Dear Friends

Building on more than 100 years at the forefront of medicine, UCSF Medical Center continues its long history of defining the future of health care. This legacy is visible throughout the institution—groundbreaking scientific advances, new models of patient care and 21st century facilities commensurate with the extraordinary abilities of our clinicians and researchers.

This year, Marc and Lynne Benioff became an integral part of this proud history. Thanks to a $100 million gift from the Benioffs to the newly named UCSF Benioff Children’s Hospital, children in the Bay Area and beyond now have more hope for healthier lives. By focusing their personal philanthropy on the children’s hospital, Marc and Lynne have embraced and championed our goal of seeing the new children’s hospital built at Mission Bay as well as advancing the health of children far beyond our own walls.

We also anticipate that the Mission Bay project will be an important part of our efforts to make health care more affordable, one of the overarching goals of health care reform. The new facility, designed to create a higher-quality, lower-cost care experience, will enable a closer relationship with community physicians for managing care across providers, and will facilitate the introduction of the latest evidence-based medicine.

Mark R. Laret
Chief Executive Officer
UCSF Medical Center
UCSF Benioff Children’s Hospital

Building on more than 100 years at the forefront of medicine, UCSF Medical Center continues its long history of defining the future of health care.
$100 Million Gift: The newly named UCSF Benioff Children’s Hospital received a $100 million gift to help fund the construction of its new home at the UCSF Mission Bay campus near downtown San Francisco. The gift, a private donation from San Francisco residents Marc and Lynne Benioff, is the largest gift the donors have ever made and the largest gift ever granted specifically to the children’s hospital.

A Major Economic Force: UCSF represents one of the principal economic engines in the Bay Area, driving $6.2 billion in industry output and creating more than 39,100 jobs regionwide, according to Economic & Planning Systems Inc. Since 2001, UCSF’s revenues have nearly tripled in size, from $1.3 billion to $3.3 billion, due to the growing success both of its biomedical research enterprise and of UCSF Medical Center.

New Transplant Center: UCSF hosted the dedication of the Connie Frank Transplant Center, bringing into reality an idea that philanthropic visionary Connie Frank first conceptualized in 2006. The re-designed space for pre- and post-kidney transplant patients incorporates filtered daylight and framed views to provide a constant connection to the outside. The 10,300-square-foot center will house five faculty and 38 staff members, and is expected to serve 3,000 patients this year.

A Leader in LGBT Care: UCSF Medical Center became the only institution in the United States to receive a perfect score on the lesbian, gay, bisexual, and transgender (LGBT) Healthcare Equality Index (HEI) for four consecutive years. HEI criteria call on health care facilities to have LGBT nondiscrimination policies covering both patients and employees, to provide equal visitation for same-sex partners, and to offer LGBT competence training for staff. UCSF Medical Center has exceeded all of these criteria since the HEI was created in 2007.

Among the Best Children’s Hospitals: UCSF Benioff Children’s Hospital ranks among the nation’s best children’s hospitals in eight specialties, according to the 2010-2011 America’s Best Children’s Hospitals survey conducted by U.S. News & World Report.

Leader in NIH Funding: UCSF received more research funds from the National Institutes of Health than any other public institution in 2009, and received the second-largest amount of all institutions nationwide, according to figures released by the National Institutes of Health.

2009 - 2010 Milestones

Building and maintaining an academic medical center at the forefront of medicine requires staying a step ahead of new trends in technology, research and patient care. Fiscal year 2010 provided many examples of how UCSF Medical Center is building a future that fosters research breakthroughs and cures while incorporating new technologies, innovative thinking and interdisciplinary approaches to care.
Personal and Accessible Primary Care  
UCSF Primary Care, located on the Mount Zion campus, makes primary care more personal and accessible. The new practice offers same-day appointments for urgent medical needs and uses technology to make the practice more efficient. Through MyHealth, UCSF’s patient portal, patients can make appointments, communicate with their doctor and request prescription refills.

