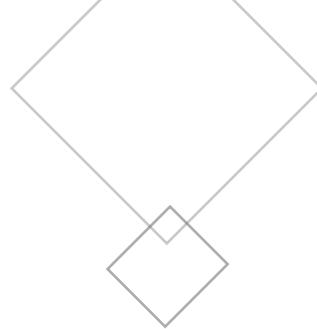
The Spirit of **COMPASSION**

The act of putting others first is the heart of the human spirit. Compassion is a signature share of humankind, and empathy is powerful. Thinking in terms of how actions impact others requires operating on a higher level. To relate. To see something with a new perspective and act on it. Compassion transcends self. By nature, it is community oriented and produces positive outcomes felt far and wide.



COMPASSION

ONE DONOR SAVES TWO SIBLINGS DESPERATELY NEEDING NEW KIDNEYS



On May 3, 2019, 18 year-old John Ben Shepperd and his 14 year-old sister Ava were wheeled into two operating rooms at University Hospital where two surgical teams were ready to perform two kidney transplant surgeries. The two kidneys were coming from one donor.

A match from one donor to two siblings is "incredibly rare," said Dr. Elizabeth Thomas, a surgeon with the University Health Transplant Center and associate clinical professor of surgery at UT Health San Antonio.

"Rare" is something Ava and John Ben know a lot about. They are among the roughly 500 people in the U.S. with a genetic kidney disease called cystinosis. It prevents the body from processing an amino acid and leaves a damaging effect on kidneys. They were both were placed on the national waiting list through University Health Transplant Center.

"We are honored by the trust they placed in us," said Jennifer Milton, University Health Transplant Center administrative director. "Our team was determined to help them manage their health until they could receive donated kidneys."

Waiting for a potentially lifesaving organ is a trying process. It comes with criteria to meet for blood type, antigen typing and cross matching. Then there are the human factors of long wait times, uncertainty and multiple medications to manage chronic disease in the meantime.

The Shepperd teens were at home in Alpine and Austin when they heard the news. The unfortunate death of a teen meant a renewed chance at life for them. The teen's family generously agreed to organ donation, and the kidneys were a 92% match for them. The operations went well and the teens were home recovering within a week.

This is believed to be the first time in the world that one kidney donor was able to save siblings, so the Shepperd family found themselves featured on Good Morning America in June of 2019.

"The biggest thing I want to come out of us telling our story is getting the word out there that organ donation is important," said John Ben. Milton could not agree more. "We are also incredibly grateful for their willingness to help raise awareness of the importance of organ donation on a national, even international, level," she added.

Making a decision to donate an organ means helping somebody else who is often a complete stranger. It's the essence of compassion, and a gesture that resonates strongly with the Shepperd family.

"The mom and dad, maybe both, had to make that decision together that their child was not going to make it, but they were going to donate his or her organs," said John Ben's and Ava's father John. "I would show [the donor's family] John Ben and Ava and say, 'Look, there is great good that came out of this.'"



“We are also incredibly grateful for their willingness to help raise awareness of the importance of organ donation on a national, even international, level.”

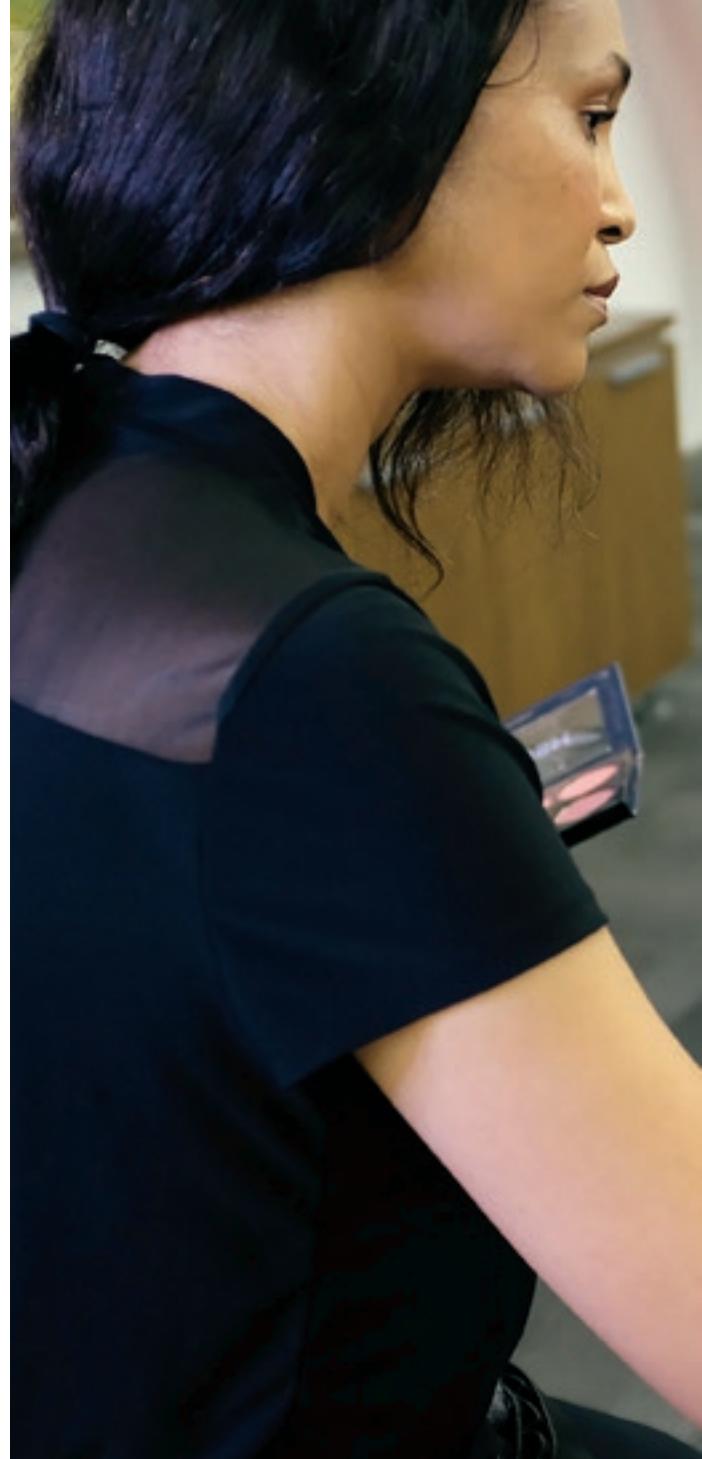
— Jennifer Milton, *University Health Transplant Center Administrative Director*



FLASHES OF HOPE BRING SMILES AND RESPITE

Focusing on a child's smile instead of their illness is what Flashes of Hope is all about and, for pediatric cancer patients at University Hospital, it's a holiday tradition. Just before Thanksgiving, professional stylists and photographers give of their time and talents to help our pediatric cancer patients and their families make happy hospital memories. The kids are pampered and treated like stars as they sit for professional photographs and the families are thrilled to receive free framed portraits right in time for the holidays.

The volunteers capturing our patients' smiles and bringing lots of joy are part of Flashes of Hope, a national nonprofit organization with a San Antonio chapter. So far they have photographed more than 86,000 children with cancer in more than 55 cities across the United States. In addition to the portraits, the families also receive proofs and a digital gallery to share and enjoy for years to come.





PALLIATIVE CARE TEAM NATIONALLY RECOGNIZED FOR ITS COMPASSION

University Health earned national recognition for its innovation in expanding end-of-life and palliative care across the continuum of care and positively impacting the lives of patients and their families going through very difficult times. The dedicated and compassionate palliative care team was honored to receive the 2019 Circle of Life Award from the American Hospital Association (AHA).

This prestigious award celebrates those pioneering organizations who are leading the way to improve and grow this critically important service.

University Health's work "represents the most innovative and creative thinking in end-of-life care," said AHA President and CEO Rick Pollack. He also cited how the program "raised the bar for meeting the needs of patients and their families" through the "use of technology, integrated systems of care and community support."

University Health's Palliative Care team offers an integrated inpatient and outpatient community-based program serving adults, adolescents and children across 22 counties. With a strong population health ethic as a guide, the program makes a particular effort to reach underserved, rural and immigrant patients. It also includes a partnership with

Promotores to serve undocumented patients and families, as well as people experiencing homelessness. Additional partnerships with UT Health San Antonio and the Department of Veterans Affairs demonstrate a strong commitment to education through a medical fellowship in palliative care.

