Dear friends,

When I was a young hospital administrator, I was given some great advice by a mentor: always do what is in the best interests of the patient.

That advice guides me and the thousands of caregivers and staff at UCSF Medical Center and UCSF Benioff Children’s Hospital every day. Whether it is working to improve the patient experience by making the hospital quieter at night, or ensuring that each patient always gets the right medication at the right time, or by finding ways to lower the cost of health care while improving safety, we always put the patient first. It’s not just words; it’s the way our UCSF team works every day.

The new health care environment demands that we think differently about how we carry out our work; finding new ways to provide care to more people, doing it better and doing it at lower cost. At UCSF, we are engaging in new partnerships with physician groups and hospitals across the region; we are bringing new Lean process improvement techniques to reduce waste and improve efficiency in our daily operations; and we are constantly evaluating new technology that has the capability to carry out tasks more effectively and more efficiently than humans. And we continue to focus on investing in our greatest asset—the amazingly talented physicians, nurses and other professionals who make up our team of more than 7,000 individuals.

But as we consider every new partnership, every new process, every new technology and every new training program, we do it in the context of that great advice: always do what is in the best interests of the patient.

Thank you for your support of UCSF Medical Center, UCSF Benioff Children’s Hospital and the patients we are privileged to serve.

Sincerely,

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

The Regents of the University of California (includes ex officio members)
Richard C. Blum
Jerry Brown
William De La Peña, MD
Russell S. Gould
Eddie Island
George Kieffer
Sherry L. Lansing
Hadi Makarechian
Alan Mendelson
Gavin Newsom
Norman J. Pattiz
John A. Pérez
Bonnie Reiss
Ronald Rubenstein
Frederick Ruiz
Jonathan Stein
Tom Torlakson
Bruce D. Varner
Paul D. Wachter
Mark G. Yudof
Charlene Zettel

President
Mark G. Yudof

UCSF Chancellor
Susan Desmond-Hellmann, MD, MPH

Executive Vice Chancellor and Provost
Jeffrey Bluestone, PhD

Senior Vice Chancellor
John Plotts
Finance and Administration

Dean, School of Medicine
Sam Hawgood, MBBS

Executive Vice Dean, School of Medicine
Keith R. Yamamoto, PhD

Vice Deans, School of Medicine
Sue Carlisle, MD, PhD
San Francisco General Hospital
Neal Cohen, MD, MPH, MS
Elena Fuentes-Afflick, MD
Academic Affairs
Michael Hindery
Administration, Finance and Clinical Programs
Catherine Lucey, MD
Medical Education
Bruce U. Wintroub, MD
Clinical Affairs

Dean, School of Nursing
David Vlahov, PhD, RN

Dean, School of Pharmacy
B. Joseph Guglielmo, PharmD

Dean, School of Dentistry
John D. B. Featherstone, MSc, PhD

Dean, Graduate Division
Elizabeth Watkins, PhD

Clinical Chairs
Abul K. Abbas, MBBS
Pathology
Ronald L. Arenson, MD
Radiology
Nancy L. Ascher, MD, PhD
Surgery
Mitchel S. Berger, MD
Neurological Surgery
Peter R. Carroll, MD, MPH
Urology
Donna Ferriero, MD
Pediatrics
Linda Giudice, MD, PhD
Obstetrics, Gynecology and Reproductive Sciences
Kevin Grumbach, MD
Family and Community Medicine
Stephen L. Hauser, MD
Neurology
Talmadge E. King Jr., MD
Medicine
Clifford Lowell, MD, PhD
Laboratory Medicine
Mervyn Maze, MB, ChB
Anesthesia and Perioperative Care
Stephen D. McLeod, MD
Ophthalmology
Andrew Murr, MD
Otolaryngology
Mack Roach III, MD
Radiation Oncology
Matthew State, MD, PhD
Psychiatry
Kimberly Topp, PhD
Physical Therapy and Rehabilitation Sciences
Thomas Parker Vail, MD
Orthopaedic Surgery
Ellen Weber, MD
Emergency Medicine (interim)
Bruce U. Wintroub, MD
Dermatology

UCSF Medical Center
Chief Officers
Mark R. Laret
Chief Executive Officer
Ken Jones
Chief Operating Officer
Joshua Adler, MD
Chief Medical Officer
Sheila Antrum, RN, MSHA
Chief Nursing and Patient Care Services Officer

Joseph Bengfort
Executive Director and Chief Information Officer
Jay Harris
Chief Strategy and Business Development Officer
David Odato
Chief Administrative and Human Resources Officer
Barrie Strickland
Chief Financial Officer