Surgeon-in-Chief Honored  
UCSF Benioff Children’s Hospital Surgeon-in-Chief Diana Farmer, MD, was inducted as a fellow into the Royal College of Surgeons of England (RCSE) on Jan. 20, 2010 – becoming only the second U.S. female surgeon to receive this prestigious honor.

Orthopaedic Institute Opens  
The official opening of the UCSF Orthopaedic Institute in October 2009 marked the first time clinical services for patients were made available at Mission Bay. The all-in-one research and patient care facility offers customized outpatient services to individuals looking to prevent injuries, improve performance or speed recovery.

Consumer’s Number One Choice  
UCSF Medical Center was named the winner of the 2009-2010 Consumer Choice Award for hospitals in San Francisco by the National Research Corporation, a major health care performance research firm. For the fifth time, local consumers rated UCSF Medical Center as the number one choice for quality health care among all hospitals.

UCSF Partners with Hill Physicians  
UCSF joined Hill Physicians Medical Group in San Francisco, the largest independent physician association in Northern California and a recognized leader in managed health care. The new affiliation with Hill Physicians offers UCSF specialists in-network for HMO patients in San Francisco.

Scientist Receives Nobel Prize  
On Oct. 5, 2009, Elizabeth Blackburn, PhD, became UCSF’s fourth scientist and first woman to receive the Nobel Prize in Physiology or Medicine. Blackburn, together with two other scientists, was recognized for the discovery of how chromosomes, which contain the body’s genes, are protected by telomeres and telomerase.

A New Chancellor  
Susan Desmond-Hellmann, MD, MPH, arrived on campus on Aug. 3, 2009, to become UCSF’s first woman to serve as chancellor. A physician, pioneering cancer researcher and former biotechnology executive, she defined her top five priorities as patients, discovery, education, people and business.

First Hospital Helipad in San Francisco Approved  
The San Francisco Board of Supervisors in July 2009 unanimously approved a helipad for the planned UCSF Medical Center at Mission Bay, to be used to bring critically ill newborns, children and pregnant women to UCSF from outlying community hospitals.

Among the Nation’s Best  
UCSF Medical Center ranks among the nation’s top 10 hospitals and is the best in the Bay Area, according to the 2009-2010 America’s Best Hospitals survey conducted by U.S. News & World Report. The medical center also placed among the top 10 medical centers nationwide in cancer; diabetes and endocrine disorders; digestive disorders; geriatric care; gynecology; kidney disorders; neurology and neurosurgery; ophthalmology; respiratory disorders; rheumatology; and urology.
“In business, we say that people overestimate what you can do in a year and underestimate what you can do in a decade,” Marc Benioff said. “This is true in philanthropy as well. We will give exclusively to UCSF Benioff Children’s Hospital, which has the research base for the next generation of discoveries, a commitment to advance health worldwide and a focus on every child, regardless of resources. This is where we believe our time and resources will make the most impact in the next decade and beyond.”
Building a Healing Environment

The architectural vision for the new medical center at Mission Bay is to create timeless and transformative buildings that are responsive to the unique needs of children, women and cancer patients, yet operate efficiently as one. “Transformative” describes a design that not only contributes to new ways of advancing health, but also contributes to healing through abundant and varied connections to nature, a focus on sustainable strategies and features, and emphasis on the support of patients and their families.
## Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total current assets</td>
<td>590,861</td>
<td>470,539</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>824,471</td>
<td>736,367</td>
</tr>
<tr>
<td>Other assets</td>
<td>28,933</td>
<td>22,641</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>1,444,265</strong></td>
<td><strong>1,229,547</strong></td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>198,794</td>
<td>188,801</td>
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<tr>
<td>Long-term debt and capital leases, net of current portion</td>
<td>262,810</td>
<td>245,783</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>50,732</td>
<td>34,205</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>512,336</strong></td>
<td><strong>468,789</strong></td>
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<tr>
<td>Net assets</td>
<td>931,929</td>
<td>760,758</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>1,444,265</strong></td>
<td><strong>1,229,547</strong></td>
</tr>
</tbody>
</table>