The AHA is a nonprofit association of health care provider organizations and individuals that are committed to improving health in their communities. Its members include nearly 5,000 hospitals, health care systems, networks, other providers of care and 43,000 individual members. A selection committee including leaders from medicine, nursing, social work and health administration reviewed Circle of Life Award® nominations.

Cosponsors of the Circle of Life Award® include:

- American Academy of Hospice and Palliative Medicine
- National Association of Social Workers
- Center to Advance Palliative Care
- Hospice and Palliative Nurses Association
- Hospice and Palliative Credentialing Center
- Hospice and Palliative Nurses Foundation



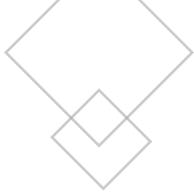


The Spirit of **INNOVATION**

The human spirit is innovative. It is inquisitive. It wants to discover, improve and pursue. Curiosity usually leads to creation. Daring to innovate, to try something new, is always worth celebrating. Effective innovation is inspiring. It's not content with status quo. It's the difference between "the way it's always been," and "let's see what happens this new way." It's forward-facing and ready for tomorrow.



INNOVATION



THE NATION'S FIRST PAIRED EXCHANGE IN LIVER TRANSPLANTATION SAVES TWO LIVES

In April 2019, University Health Transplant Center performed the first living liver paired exchange in the United States, making it possible for two people to save the lives of someone they had never met.

Organ exchanges involving more than two patients occur routinely with kidney donors and recipients. But liver transplants are more complex.

Before, patients with end-stage liver disease had to wait for a deceased donor's organ to become available, resulting in far too many dying on the waiting list because a match never occurred in time. Fortunately, the liver has the amazing ability to regenerate after a portion is removed and donated, and living donor liver donation became possible in the early 2000s. This allowed a loved one to undergo the complicated process of donating a portion of their liver to a person in need.

Today, University Health's living donor liver transplantation program, which started in 2014, is the second largest living donor liver program in the country and one of only a handful in Texas. It is

now the first in the country to successfully undertake the complicated process of identifying compatible donors and recipients in an exchange that involves four patients.

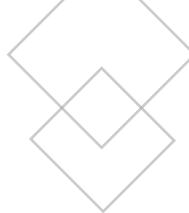
The four patients involved in this historic milestone are all doing well, and have become very close. Sarah D'Angelo needed a liver transplant, and her friend Natasha Sanchez had stepped forward offering to be her living donor. Mark Blair also needed a new liver and his daughter Anna Moreno had agreed to donate, but soon learned she wasn't a "match." Under the leadership of Dr. Tarunjeet S. Klair with University Health's Transplant Center, the team took the novel approach of looking at the foursome to see if Sanchez was compatible with Blair, and D'Angelo was a match for Moreno. Once they discovered they were, they made four calls, explained their idea and got four "yeses." Together, the four represent a groundbreaking new front in the advancement of living liver transplantation.



Mark Blair and Natasha Sanchez
Living liver recipient and donor



Sarah D'Angelo and Anna Moreno
Living liver recipient and donor



COMBAT INNOVATION DRIVES CIVILIAN TREATMENT



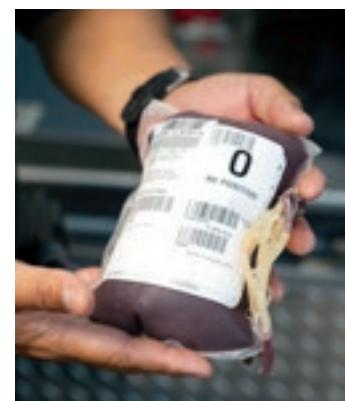
As a U.S. Air Force officer serving in Afghanistan, Dr. Donald Jenkins was the first trauma surgeon deployed to a base in Oman. His hospital didn't have the blood components to treat two soldiers who needed them. With some quick thinking and

an old NATO Emergency War Surgery Handbook, he transfused whole blood of compatible personnel right there on base. The soldiers survived.

This battle-tested experience led to greater use of whole blood in the combat zone. Service members who otherwise would have died began to pull through. Critically injured patients who need transfusions at hospital trauma centers have a mortality rate of about 75%. When whole blood is administered on the battlefield before patients get to a hospital, the mortality rate drops to as low as 20%. The discovery has compelling implications.

"It's a game changer," said Dr. Jenkins.

Today, Dr. Jenkins is a trauma surgeon at University Hospital and the distinguished chair in Burn and Trauma Surgery at UT Health San Antonio. He has also collaborated with the South Texas Blood & Tissue Center to create Brothers in Arms, a program that provides whole blood for trauma patients throughout the region. Ground crew paramedics in San Antonio can use whole blood to transfuse patients with lifesaving results. Eight EMS units strategically located around the city carry whole blood to treat civilian traumas, and air transport medics flying from rural locations to University Hospital carry whole blood at all times.



Further advances are underway to implement this best practice from the battlefield. Soon, whole blood may be available in smaller hospitals across South Texas. The treatment has also been used to stabilize women who hemorrhage before and after childbirth, and other benefits may include bleeding due to ulcers, aneurysms or after surgery.



San Antonio Fire Department Paramedics Jason Aguilar (left) and Albert Garcia with whole blood recipient Tiffany Kieschnick-Rivas at SAFD Fire Station 45 on the city's far west side. Aguilar and Garcia administered a lifesaving whole blood transfusion to Kieschnick-Rivas, who was critically injured in an automobile crash on January 30, 2019.

ENGAGING SOLUTIONS TO REDUCE TEEN PREGNANCY

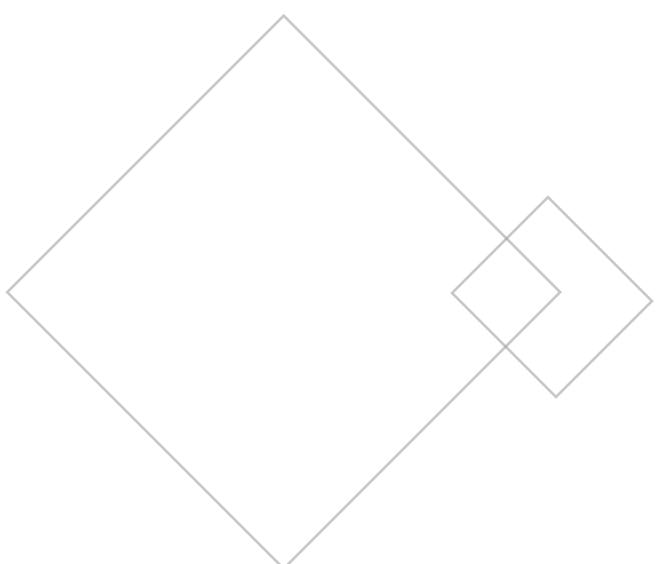
In 2019, America's Essential Hospitals, a national organization representing 300 hospitals, awarded its prestigious Gage Award to University Health's Adolescent Health program for its work to address the teen birth rate, repeat births among teens and other teen health care needs in San Antonio.

The Gage Award for Population Health recognizes activities that improve delivery, access or value for specific populations in the recipient's community, and, as a result, have improved health outcomes. University Health's Adolescent Health program provides medically accurate sexual health information to adolescents and their families and encourages strategies that promote healthy life choices.

"Teen pregnancy is closely linked to social risk factors, such as poverty, lack of education and interpersonal violence," said George B. Hernández, Jr., president and CEO of University Health. "Our Adolescent Health program's significant reduction in the teen pregnancy rates makes a huge difference

in countless young lives today and helps build a stronger San Antonio for tomorrow."

University Health's network of clinics and community partnerships played a critical role in achieving these award-winning results. They include Texas Can Academies, San Antonio Independent School District and UT Health San Antonio's UT Teen Health Project. Together, they offer adolescent vaccines, home visits for first-time teen mothers, STD testing and family planning services.



