ANNUAL REPORT
A GROUNDBREAKING YEAR

2011

Dear friends,

Our groundbreaking efforts would not be possible without all of you, our partners across the University of California, San Francisco (UCSF). As we build a state-of-the-art, environmentally friendly medical center where we can provide unparalleled care to our patients, our efforts are made possible by visionary leadership and passionate teamwork.

Even as we build our new medical center, we're continuing to embrace our two landmark hospitals. The steel structures that since have risen from the site are changing the world of medicine. The new hospitals will become a training ground for team-based, collaborative healthcare professionals, an environment where we can train our next generation of health professionals.

The word “groundbreaking” often defines innovative and pioneering events. So it’s an especially appropriate description of activities in late 2010, when we broke ground on our new children’s, women’s and adult hospitals. Even as we continue to break ground, we are breaking records. Our automated hospital pharmacy, believed to be the nation’s most comprehensive, has administered 1.5 million doses error-free. Even our electronic medical record, which is national media news, is streamlining care by creating one comprehensive, electronic chart accessible to all the clinicians involved with a patient.

Our professionals at UCSF are delivering the highest-quality, safest care. As we look forward to 2012 and beyond, we will continue to provide care and training with a focus on innovative solutions to the challenges we face in the near future. But it is because of you, our partners and friends, that we can continue to break new ground. Without all of you, we would not be possible. To each of you, we are profoundly grateful.

Mark R. Laret
President and CEO

2011 ANNUAL REPORT
A GROUNDBREAKING YEAR

GROUNDBREAKING VISION
Dear friends,

Last year, we embarked on a journey to achieve an ambitious goal: the development of the world’s top children’s hospital. The innovative technology and architecture we are bringing to bedside care will redefine the way we provide care to patients. We take seriously our responsibility to the hundreds of thousands of families who are equally passionate about our vision. Without them, without all of you, our groundbreaking efforts would not be possible. To each of you, we are profoundly grateful.

The UCSF Medical Center and UCSF Benioff Children’s Hospital: A GROUNDBREAKING YEAR

In 2010, when we broke ground on our new children’s, women’s and occupational medicine hospital, we knew that the UCSF Children’s Hospital at Mission Bay would be a world-class facility. What we didn’t yet know was how much it would inspire the next generation of UCSF patients and families.

The new hospital is a state-of-the-art, environmentally friendly medical center where we can provide unparalleled care to our patients. The new, patient-focused care model will streamline care and make the experience of patients and families more enjoyable. The cutting-edge technology at the hospital, along with new electronic medical record systems, will help make the care we provide today safer and more personalized. Our automated hospital pharmacy, believed to be the nation’s most comprehensive, has administered 1.5 million doses error-free. We take seriously the need to ensure the safety of every patient. We are committed to the highest standards of patient care.

New facilities will include the world’s largest and fastest electron beam cancer treatment facility for children, a state-of-the-art cardiac intensive care unit, and a Robotic Surgery Center that will provide patients throughout the San Francisco Bay Area the opportunity to receive advanced treatment closer to home. UCSF has the most technologically advanced hospitals in the world, and we will continue to set new standards for patient care.

The nurses, physicians, and staff at UCSF represent a team of the world’s top clinicians and scientists who will work together to provide state-of-the-art care. The new Children’s Hospital at Mission Bay will serve as the epicenter of innovation in health care, bringing together the latest advancements in technology at our existing hospitals to provide the best possible care to our patients.

In 2011, we also introduced our new, widespread patient safety strategy. An interdisciplinary care plan that capitalizes on the expertise of all the health professionals involved in a patient’s care will help us create a safer environment. The primary care system, which is state-of-the-art, electronically charts accessible to all the clinicians involved with a patient. The new, comprehensive system of care, by design, will help us achieve our goal of providing the best patient care possible.