## Income Statement

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>1,766,688</td>
<td>1,629,106</td>
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<tr>
<td>Other operating revenue</td>
<td>21,069</td>
<td>24,044</td>
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<tr>
<td><strong>Total operating revenue</strong></td>
<td><strong>1,787,757</strong></td>
<td><strong>1,653,150</strong></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>793,754</td>
<td>773,895</td>
</tr>
<tr>
<td>Supplies and purchased services</td>
<td>669,988</td>
<td>618,295</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>77,790</td>
<td>67,707</td>
</tr>
<tr>
<td>Other</td>
<td>95,646</td>
<td>92,216</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>1,637,178</strong></td>
<td><strong>1,552,113</strong></td>
</tr>
<tr>
<td><strong>Income from operations</strong></td>
<td><strong>150,579</strong></td>
<td><strong>101,037</strong></td>
</tr>
<tr>
<td><strong>Non-operating expenses, net</strong></td>
<td>(1,474)</td>
<td>(20,954)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td><strong>149,105</strong></td>
<td><strong>80,083</strong></td>
</tr>
</tbody>
</table>

## Additional Information

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uncompensated/undercompensated care</strong></td>
<td><strong>137,957</strong></td>
<td><strong>137,501</strong></td>
</tr>
<tr>
<td><strong>Reinvestment in facilities and equipment</strong></td>
<td><strong>168,532</strong></td>
<td><strong>140,005</strong></td>
</tr>
</tbody>
</table>

Fiscal years ending June 30, 2009 and June 30, 2010 (dollars in thousands)

In fiscal year 2010, UCSF Medical Center provided $138 million in care for which it received no payments (charity care and bad debt) or payments that were less than the cost of the care provided (Medi-Cal reimbursement shortfall). UCSF Medical Center offers medical care to children, emergency patients and those community members who require our specialized services, regardless of ability to pay.
Building a Healthy Community

UCSF Medical Center is the leading hospital in San Francisco and Northern California and a destination for patients with complex conditions from around the world. The medical center is self-supporting and uses its margins to meet important needs in our communities, including training physicians and other health professionals, supporting medical research, providing care to the medically and financially needy, and building and operating facilities to serve the diverse needs of our patients.
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*On June 30, 2010

Leadership*
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- Establishing a named fund
- Receiving income from my gift
- Including UCSF Medical Center in my will
- Making a gift of appreciated securities
- Making a gift of real estate
- Making a gift through life insurance

☐ Please contact me about additional giving opportunities

☐ I have included UCSF Medical Center in my will.

Name ___________________________________________ Phone ( ____ ) _____________
Address ___________________________________________ City _______________________
State __________________ Zip ___________________ Email _______________________

Please call the Development Department at (415) 353-3860 with your questions. Thank you!

I am pleased to support The Campaign for UCSF Medical Center.

☐ Enclosed is a check for $ ____________________ made payable to UCSF Foundation.
☐ Please charge $ ____________________ to ☐ Mastercard ☐ Visa ☐ American Express
  Credit card number: ___________________________ Expiration date: _____________
  Signature: ____________________________________________ (Required for all charges)

Billing Name _______________________________________
Billing Address ___________________________________
City ___________________________ State ______ Zip ________

This gift is: ☐ in honor of ☐ in memory of __________________________________________

Your contribution is tax-deductible as provided by law. Employer matching gifts are welcome.

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The 2010 annual report of UCSF Medical Center and UCSF Benioff Children’s Hospital was produced by the Marketing Department.

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www.ucsfbenioffchildrens.org

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and UCSF Benioff Children’s Hospital:
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