HEALTH PROGRAM BY THE NUMBERS

40%

decline in teen births
in San Antonio from
2010–2016

73,000

youth reached with
evidence-based teen
pregnancy prevention
instruction

1,850

teachers, staff and
facilitators trained to
provide education
instruction

25+

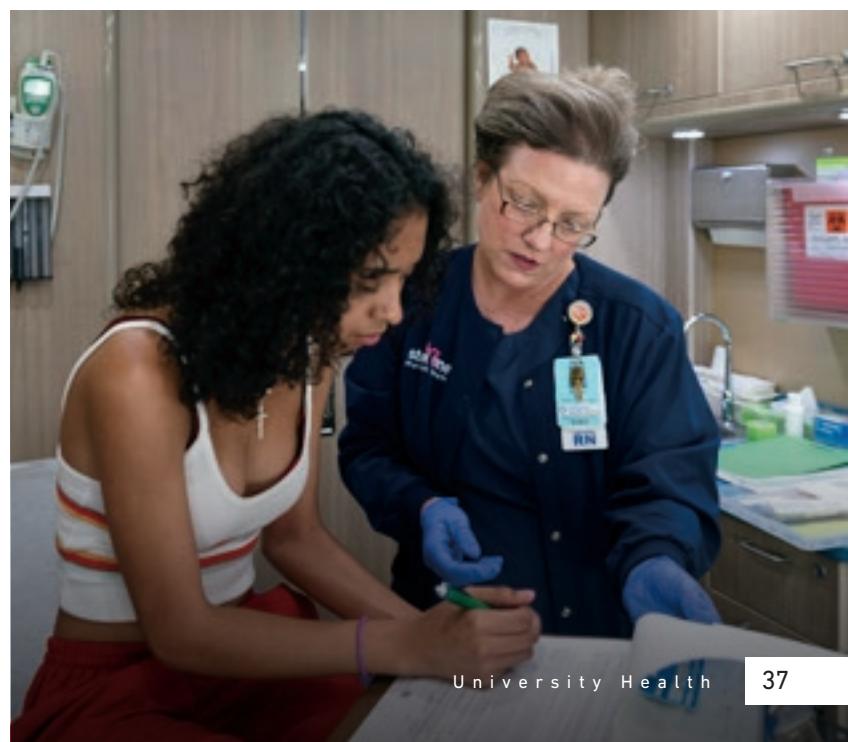
collaborating
youth-centered
organizations
instruction



**2019
Population
Health Winner**

San Antonio Adolescent
Health Program

University Health



CLOSING THE GAPS FOR ADOLESCENT AND YOUNG ADULT CANCER PATIENTS

Thanks in part to a generous grant from a national nonprofit founded by two acclaimed musicians, University Health officially dedicated the region's first comprehensive AYA Cancer Program on September 24, 2019. AYA stands for adolescent and young adults, and the goal of this program is to improve care and outcomes for this group of cancer patients who, statistics show, don't fare as well as young children or older adults.

"University Hospital recognized the unique needs of this age group and we responded by assembling a dedicated medical team and one of the largest inpatient units for adolescent and young adult cancer patients in Texas," said University Hospital Administrator Mike Roussos.

To enhance the experience for this special group of patients, Teen Cancer America, a national nonprofit founded by musicians Roger Daltrey and Pete Townshend of The Who, partnered with the University Health Foundation and other local donors to fund a beautiful AYA lounge.

The lounge was designed with suggestions from AYA patients and includes a large TV, reading nook and snack bar. The setting allows patients to share experiences and escape the isolation of their hospital rooms. Two guitars add to the "cool" factor. One is signed by Daltrey and Townshend, the other is a replica of the guitar owned by rock legend Buddy Holly.

In selecting University Health for this award, Executive Director of Teen Cancer America Simon Davies highlighted University Health's strong roots in the community. "We have been so impressed with their dedication to oncology and their specialized Adolescent and Young Adult Cancer Program, combined with

strong engagement of local groups and communities in this initiative," Davies said at the dedication ceremony.

A big supporter of Teen Cancer America is Maria Elena Holly, widow of Buddy Holly and co-founder of the Buddy Holly Educational Foundation. Mrs. Holly made a special appearance at the event and personally presented the replica guitar to the University Health AYA team.

"In addition to the guitars and the new lounge, these funds are also going to help us shorten the timeline on improving quality of life and outcomes for teens and young adults with cancer here in South Texas," said Dr. Allison Grimes, director of the AYA Cancer Program and assistant professor of Pediatric Hematology/Oncology at UT Health San Antonio.

Cancer patients in this age group, 15 to 39, have experienced lower survival gains in recent decades, Grimes said. According to the National Cancer Institute, AYA patients often face delayed access to care, in part because of financial needs or lack of insurance. They are also less likely to participate in clinical trials, so there isn't enough research data related to their specific conditions.

"This generous grant helps us to build on the resources and specialized care needed in our community," Roussos said. A new social worker helps fill some of the gaps by assessing the psychosocial needs of the patients and family, then connecting them with resources that can include financial assistance, transportation or emotional counseling. And the new navigator helps patients from diagnosis through treatment, assisting with medical referrals and services that may include fertility preservation and access to clinical trials.



“We have been so impressed with University Health’s dedication to oncology and their specialized Adolescent and Young Adult Cancer Program, combining a strong engagement of local groups and communities in this initiative.”

– *Simon Davies, executive director for Teen Cancer America*





THE BATTLE TO SAVE A LITTLE GIRL MAY LEAD TO BROADER USE OF ECMO IN THE FUTURE

When 18-month-old Addison Gonzalez fell into a small hole in an open septic tank, she needed the most drastic medical intervention. Many septic tank injuries end in death, because toxic hydrogen sulfide fumes can be ruinous to lungs from the inside out. Gonzalez was put on a ventilator and soon airlifted to University Hospital where she would need even more intensive life support.

Extracorporeal membrane oxygenation (ECMO) has been around for decades, but used more in recent years to help the most desperate cases. It mechanically replaces lung and heart function to give the patient's organs time to rest and heal. The ECMO machine acts as an artificial lung, pumping blood outside of the body, filtering out carbon dioxide and putting oxygen into blood, then pumping it back into the patient's body at the same rate as their heartbeat. It's a drastic effort that's usually only deployed as the only fighting chance at survival.

ECMO involves a lot of tubes, 24/7 monitoring, and in Gonzalez' case, uncharted territory. The team's research didn't find any cases where ECMO saved someone who had been exposed to hydrogen sulfide fumes. However, doctors

determined that she would likely not survive without trying the most extreme treatment. She endured 27 days on ECMO and several more on a ventilator, and against the odds, this strong little girl is on her way to complete recovery.

University Hospital has had a fully equipped ECMO program since 2014. Dr. Veronica Armijo-Garcia is a pediatric intensivist at UT Health San Antonio and medical director of University Health's ECMO program. Her team is discovering that not only can ECMO be used sooner to start heart and lung recovery faster, it can also be used to treat different kinds of pediatric patients for extended periods of time. For example, children with severe respiratory infections, as well as trauma, burns and high-risk births can all benefit from ECMO.

To more fully appreciate the implications and possibilities of ECMO treatment, the team has conducted exercises and simulation training with state-of-the-art equipment. They help ensure that each team member knows their roles down to the second when a critically ill child arrives. Putting innovation into practice can help improve outcomes in even the most dire cases.



After 27 days on ECMO, and many more on a ventilator,
little Addison proved she's a fighter!



The Spirit of **RESILIENCE**

The human spirit will often be tested, but it cannot be crushed. It will always find a way to overcome and thrive. Resilience means strength in the face of adversity. Toughness tempered with optimism. It's unflinching and undaunted. Resilience stands up to uncertainty, and musters a kind of grit that paves the way to achievement. It looks ahead and invests in what's next.



A COALITION TO REDUCE UNINTENTIONAL GUN INJURIES

Protecting children from firearm injury and death is the singular focus of GunSafety4Bexar, a coalition established in 2019 thanks to a number of nonprofit and local governmental partners, and two \$25,000 grants to the University Health Foundation from the Bexar County Commissioners Court and the Bexar County Sheriff's Office.

University Health's Level I trauma team is playing a key role in the work of the coalition through community outreach activities aimed at educating the public about the danger and tragic impact of unsecured guns in homes.

Every day in the U.S., nine children or teens are shot and, according to the Centers for Disease Control and Prevention, guns kill more children each year than cancer. The American Academy of Pediatrics reports that roughly one in three of homes with children have a gun, and many are stored loaded and/or unlocked.

The grant funds were used to purchase 17,000 gun locks for the University Health Injury Prevention Team and other coalition members to distribute at community events. Providing a locking device with education is enabling the team to take a comprehensive approach in addressing this public health crisis, as far too many children die when a gun is discovered by themselves or a sibling and accidentally discharged.