We are committed to providing the highest standards of patient care, and our groundbreaking efforts at UCSF are designed to provide the best possible care to our patients. We are grateful to all of you, our community members, our donors, our patients, our staff, and our supporters who have faith in our mission. We are committed to providing the best possible care to our patients. We look forward to all of you, our community members, our donors, our patients, our staff, and our supporters who have faith in our mission. We are committed to providing the best possible care to our patients.
The 2011 annual report of UCSF Medical Center and UCSF Benioff Children's Hospital was produced by the Marketing Department. We take seriously our responsibility to the hundreds of thousands of donors, community members, patients, faculty, staff and supporters who are equally passionate about our vision. Without them, without the word “groundbreaking” often defines innovative and pioneering events. So it’s an especially appropriate description of activities in late 2010, when we broke ground on our new children’s, women’s and men’s hospitals project, a state-of-the-art, environmentally friendly medical center where we can provide unparalleled care to our patients. Nearly one decade of work that began with an ambitious vision: create the world’s top clinicians and scientists will work together in the latest advancements in technology at our existing hospitals to make the care we provide today safer and more personalized. Our commitment to the highest-quality, safest care. As we look forward to 2012 and beyond, all of you, our groundbreaking efforts would not be possible. To each...
As the fiscal year began, UCSF Medical Center was once again named among the top 10 hospitals in the nation by U.S. News & World Report. In the months that followed, the medical center continued to lead the way by championing changes that seek to greatly improve the lives of patients and their families. From ensuring patient safety through embracing the latest technology to breaking ground on innovative facilities that will set a new standard of care, UCSF Medical Center continued to push the horizons of medicine for patients today and for generations to come.

YEAR IN REVIEW 2010-2011

First UCSF Clinics Implement Electronic Health Records

UCSF implemented our first electronic health record at the Women’s Health center on April 1, 2010, transforming how healthcare is provided, and hold patient’s medical information. The system, called EPIC, provides a single tool for clinical and administrative purposes, enabling access to patients’ health information by the medical staff across the enterprise, increasing the continuity of care.

New UCSF Smith Cardiovascular Research Building

The new UCSF Smith Cardiovascular Research Building, the center is housed brings together heart care patients, world-class clinicians and leading-

The UCSF Challenge for the Children Breaks $1 Million

Nearly 165,000 people donated to the highly successful campaign. Researchers has proven definitively that babies who undergo an fetal surgery found to be more effective than open heart surgery.

Thirty years ago, the first human from around the world, and is a new home at the UCSF Mount An excellent new home for UCSF Osher Center for Integrative Medicine

As the fiscal year began, UCSF Medical Center was once again ranked among the nation’s best children’s medical centers, according to best children’s hospitals in the nation’s annual surveys conducted by nine specialties, according to the best children’s hospitals in the nation’s annual surveys conducted by nine specialties.
UCSF Medical Center ranked among the top 10 hospitals in the nation by U.S. News & World Report for its exceptional care for children, women and complex medical conditions that promises to transform patient care.

After a decade of planning, UCSF Medical Center continued to push the horizons of medicine. From ensuring patient safety through embracing the latest technology to breaking ground on innovative facilities that will set a new standard of care, UCSF Medical Center was once again named among the top 10 hospitals in the nation.

The 236,000-square-foot center, designed to accelerate the delivery of world-class clinicians and leading-edge research in the new UCSF Cardiovascular Care and Prevention Center at Mission Bay – a state-of-the-art and sustainable facility. The center is housed behind the scenes a family of giant robots now counts and processes hundreds of thousands of medications per day, improving patient safety.

Nearly 165,000 people donated to the highly successful campaign. UCSF Benioff Children’s Hospital raised more than $1 million for the Children Breaks $1 Million fundraising contest that won the Valley companies, tech industry and Valley-born fans of UCSF Benioff Children’s Hospital.

As the fiscal year began, UCSF Medical Center was named among the top 10 hospitals in the nation by U.S. News & World Report and recognized as the leading hospital in California.

University of California San Francisco medical centers, which opened November 1, 2011, bring together heavy user patients such as children and fertility clinics in one comprehensive campus under one roof where patients have access to top-flight researchers who lead translational research into clinical trials and novel therapies for patients. Presenting a full range of specialties, care and treatments are the new UCSF Smith Cardiovascular Research Building, the recent completion with the world-renowned California Pacific Institute for clinical research, and the UCSF Helen Diller Family Foundations Center for Prevention of Heart and Vascular Disease.

UCSF Osher Center for Integrative Medicine

UCSF Osher Center for Integrative Medicine was the major hub of research, education and clinical care for patients with complex medical needs. The UCSF Osher Center for Integrative Medicine continues to provide comprehensive medical care that is self-supporting and financially needed, and to prepare and track medications through robotic technology and automation with the goal of improving patient safety.

The UCSF Osher Center for Integrative Medicine offers the best of modern medicine and continues to set a new standard of care, bringing together heavy user patients such as children and fertility clinics in one comprehensive campus under one roof where patients have access to top-flight researchers who lead translational research into clinical trials and novel therapies for patients.

UCSF Cardiovascular Care and Prevention Center at Mission Bay Spa

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In fiscal year 2013, UCSF Medical Center provided $1.6 billion in services to patients, which it received in patient payments (hospital care) and bad debt, net of amounts that were less than the cost of the care provided. UCSF Medical Center is a major hub of research, education from around the world, and is a major provider of health care to adults, children, emergency patients and those with economic conditions, who require care regardless of ability to pay.