The GunSafety4Bexar coalition includes Bexar County, the Bexar County Sheriff's Office, Be SMART for Kids, Safe Kids San Antonio, VIA and University Health.

Bexar County Judge Nelson Wolff is leading this ongoing effort to ensure everyone understands that guns must always be safely stored unloaded, locked and separate from ammunition.





In the United States, guns kill more children each year than cancer, according to data from the Centers for Disease Control and Prevention (CDC).

HELPING AREA SCHOOL DISTRICTS BE PREPARED FOR SOMETHING WE HOPE NEVER HAPPENS

Helping Bexar County school districts be as prepared as possible in the event a student, teacher or staff member is seriously injured and suffering blood loss was the goal of a 2019 University Health Foundation project to provide bleeding control kits for schools and Stop the Bleed training to district personnel.

Stop the Bleed is a national campaign developed by the American College of Surgeons aimed at teaching everybody basic bleeding control techniques, as a person can bleed to death before emergency services personnel can arrive on the scene of a serious injury. With a little training and tools, a bystander can become a lifesaver.

"The number one cause of preventable death from trauma is uncontrolled bleeding," said Tracy Cotner-Pouncy, senior director of Trauma Services at University Health. "There is nothing more tragic than a death that could have been prevented."

The school initiative was announced at the University Health Foundation's 2019 Medical Miracles Gala in May. Attendees heard the powerful story of how a community came together following

the mass casualty shooting at the First Baptist Church of Sutherland Springs in 2017. Inspired by the stories of two of the survivors of this tragedy – 34-year-old Kris Workman and 5-year-old Ryland Ward, they gave from their hearts in support of this initiative to help make local schools safer. Proceeds from the gala, coupled with another donation from Valero Energy Foundation and matching funds from University Health, added up to more than \$500,000 to support this lifesaving initiative.

The timing was perfect as State Representative Barbara Gervin-Hawkins sponsored a bill, together with State Representatives Steve Allison and Diego Bernal, requiring school districts to have bleeding control kits and training. That bill became Texas Law during the 2019 Texas Legislative Session.

"We sincerely hope these resources will never be needed for a large-scale emergency in any of our schools," said Cotner-Pouncy. "However, ensuring teachers, administrators and school staff members have the training and tools to immediately respond would help save lives in these tragic situations."





Stop the Bleed is a national campaign aimed at teaching everybody basic bleeding control techniques, as a person can bleed to death before emergency services personnel can arrive on the scene.



ENCOURAGING DRIVERS TO PUT DOWN THE PHONE TO SAVE LIVES AND MONEY

Almost daily, the Level I trauma team at University Hospital works to save victims of distracted driving. Now they've extended that lifesaving work beyond the trauma bay to reach distracted drivers where their eyes are—on their smart phones.

"We live in a technology-savvy world, so it makes sense to include technology in this very positive way, as part of the solution to the problem of distracted driving," said George B. Hernández Jr., President and CEO of University Health.

A vehicle crash occurs every 58 seconds on Texas roadways, and one in five is the result of distracted driving, according to the Texas Department of Transportation (TxDOT). The Federal Communications Commission (FCC) says texting behind the wheel makes people 23 times more likely to cause a vehicle crash. Even the five seconds it takes to read a text message takes eyes off the road long enough to be dangerous and even fatal.

To help change behavior, the trauma team first worked with the communications team to develop "Drive Now. Text L8R." It's a program that includes

an interactive presentation and opportunities to learn through experiences.

Next, in 2019, the team capitalized on the popularity of smart phone applications, the spirit of competition, and everyone's love of free food and discounts, through a partnership with SAFE 2 SAVE. It's a free rewards-based app that gives drivers points for every mile driven without touching their cell phones. Users can redeem points for free and discounted items at area restaurants and retailers. Over the past year, they've teamed up to build awareness for the application through school districts, corporations, universities and local media organizations.

"When we think of an ideal sponsor that cares deeply about distracted driving and injury prevention, we think about University Health," said Marci Corry, owner and CEO of SAFE 2 SAVE. "We are delighted to have such a caring hospital group that wants to go the extra mile to impact the vast area it serves."



A University Health nurse tests the SAFE 2 SAVE driving simulator during the program's launch and discovers (safely) just how poorly a person really drives when they are trying to text at the same time.

TRAUMA SURVIVORS AND THE TEAMS THAT SAVED THEM

As you would imagine, many people injured in car crashes or other traumatic events don't remember much, if anything, about their experience as a patient in the Trauma Resuscitation Unit (TRU) in the Emergency Department or the Trauma Intensive Care Unit.

That's not always a bad thing, but at the Level I trauma center at University Hospital, we often hear from recovered patients who would like to meet the people who saved their lives.

That's why during Trauma Awareness Month in May, this team celebrates Trauma Survivors' Day as an opportunity to connect patients with the nurses, physicians, physician assistants, technicians and all of the many people who work in the TRU.

The event is also about honoring the people and families who have experienced trauma firsthand.

Coming back to the hospital as a much healthier person to share a luncheon with their caregivers can be an important step in the road to recovery.

The emotional nourishment goes both ways. Trauma teams truly value a chance to see the result of their lifesaving work. For trauma providers who care for critically injured patients every day, seeing patients whole again can be a powerful affirmation of why they do what they do.

Trauma Survivors' Day also demonstrates the importance of a Level I trauma center as part of a comprehensive regional trauma system. Together, partners, providers and patients are living proof of the importance and the impact of this system, and the many dedicated and highly skilled professionals who have made trauma their life's work.





For trauma providers who care for critically injured patients every day, seeing patients whole again can be a powerful affirmation of why they do what they do.



TREE OF LIFE CEREMONY ROOTED IN LOVE AND REMEMBRANCE

Visitors to University Hospital will notice a beautiful art centerpiece in the Main Garden. The Tree of Life: Book of Memories, created by Austin artist Susan Wallace, is an integral part of the Sky Tower and University Health's Healing Arts program. Each tag on the beautiful sculpture is inscribed with a name and personal message in honor of an organ donor whose gift of life will always be revered.

When somebody loses a life, and donates one or more organs, the donor's family receives a formal invitation to have their loved one included on the Tree of Life and attend a special ceremony. Their gift has enabled others to live, and the magnitude of their gift lives on as well. The event is also an important part of the healing process. Surviving family members as well as administrators, physicians and nurses from the trauma and transplant teams come together to appreciate the full circle of life together.

"I've hosted this ceremony every year, and I still get teary," said Susan Gerhardt, executive director of nursing research.

People react to grief differently. Some aren't ready to come back for a year or two, and others want to come every year. They can come as many times as they want to participate in the ceremony, or wait 20 years before they do. They come by themselves, with large groups and families, or together with those who have received organs. The most important thing is that every year, everybody whose loved one has donated an organ is invited.

"That's what we're here for," said Gerhardt. "Every year, the Tree of Life ceremony is a chance for loved ones to process their grief however they're most comfortable, and come through stronger on the other side."

During the ceremony, each participant receives a mountain laurel, a hardy Texas symbol of spring and renewal. They also leave with these words, a powerful resolution for a resilient community:

*To hope for courage in a trying time.
To hope for grace in a dark respite.
A promise to always remember.
And the promise that new life is all around us.*



To hope for courage in a trying time.
To hope for grace in a dark respite.
A promise to always remember.
And the promise that new life is all around us.



The Spirit of **COMMUNITY**

When humans live and work together in a community, their combined spirit gives it a sense of place that finds expression in celebration and culture and also in the way they help one another. Joy, giving, and living are all expressions of a community's spirit, and also embody it. Every new person who joins that community is moved by the sum of it, and also becomes a part of it. And the community that embraces everyone is the most powerful community of all.



COMMUNITY



UNIQUELY SAN ANTONIO

As our community's only locally owned health system, University Health is as unique to San Antonio as Fiesta. Few institutions are more symbolic of a community that cares for each other like family and takes enormous pride in celebrating its history and heritage. When cascarones crack and confetti flies, it means Fiesta has arrived, and colorful Fiesta medals are never far behind.

For the 2019 medal, University Health invited employees to submit unique Fiesta medal designs and vote for their top choice.

Of the many colorful submissions, Brenda Gutierrez of Health Information Services at the Robert B. Green Campus had the winning medal design. Our employees enjoy a few ways to get into Fiesta spirit, with free medals available at dozens of locations and the chance to cheer on the University Health float at the Battle of Flowers and Flambeau parades.

Although Fiesta celebrations were cancelled in 2020, University Health is poised and ready to reunite as a community when this San Antonio tradition can safely resume.



Brenda Gutierrez of Health Information Services at the Robert B. Green Campus had the winning medal design.





UNIVERSITY HEALTH FOUNDATION

EMPLOYEE GIVING SUPPORTS COMPASSIONATE CARE

Gifts don't have to come in big sizes to make a major impact. Sometimes a seemingly small gesture, like taking a photograph of a loved one's hands at the end of their life, can provide comfort beyond measure. Thoughtful, compassionate care is a hallmark of University Health. To help demonstrate a spirit of gratitude, the University Health Foundation manages a program where every gift can leave a lasting impression.

University Health's Employee Giving program enables staff to give back in different ways. In 2019, employees donated a record \$262,705 to support programs benefiting patients, programs and staff members.

"Our employees provide compassionate care, not only in the work they do here every day, but also in how they go above and beyond the brick and mortar of the hospital to support special programs," said Renee Polka, Development Officer.

One 2019 Lifeline Grant helped to create a Pediatric Reclining Wheelchair Loaner Program. Access to a wheelchair that can recline can be a necessity before a pediatric patient can leave the hospital. Without one, discharge can be delayed for days while families wait for insurance to be authorized and equipment to be delivered. The extra wait and additional costs are unnecessarily stressful. This

new program provides a reclining wheelchair for pediatric patients to borrow for a short period of time. It eliminates extra burdens on children and families, decreases their overall hospital stay and saves patient and rehabilitation costs.

As long as patients and families need attention and care, the University Health Foundation will continue to find innovative ways to provide it with the utmost comfort and compassion.





SUPPORT FROM THE STEPHENS FOUNDATION LEADS TO BUTTERFLY BEREAVEMENT ROOMS

Scott and Elizabeth Stephens know what it means to grieve the loss of a baby. In their son's memory, the Stephens family created the Gus Owen Stephens Foundation to support children, families and medical professionals in pediatric palliative care. Generous support from the foundation enabled University Hospital to create two "Butterfly Bereavement Rooms," which provide specialized support and comfort for end-of-life pediatric patients and families. The rooms include quilts, artwork and thoughtful details to recreate the warmth of home.

The Gus Owen Stephens Foundation also helped to inform and expand the perinatal palliative care program for University Hospital. In addition to the Butterfly Bereavement Rooms, the \$289,000 grant over three years includes a full-time perinatal care coordinator to help manage compassionate collaborative care and provide professional emotional support every step of the way.

As the program was being designed, the team realized there was a small room in the department that was underutilized. Through thoughtful consideration and support from integrated teams, the room was reimaged as a space with new purpose. Today, it's a small sanctuary for siblings to feel more comfortable. Thanks to the law office of Hilly & Solis and their gift to the University Health Foundation, it's now outfitted with a computer and kids' activities, and can be appreciated as a quiet place for doctors and families to meet.

The University Health Palliative Care Team won the 2019 Circle of Life Award from the American Hospital Association (AHA), for raising the bar to meet the needs of patients and families (see page 28).

THANK YOU FOR YOUR SUPPORT

2019 FOUNDATION BOARD OF DIRECTORS

Francisco J. Garza – *Chair*
J Randolph Harig – *Chair-Elect*
John C. Calhoon, MD – *Vice Chair*
George B. Hernández, Jr. – *Secretary/Treasurer*
Laurence S. Kurth – *Immediate Past Chair*

James Adams
Janie Barrera
Jeanne Bennett
Linda Elliott
Henry Feldman
Jason Fraser
Yvonne Gonzales
Albert W. Hartman, III
Jimmy Hasslocher
Robert Hromas, MD
J. Rick Lewis
Joe Earl Linson
Joe C. McKinney
Pamela Otto, MD
T. John Parsi, DDS
Steven J. Pritchard
Jim Reed
Norma R. Reyes
Janice Ricks
Karla Wentworth
Judge Renée A. Yanta

HONOR ROLL OF DONORS

January 1, 2019–December 31, 2019

Gifts of \$50,000+

H-E-B
The Robert P. and Mariana R. Scripps Family Foundation
The Gus Owen Stephens Foundation
Teen Cancer America
Texas Tech University Health Sciences Center
UT Health San Antonio
Valero Services, Inc.

Gifts of \$25,000–\$49,999

Bexar County Economic & Community Development
Bexar County Sheriff's Office
Toyota Motor North America
University of the Incarnate Word
University of Texas at Austin

Gifts of \$5,000–\$24,999

Acadian Ambulance Service
James Adams
Dr. Tommye Austin
Sadia Aziz
Affiliated Engineers, Inc.
Alterman, Inc.
Edward Banos
BD
BKD CPAs & Advisors
Blue Cross and Blue Shield of Texas
The Broaddus Companies
Brooks
Carvajal Pharmacy
Cavaretta, Katona & Leighner, PLLC
The Center for Health Care Services
CentroMed
Communicare Health Centers
Community First Health Plans
Davidson, Troilo, Ream & Garza
DOCUMation, Inc.
Dubose Family Foundation
EPIC Systems Corporation
Fraternal Order of Eagles
Frontier Enterprises
Frost
George B. Hernández, Jr.
Head for the Cure Foundation
Hill Country Bridge, Inc.
Hilley & Solis
Hope Hits Harder Cancer Foundation
Intelligent Engineering Services, LLP
Joeris General Contractors, Ltd.
Linebarger, Goggan, Blair & Sampson LLP
Marmon Mok Architecture
MedData
Meredith Morrill
NRP Contractors, LLC
nThrive
Pamela Otto, MD
Ann Peters Foundation
Presidio
Project Control
Ranger Energy Services
Safe Kids Worldwide
SpawGlass
St. Phillip's College
Superior Energy Services
Susan C. Stiles Foundation Fund
Ted Day
Touchstone Communities, Inc.

Toni-Marie Van Buren
Voya Financial
Workplace Resource, LLC
ZGF

Gifts of \$1,000–\$4,999

Rachel Abbott
Akerman LLP
Alamo Colleges
Alamo Marble, LTD
Bryan Alsip, MD
Amegy Bank
Ancira Cars, Trucks & RVs
John Anguiano
Annabella Barbosa-Prince
Kevin Barron
Louise H. Batz Patient Safety Foundation
BB&T Bank
BBVA Compass
Beldon Roofing Company
Bexar County Medical Society Alliance
BioBridge Global
BioMed SA
Bracewell LLP
Tonya L. Burris
John C. Calhoon, MD
Olga Cajas
Charles E. Cheever, Jr.
Chesney Morales Partners, Inc.
Child's Play Charity
Climatec, LLC
Coloplast
Margaret M. Colby
Tracy Cotner-Pouncy
Eric Dahl
Ralph DeFronzo, MD
Theresa De La Haya
Devenney Group, Ltd
Melanie Edwards
Estrada Hinojosa & Co. Inc.
Tenchita Flores
Claudia Fournier-Pena
Sarah S. Garcia
Garza/Bomberger & Associates
Susan Gerhardt
John Guest
Lawrence Harkless, DPM
Albert W. Hartman, III
James C. Hasslocher
H B Meyer Family Investments LLC
Healthcare Think Tank, LLC

Laura E. Hernandez
Suzanne S. Hildebrand
Hilltop Securities
Barbara G. Holmes
Casey Howard
Robert Hromas, MD
Humana Bold Goal
Christopher Reed Hurley
Michelle Ingram
Intelligent Retinal Imaging Services
International Bank of Commerce
Janice Jordan
Monika Kapur, MD
Kendra Scott Design, Inc.
Mary Sue & Maurie Kern
Kimberlea King
KSAT 12/ABC
Anne-Marie Langevin, MD
Law Offices of David Ayon
LQ Medical Center Hotel
Doss Mabe
Magnusson Klemencic Associates
Elliott Mandell
Matera Paper Company
Medline Industries Inc.
Medwheels, Inc.
Morris & Dickson Co., LLC
Muriel F. Siebert Foundation
My Education Solutions
Danielle Najjar
Jennifer Northway
O'Connell Robertson
Office Source, LTD
The Orthopedic Store
Pape-Dawson Engineers
Charles Reed
Jim Reed
Ruby Reilly
Reyes Automotive Group
Miles Rickard
Michael Roussos
The RK Group
RSM US LLP
John L. Santikos Charitable Foundation, a fund of the San Antonio Area Foundation
San Antonio Alpha Phi Alumnae Chapter
San Antonio Housing Authority
San Antonio Medical Foundation
San Antonio Metropolitan Health
Noel L. Schafer
Steve Seidner, MD
Maggie Shamdasani
Siebert Cisneros Shank & Co., LLC
SizeWise