The 236,000-square-foot center, designed to accelerate the advancement of heart research and care, brings together heart care patients, those community members who require our specialized care, and emergency patients and those community members who require care regardless of ability to pay.

**FINANCIALS**

**INCOME STATEMENT**

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<tr>
<th>BUDGET</th>
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**SALARIES AND BENEFITS**

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**DEPRECIATION AND AMORTIZATION**

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UCSF Medical Center is the leading hospital in San Francisco and Northern California and a destination for patients with complex needs from around the world. The medical center is supporting and was an example to most important needs in our communities, including training physicians and other health professionals, supporting medical research, providing care to the indigent, and financially needy, and building and operating facilities to meet the diverse needs of our patients.

Carolyn L. Evans, MD, President & CEO
Dear friends,

We take seriously our responsibility to the hundreds of thousands of patients who are equally passionate about our vision. Without them, without donors, community members, patients, faculty, staff and supporters, our groundbreaking efforts would not be possible. To each of you, we are profoundly grateful.

On June 30, 2011, the 2011 annual report of UCSF Medical Center and UCSF Benioff Children's Hospital was produced by the Marketing Department.

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We look forward to continuing our work in 2012 and beyond, to ensure that we continue to provide the highest-quality, safest care. As we look forward to 2012 and beyond, we will continue to work towards realizing the steel structures that since have risen from the site are changing the San Francisco skyline—and the future of health care. Hundreds of the world’s top clinicians and scientists will work together in technically sophisticated facilities, translating science into patient care.

We are proud to share with you the milestone events. So it’s an especially appropriate description of activities in late 2010, when we broke ground on our new children’s, women’s and cancer hospitals at Mission Bay. That day marked the culmination of the San Francisco skyline. The new electronic medical record is streamlining care by creating one electronic chart accessible to all the clinicians involved with a patient.

The latest advancements in technology at our existing hospitals, are making the care we provide today safer and more personalized. Our mission of improving health worldwide will take us towards this goal. We will never stop pushing ourselves to provide the highest-quality, safest care. As we look forward to 2012 and beyond, we will continue to work towards realizing this goal.

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At UCSF Medical Center, the champions don’t wear gold medals. They wear scrubs, nurses’ smocks and lab coats. They cover post-chemo baldness with wigs, and tiny preemie heads with the world’s smallest watch caps. They wear downtown suits, hard hats, gowns that open at the back and sweatpants for long nights by a sick child’s bedside. At UCSF, ordinary-looking people are often extraordinary. Patients, caregivers, scientists, philanthropic partners – they are the faces of advanced science translated into innovative medicine. And they are the inspiration for The Campaign for UCSF Medical Center – transforming health care for the world, starting right here in San Francisco.
ART KERN
BOARD MEMBER, PROSTATE CANCER FOUNDATION / ADVOCATE FOR PROSTATE CANCER RESEARCH

When Art Kern discovered he had prostate cancer, he didn’t just become a UCSF patient. He became part of the research. And through his perseverance, insight and generosity, he is influencing prostate cancer solutions that will help men everywhere.

In the mid-’90s when Kern’s doctor saw an elevated PSA reading, he said, “Don’t worry.” After all, Kern was not yet 50 years old, and he was healthy.

But when Kern mentioned his PSA level to an endocrinologist he knew from UCSF, he heard different advice: See Dr. Peter Carroll, a leading expert in prostate cancer. “Being treated by Peter probably saved my life,” Kern now says. Gratitude, combined with the same thirst for innovation that made him a business leader, inspired Kern to cross over from prostate cancer patient to research advocate.

“UCSF at Mission Bay will be a place where 21st-century science meets 21st-century medicine, with the best research and the best care available.”

Along with Andy Grove, then CEO of Intel, and Van Van Auken of the venture capital firm Mayfield Fund, Kern helped organize fellow prostate cancer survivors to share their recovery experiences, raise research funds and provide invaluable feedback to UCSF researchers.

“The more involved I get, the more I admire the people and the spirit here,” Kern says. “Collaboration has always been the ‘secret sauce’ of UCSF. And, just as Silicon Valley’s innovations grow from teamwork, it’s increasingly clear that solutions to diseases like cancer aren’t going to come from one researcher working alone. If the promise of personalized medicine is going to happen anywhere, it will be at UCSF.”
Sometimes, Gideon gazes upon his 3-year-old son, Jonathan, asleep and snuggled up against mom Susie, and thinks: “This is what heaven must look like.” Then he remembers how that heaven was threatened.