Stephen Souter
St. Mark's Episcopal Church
Tag Coffee
Terracon Consultants
Texas Liver Institute
Nelson Tuazon
United Way – City of San Antonio Campaign
United Way – San Antonio School Districts Charitable Campaign
Roberto Villarreal
Emily Volk, MD
WellMed Charitable Foundation
WellMed Medical Group
Wells Fargo Bank N.A.
Judge Renee A. Yanta
Samantha A. Zimmerman

Gifts of \$500–\$999

Mohamed S. Abdel-Rehim
Leticia T. Aguilar, MD
Alliance Medical Supply
James Alspis
American Diabetes Association
Magdalena Barrera
Lisa G. Bass
Maria Boyd
Suzel Bozada
BSA LifeStructures
Cynthia Carranco
Catamount Constructors, Inc.
Anna-Melissa Cavazos
Rebecca Quintanilla Cedillo
Mary Alice & Henry Cisneros
Jerry R. Collazo
David Correa
Melita Croom
The Crush Foundation
Lloyd Das, MD
Jeremy Davila
Stacey Denver
Ronald Estrella
Juanita Flores
Deshea D. Galvan
Conrado Gamboa
Rocio Garcia
Edward Garcia
Armando Garcia, Jr.
Pam Goble
Steven Gordon
Belinda Kay Green
Malcolm T. Hartman
Laura Hernandez
Darrel W. Hughes
Lynda Jennings
Annie B. Johnson
Rebekah Kendrick

Sherrie King
Leni Kirkman
Charles Lampe
Allison Hays Lane
Jennifer L. Lawlace
Brian Lewis
J. Rick Lewis
Norma Luna
Midwestern University
Virginia S. Mika, PhD
Patrick Miles
JoAnn Mizell
Priti Nandi Mody Bailey, MD
William A. Mundt
James Myrick
Sidney Nau
Network for Good
Cynthia Nguyen
Michael K. Payne
Maria Pena
Port Authority of San Antonio
Premier Healthcare Solutions
Steven J. Pritchard
John C. Prowers
Lourdes Castro Ramírez
Robert J. Rattenbury
Serina A. Rivela
Karen D. Rochester
Jennifer H. Rodriguez
Erin C. Rogers
Stephen F. Rupp
Don Ryden, Jr.
Gina Sanchez-Delgado
Laura Santos
Silver Eagle Distributors, L.P.
Michael Sloan
Polly Smith
Susan E. Spencer
Leah Stecki
Sally Taylor, MD
Luis A. Torres
United Way of San Antonio and Bexar County
United Way – Bexar County Employee Charitable Campaign
Kathleen A. Urbansky
John E. Urda
Leticia Van de Putte
Shane Warnicke
Marisa K. Wilson
Gene Winfrey
Eddie E. Woodard
Richard Yebra
YMCA of Greater San Antonio
Lynn & Vincent Yznaga

Gifts of \$250-\$499

Annierose D. Abogadie
Arun Abraham
Abbvie
Wanda Amberson
Abigail Anderson
Yolanda S. Aranda
Ashleigh Ard-Cotter
Valerie Arreguin
Joan Autry
Aveanna Healthcare, LLC
Ann Monica Baban
Grace Bacho
Amanda Basse
Dawn G. Belscamper
Lucy Berlanga
Ashlee Biechlin
Lorena Bocanegra
JoAnn Boone
Willard A. Brenning
Pamela Brown-Baer
Ana G. Canales
Leticia Flores Canchola
Wendi Caporaletti
JoAnn Carrillo-Lawson
Angela A. Casias
Jeannette N. Casillas
Adriel Castaneda
Lisa Castellanos
Laura Cavaretta
Ernest Cavazos
Centene Management Company LLC
JoMarie Cervantez
Christy Cervera
Chiesi Pharmaceuticals Inc.
The Children's Shelter
Tara Churchwell
James C. Clark
Coats Rose, P.C.
Delia Gonzales Conover
Robert A. Contreras
Chelsea Cook
Thomas H. Culwell, II
Marilyn A. Dahl
Mary DeLeon
Sandra Diaz
Lisa A. Dodge
John Marcus Downs
Eva C. Eastham
Robert Engberg
Yvette Esparza
Diana M. Estrada
Randy L. Farris
Cash Ferrill
Selyna Flores
Daniel R. Flores
David Fragoso
Kimberly J. Fritz
Jacob L. Galan
Felicitas Gamboa
A. James Garcia
Estela S. Garcia
Marivel Garcia
Belinda Garcia-Rattenbury
Adria Gardner
Sherra Gardner
Kevin Garibay
Patricia B. Garza
Andrew Garza, III
Jessica A. Gavia
Get Involved Now, Inc.
Gilead Sciences, Inc.
Misty Godin
Yvonne Gonzales
Deborah J. Gonzales
Johnette A. Gonzales-Battle
Carlos Gonzalez
Ricardo Gonzalez
Susan Gordon
Angela Goudeau
Groupmatics, LLC
Tina Guzman-Pena
Thomas Hamilton
Jenna Hawkins
John Henigan
Jose P. Herrera
HHCS Health Group
Gino Hildago
Kelly C. Hoog
Carol A. Huber
Katherine Hyer
Amerita, Inc.
Antonio Jimenez
Michael Jones
Jeffrey Jowers
Kate Farms, Inc.
Ana C. Kattan
Elvin Keeney
Marla C. Khalikov
Kroger Specialty Pharmacy, LLC
Sharon Lacey
Robyn Langham
Loretta A. LaPoint
Sharon Lara
Lise Ann Lee
Meghan L. Leibas
Kelley Longhofer
Norma Longoria
Michael Lopez
Martin Lozoya
Leticia V. Luna
Martin Manning
William H. Marsh
Rosie O. Martinez
Marina Martinez
Evelyn K. Martinez
Leticia M. Martinez
Maxor National Pharmacy
Services Company
Anna C. McAndrew
Aubrey McCracken
Wally McCullen
Yadira Medina-Guajardo
Tandy Mellard
Evelyn Mika
Robin Molter
Linda Montemayor
Mary Moran
MVW Nutritionals, INC
Ava Renee Neal
Judith Necoechea
Luke Neff
Tarnia Newton
Mark Nino
Pamela Norman
Joyce Ornelas
Kelly Oyer-Peterson
Natasha Pacilio
Dollie Pando
Robert Parker
Mahendra C. Patel, MDPA
David M. Paul
David Pennington
Pete Perales
Jennifer Perkins
TaTaka Perry-Johnson
William A. Phillips
Agustin Pina
Rebecca Pompa
Venus Ponce
PRE Holding, Inc.
Eva Y. Prieto
Ernest W. Prince
Xiaoshan Qiu
Sadaf M. Rafique
Rhiannon Rasmussen
RespirTech
Norma Reyes
Dahlia Rigsby
Lillian Riojas
James Roberts
Anna Roldan
RVK Architects
Carmen G. Sanchez
Albert K. Sanchez
Lisa R. Sanchez, RN
Irene Sandate
Thomas Sanders

William B. Sanders
Lorri A. Savoie
Theresa Scepanski
Ronald Schenk
Brenda Sellers
Celina A. Sharpe
Erin Shaw
Alfred Shepperd
Charlotte Sherman
Yamille Silva
Illeana Silva
Fara Smith
Ruben S. Soliz
Helen P. Spaustat
Harry Allen Strickland
Kristine I. Talamante
Lori Tapia
Anna Taranova
Hortensia Tellez
Bernice Tenorio
Rebecca Terrazas
Luz Towns-Miranda
Janet D. Tracy
Melanie A. Van Noy
Mario Vazquez
David E. Vaughn
Cynthia V. Vega
Mia-Andrea Veliz
Maria A. Vergel
Vertex Pharmaceuticals, Inc.
Elias Villegas
Elizabeth Waltman
Hope Whitaker
Udorn Williamson
Deidre A. Winnier
The Witte Museum
Jason Wong

TRIBUTE GIVING IN HONOR GIFTS
January 1, 2019–December 31, 2019

IN HONOR of/Donor's Name

Reynaldo Cuevas, Jr.
Frances Sotello
Joaquin Gallegos
Laura E. Hernandez
Yvonne Gonzales
Anna-Melissa Cavazos
Amanda Healy
Sarah Dutton
Tom Jenkins
Susan Jenkins

Frank and Patricia Schwartz
Steven Bette and Family
Jun Song
Denise Harvey
Jeffery Ybarra
Josie Garcia

TRIBUTE GIVING IN MEMORY GIFTS
January 1, 2019–December 31, 2019

IN MEMORY of/Donor's Name

Fermon Austin, Jr.
James Adams
Thomas H. Culwell, II
Lisa Devane
Robert Hromas, MD
David Larow
Doss Mabe
Lisa R. Sanchez, RN
Maggie Shamdasani
Stephen Souter
Janet D. Tracy

Emerson Banack, Jr.
Alfred Shepperd

Meredith Flynn
Jacqueline Greene
Kendall C. Wildman

Laura Fornos
Jacqueline Burandt

Carolyn Garst
Mindi Alterman

Jesus Guzman
Clara G. Olivari

Margaret Haecker
Suzanne S. Hildebrand

Wyatt Langham
Robyn Langham
Premier Healthcare Solutions

Janet Minter-Wagstaff
Ronald Niebauer
Robert Wolfe

Harold Morrison
Alamo Marble, LTD
Todd Erickson
Karri A. Garza
Nancy Hambright
Miles Rickard
William B. Sanders
Zach Scheele
Randy Neeley
Kathy and Roy West

Luke Michael Rice
Timothy Bailey
Audrey Brecheen
Jessie Cochrum
Mary Jo Juarez
Justin Lehman
Jessica Madsen
Rosemarie Nesbitt
Barbara Pickering
Patrick Ramsey, MD
Olivia Smith
Oscar Vasquez

Greg Rufe
Thomas H. Culwell, II

Melissa Ann Thomas
Mary Kay Thomas

Adam R. Scripps
The Robert P. and Mariana R.
Scripps Family Foundation

Trinity Torres
Lee Anthony Torres

Robert Jerome Trevino
Oralia Rodriguez

*Every effort has been made to assure
the accuracy of this list. If you discover
an error or omission, please contact
the University Health Foundation at
210-358-9860.*



2019 EMPLOYEES OF THE QUARTER

CLERICAL

Delma Lee
Valerie Gutierrez*
Denise Martinez
Angela Kent

MANAGEMENT

Jeanette Vigil
Kelly Sellers
Luis Santos*
Javier Palacios

PROVIDER

Dr. Patrick Pierre
Dr. Carolyn Eaton
Dr. Andrea Alvarez Eslava*
Dr. Andrea Grant-Vermont

PROFESSIONAL

Reynaldo Mayorga*
Starleah Pinones
Ruby Vasquez
Patricia Rivera

PROFESSIONAL NURSING

Elba Chapa
Katelyn Hayes*
Allison Moreno
Matthew Martinez

SERVICE

Corporal Vincent Valeriano*
Reynaldo Mirasol
Henry Davis Jr.
Corporal Sandra Barr

TECHNICAL

Consuelo Mondragon
Maribel Thomas*
Juana Flores
David Noland

VOLUNTEER

Mark Oholendt
Margarita Viera*
Selina Colon
Vilma Cho

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

THE COMMITMENT TO SERVICE EXCELLENCE

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

Angela Kent

2019 TEAMS OF THE QUARTER

THE ANATOMIC PATHOLOGY TEAM*

Martin Arenas, Lisa Devane, Trent Freeman, Marla Khalikov, Rudy Lara, Ernest Magallan, and Rosa Resendez

THE SOUTHWEST LAB SERVICES TEAM

Lisa Alonso and Crystal Ortiz

THE EXPLORER JR. LAW ENFORCEMENT TEAM

Corporal Ernest Ramirez and Police Officers Edwin Bell, and Jesse Rodriguez

THE ROBERT B. GREEN PEDIATRIC EXPRESS TEAM

Leonel Aguilar, Paula Bringas, Scott Gomez, Christopher Isabelle, Aloysia Knight, Christine Peterson, and Willie Villarreal

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

DAISY AWARD

The DAISY Award® For Extraordinary Nurses is a recognition program from the DAISY Foundation to honor nurses internationally in memory of J. Patrick Barnes. It was created in 1999 to celebrate the super-human work nurses do every day.

JANUARY: Christopher Armstrong

FEBRUARY: Roger Chavera

MARCH: Sara Collins

APRIL: Diana Davis

MAY: Mark Gwin

JUNE: Paula Lant

JULY: Adrian Pedraza

AUGUST: Eva Prieto

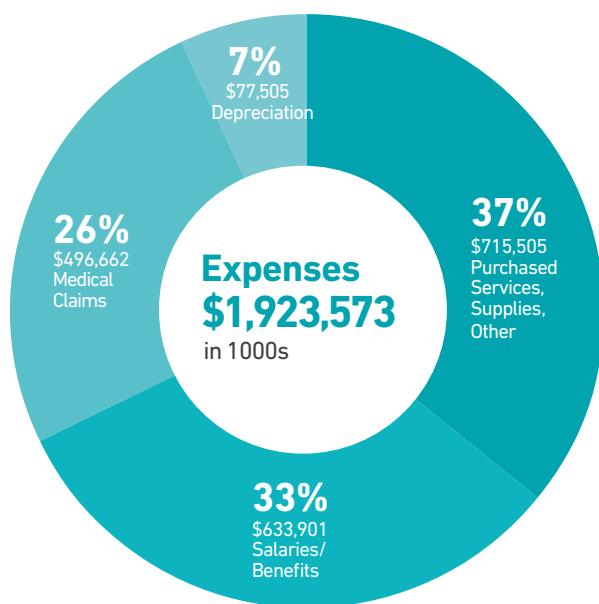
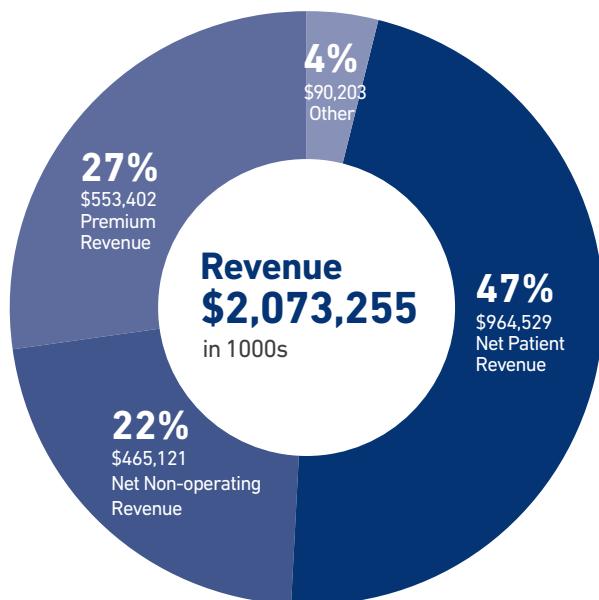
SEPTEMBER: Nailea Ramos

OCTOBER: Amanda Reneer

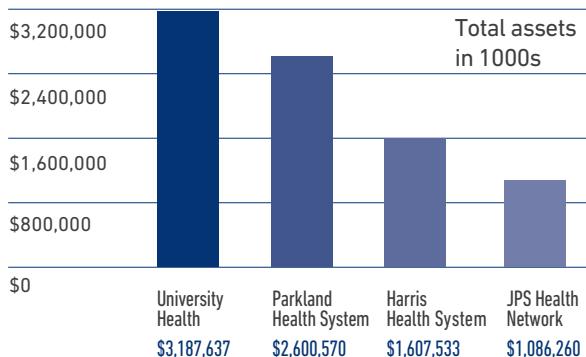
NOVEMBER: Tauchia Stinson

DECEMBER: Jayci Temple

2019 AUDITED FINANCIAL SUMMARY



Texas Public Health Care Systems by Size



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

University Health:

- 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 health care 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 health care professionals
- Assures EMS services are available for residents in unincorporated areas of Bexar County
- Sponsors the local mental health and mental retardation authorities

In 2019, property taxes made up 22 percent of University Health's revenues.