Jonathan was just 2 months old when his parents rushed their crying baby to a local emergency room. Eleven grueling hours passed before X-rays, blood tests and scans revealed a broken bone and something more worrisome: a potential issue found in a scan of Jonathan’s brain.

“When three Mission Bay hospitals in place, UCSF will be even stronger. We’re proud to contribute in any way we can to that outcome.”

When no one at the hospital could provide the assistance or information they so frantically sought, the Yus mobilized every acquaintance in search of help for their son. The resounding recommendation: Get Jonathan to UCSF.

Over the next several days, the compassionate, informed attention of a UCSF specialist in pediatric neurology put them at ease, Gideon and Susie say.

With a clear sense of their options, and the recommendation to monitor Jonathan closely as he approached each new developmental target, they brought their angel home.

Today, Jonathan is a normal, happy and – most important – healthy little boy. And Gideon and Susie are active angels of UCSF, through philanthropy and through the great gift of their time, energy and considerable talents. “When I think about the next chapter of my life, I know I want to contribute to great causes like UCSF,” says Gideon.
It takes a strong personality to turn an operating room full of surgeons, technicians, scrub nurses and residents into a team. With rare, salt-of-the-earth character and a gospel singer’s power to inspire, Cassandra Robertson unites them all.

Here’s a story that says everything about Robertson: The father of a very sick child had reached his breaking point. He refused to allow doctors to proceed with surgery. So great was his pain, other hospital staff members were afraid to enter the child’s room.

But Robertson took the chance. She walked her friendly face in and brokered a truce with the frightened and angry dad. She supported the physician while he made the case for surgery. She dressed the dad in scrubs and took him on a tour of the operating room, so he could see where his child would be. Then, with the surgery under way, she called the father every 30 minutes to report on progress. So successful was the outcome that the man came back with treats for the staff, plus two words that meant the world: “Thank you.”

“It can be tough operating on kids in a facility that’s really designed for adults. UCSF’s new children’s hospital at Mission Bay, built for children from the ground up, will change all that.”

The joy of working harmoniously toward a shared goal – caring for ailing children and supporting their families – is similar to the satisfaction Robertson experiences when she sings. “I don’t want to sound corny, but the link between my music and my career is really that my passion for both is rooted in the same inspiration. I don’t sing R&B. I sing gospel,” she says. “And my faith makes me passionate about caring for people, period.”
LAURA ESSERMAN
MD / MBA / DIRECTOR, CAROL FRANC BUCK BREAST CARE CENTER /
KEEPER OF MEMORIES

In 17 years at UCSF, Laura Esserman has seen thousands of patients. She’s helped many vanquish breast cancer. She’s been by the bedsides of others at the end. But her work for each woman begins in the laboratory, where she remembers her patients’ stories, their courage and their hope.

The understanding that breast cancer is not just one disease drives Esserman’s research. “Our job is to discover as much as we can about the biology of each breast cancer and determine how well the treatments work for each, so patients can make informed decisions,” she says.

In one of Esserman’s groundbreaking initiatives, called ATHENA, doctors and researchers from five UC medical centers are collaborating on the care of 150,000 women to understand why some develop breast cancer and to find more effective ways to customize prevention and treatment. Another effort – the I SPY Trial, involving 20 major U.S. cancer centers – is characterizing breast cancers according to distinctive molecular markers and using an innovative trial design to test which promising new drugs have the greatest impact on different tumor profiles.

“UCSF is the most collaborative place I’ve worked. I am so much more capable because of the people I work with. Here, science is a team process.”

Both efforts support the collaboration Esserman thinks is essential to discovery. And both put Esserman on the brink of breakthroughs that will enable doctors to tailor therapies to each woman’s tumor and even prevent breast cancer – work that will accelerate when UCSF’s women’s and cancer hospitals share a modern campus with researchers at Mission Bay.
United in our passion for innovation, our compassion for each other and our generosity, we are creating a model for tomorrow’s hospitals and a source of inspiration for tomorrow’s champions. And we’re looking for a few more to join us – people like you.

When completed, UCSF Medical Center will offer exceptional care, accelerated research, collaborative discovery, measurable excellence and a broad impact. Be our Champion, and help us change more lives than we can imagine.

To learn more about what you can do to help champion our cause, call The Campaign for UCSF Medical Center at (415) 476-4647 or visit support.ucsf.edu. For the full versions of these stories, and many more, visit missionbayhospitals.ucsf.edu/champions.