More detailed information is available in University Health's 2019 Audited Financial Report. Find it online at universityhealthsystem.com/about-us/public-notices-and-reports

THANK YOU FOR YOUR SERVICE

It is the people of University Health who bring its mission to life. The following people retired from the health system in 2019. 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.

44 YEARS

Fernando Solano
Medical-Surgical Technician

42 YEARS

Maria Castro
Emergency Center Technician
Gloria Luna-Graciano
Senior Patient Relations Coordinator

39 YEARS

Vivian Lewis Miles
Ambulatory LVN

37 YEARS

Mary Knatcher-Morgan
Staff Nurse
Susan Lawrence
LVN
Rosalinda Quintanilla
Staff Nurse
Mamie Salas
EKG Technician
Consuelo Salinas
Perioperative Services Attendant

35 YEARS

Sandra Chapa
Registration Access Specialist

33 YEARS

Jesusa Blancas
Environmental Associate
Sessie Franceschini
Staff Nurse
Rosemary Marchan
Instrument Technician
Patricia Sharp
Clinical Pharmacist

32 YEARS

Jeffery Gresham
Staff Nurse

31 YEARS

Sara De La Cruz
Staff Nurse

Anita Morales

Member Service Representative

Nathaniel Neal
Pediatric Transport Nurse
Susan Robertson
Staff Nurse

30 YEARS

Lauren Davis
Medical-Surgical Technician
Janice Dent-Williams
Unit Clerk
Rose Fuentes
Insurance Collector
Oralia Martinez
Health Information Specialist
Gwendolyn Mitchell
Medical Laboratory Scientist
Rosa Sanchez-Perry
Staff Nurse

29 YEARS

Preeda Charoenworawat
Staff Nurse
Georgia Rios
Human Resources Specialist
Alberto Villarreal
Staff Nurse

28 YEARS

Juanita Hardeman
Registration Access Specialist
Deborah Lancaster
Medical Laboratory Scientist
Janie Lozano
Procurement Expediter
Hernando Martinez
Staff Nurse
Dolores Sauceda
Nurse Case Manager

27 YEARS

Donald Nall
Staff Nurse
Janice Walker
Technical Supervisor

26 YEARS

Marilyn Hernandez
LVN

Maxine Mason
Staff Nurse
Otilia Merjil
Senior Associate Administrator
Ralph Rodriguez
Clinical Pharmacist

25 YEARS

Elaine Gonzales
Unit Clerk
Normita Nunez
Staff Nurse
Rose Rodriguez
Senior Dental Technician
Nellie Torres
Senior Administrative Assistant

24 YEARS

Luis Herrera
Staff Nurse
Delia Martinez
Senior Account Representative
Robert Pesek Jr.
LVN
Kathleen Villa
Staff Nurse

23 YEARS

Concha Nino
Transfer Center Specialist

22 YEARS

Mario Hernandez
Staff Nurse
Maryann Leija
House Supervisor

21 YEARS

Miriam De La Maza
Senior System Administrator
Esther Fullenwider
Registration Access Specialist
Roland Hernandez
Sterile Processing Lead Technician

Dianna Hutson
Staff Nurse
Martha Jewasko
Patient Care Coordinator
Cheryln Thomas
Unit Clerk

20 YEARS

Sofio Gutierrez
Clinical Pharmacist
Judy Hairgrove
Staff Nurse
Debra King
Nurse Practitioner
Janell Sneed
Medical-Surgical Technician
Richardine Taylor
Master Social Worker

19 YEARS

Linda Castro
Senior Administrative Assistant
Eloise Clayton
Senior System Administrator
Lucila Guyer
Clinical Pharmacist
Mary Hesdorff
Unit Clerk
Janie Rodriguez
Staff Nurse
Rose Salazar
LVN
Josefina Stoever
Medical Laboratory Scientist
Cheryl Ann Summerville
Staff Nurse
Tammy Wooley
LVN

18 YEARS

Robert Blake
Staff Nurse
Irma Casas
Provider Relations Representative
Virginia Perez
Registration Access Specialist
Antonia Rodriguez
Staff Nurse
Maurice Taylor
Senior Associate Administrator

17 YEARS

Christine Beech
Staff Nurse

Mary Betancourt
Associate Administrator
Diana Castillo
Medical-Surgical Technician
John Gonzalez
Plant Operator
Leslie Hernandez
Staff Nurse
Sarita Orosco
Inventory Management & Control
Elvia Valenzuela
Environmental Associate

16 YEARS

Grace Andres
Staff Nurse
Sheryl Cobb
Health Informatics Specialist
Sylvia Eluere
Medical-Surgical Technician
Delia Gonzales
Mammography Technician
Virgie Guardapavo
Staff Nurse
Cheryl Ingram
Staff Nurse
Marilyn Loot
Staff Nurse
Dragica Tomic
Environmental Services Supervisor

15 YEARS

Mary Cruz
Environmental Associate
Rosie Martinez
Insurance Collector

14 YEARS

Michael Running
Documentation Improvement Coordinator

13 YEARS

Carolina Tomas
Coord Doc Improvement

12 YEARS

Yolanda Bryan
Radiologic Technologist
Yolanda Davila
Senior Associate Administrator
Norma Jean Garcia
Medical Assistant
Rita Orta
Mammography Technologist

11 YEARS

Rudy Alaniz
Clinical Pharmacist
Joy Ann Leyva
Medical Assistant
Norma Borrero
UMA Staff Physician
Herminia Hernandez
Hemodialysis Technician
Esmelisinda Summers
Medical-Surgical Technician

10 YEARS

Cathy L. White
Nurse Educator
David Lee Smith
Social Worker
Yvonne Venegas
Director of Clinical Programs-FFACTS
Robert Edwards
Clinical Endoscopy Coordinator Nurse
Rose Fissel
Clinical Pharmacist
James Gonzales
Ambulatory LVN
Eva L. Moreno
Registration Access Specialist
Peggy Soriano
Quality Management Nurse

8 YEARS

Richard Dunlap
Maintenance Specialist
Scheryl James
Corrections LVN
Margot Ramirez
PBX Operator
Lonnie Sale
Senior Associate Administrator
Patricia Vera
Master Social Worker

7 YEARS

Tomas Hernandez
Chaplain
Kathy LaCivita
UMA Clinic Medical Director
Dolores Rivera
Laboratory Shift Supervisor

5 YEARS

Adel Aguirre
Navigator
Richard Woodley
Ethics Services Director

2019 VITALS

PATIENT CARE

Hospital & Community Health Unique Patients: 280,264

AMBULATORY NETWORK

Total Community Clinic Visits:	637,859
Preventive Care:	55,371
Primary & Walk-In Care:	412,142
Specialty Care:	437,645
Mammography:	33,507

UNIVERSITY HOSPITAL

Births:	3,213
Inpatient Discharges:	31,372
Outpatient Hospital Visits:	64,841
ED Visits:	101,876

SERVICE

Prescriptions Filled:	1,159,976
Lab Tests:	4,988,790
Radiology Procedures:	393,787

PEOPLE

Total University Health Employees:	8,445
UT Health Physicians:	1,559
UMA Physicians:	92
Resident Physicians:	845

2019 REPORT TO THE COMMUNITY

Produced by the University Health
Corporate Communications &
Marketing Department

Executive Sponsor

Leni Kirkman

*Executive Vice President, Chief Marketing
Communications & Corporate Affairs Officer*

Project Manager

Elizabeth Allen

Creative Services Director

Helena Steubing

Staff

Denise Bradley

Joey Campa

Andrew Castillo

Mae Darrin

Shelley Kofler

Samah Lateef

Anita Martin

Sherrie Matthews

Selene Mejia

Martha Rendon

Crystal Senesac

Amanda Stevens

Scott Williams

Photography

Mark Greenberg Photography

Writing

RVB Group

Art Direction

Creative Noggin

Printing

Brenner Printing



The paper in this annual
report is FSC® Certified.

helpful kind

attentive

high-quality

trusted

wise

compassionate



Thinking beyond