UCSF Medical Center Executive Directors
Kathleen Balestreri
Patient Services
James Bennan
Finance
Reece Fawley
Health Plan Strategy and Transplantation
Jennifer Hermann
Human Resources and Occupational Health
Pamela Hudson
Clinical Information Systems
Brigid Ide
Patient Safety and Quality
Cindy Lima
Mission Bay Hospitals Project
Tim Mahaney
Facilities and Support Services
David Morgan
Ambulatory Care
Kimberly Scurr, RN
Children’s Hospital
Michael Skehan
Clinical Services

*On June 30, 2013
Ten years after the UCSF Mission Bay campus was established, UCSF Medical Center at Mission Bay—the key patient-care component of the campus—is swiftly nearing completion. Construction of the 289-bed state-of-the-art hospital complex for children, women and cancer patients is moving along on schedule and on budget.

In June 2013, construction of UCSF Medical Center at Mission Bay was 65 percent complete. The on-roof helipad—which will be the only one operating at a San Francisco hospital—was finished. Meanwhile, testing got underway of the mechanical, electrical and plumbing systems connected to the hospitals’ green energy center, which will service the 878,000-gross-square-foot complex.

While the buildings may look finished from the outside, inside there is a beehive of activity, with 950 construction workers rapidly finishing the interiors and bringing the medical center to life. Working in waves from the top floor down, patient rooms are now being painted, cabinetry and sinks installed, and bathroom tile laid.

The $1.5 billion hospital complex will include a 183-bed children’s hospital with urgent/emergency care, primary care and specialty outpatient services; a women’s hospital offering cancer care, specialty surgery and a 36-bed birth center; and a 70-bed hospital for adult cancer patients.

Fundraising for UCSF Medical Center at Mission Bay has been robust, having raised more than $400 million toward its $600 million goal. The hospital complex is the only capital project in University of California history to attract two gifts of $100 million or more, including a $125 million matching gift from The Atlantic Philanthropies and its founder Charles F. Feeney, and a $100 million private donation from Lynne and Marc Benioff to the since-renamed UCSF Benioff Children’s Hospital. In addition to gifts received from individuals and foundations, the hospital is funded through a combination of debt financing and hospital reserves.

To learn more about UCSF Medical Center at Mission Bay, visit missionbayhospitals.ucsf.edu.
Events of the past year illustrate how UCSF Medical Center and UCSF Benioff Children’s Hospital are meeting ambitious goals with impressive results, championing a culture of care and safety every day and at every level. This year, the medical center also expanded relationships with hospitals throughout the area, building a regional system of care that makes it easier for UCSF Medical Center and community hospitals to share patients, adopt best practices, enhance quality and increase value.

**UCSF Benioff Children’s Hospital and Children’s Hospital Oakland Move Closer to Affiliation**

UCSF Benioff Children’s Hospital and Children’s Hospital & Research Center Oakland signed a letter of intent to develop a formal affiliation between the two hospitals. UCSF and Children’s Hospital Oakland have worked together for decades. These discussions build upon existing patient care, research and education programs as well as a mutual commitment to serving the needs of all children—regardless of their means—throughout the Bay Area and Northern California.

**UCSF Nursing Achieves Magnet Status for Excellence in Patient Care and Innovation**

UCSF Medical Center and UCSF Benioff Children’s Hospital earned Magnet designation for excellence in nursing by the American Nurses Credentialing Center—an honor that less than 7 percent of the 5,700 hospitals registered with the American Hospital Association have achieved. A collaborative effort between the hospitals and the UCSF School of Nursing, the designation recognizes health care organizations for high-quality patient care, professional excellence and innovations in nursing practice.

**BMT Programs Again Named “Over Performers”**

UCSF’s pediatric and adult blood and marrow transplant (BMT) programs were both named “over performers” for 2012 by the Center for International Blood and Marrow Transplant Research (CIBMTR). The adult BMT program was named an over performer for allogeneic stem cell transplants for the third consecutive year, and the pediatric BMT program was named an over performer for allogeneic stem cell transplants for the second consecutive year. Out of 169 BMT programs in the country, just 10 were named over performers. Both the UCSF pediatric and adult BMT programs rank in the top 6 percent in the nation.
Cancer Services Enhanced by Collaborations with ValleyCare Medical Center and St. Joseph’s Medical Center

The Regional Cancer Center at ValleyCare in Pleasanton, Calif., and St. Joseph’s Medical Center in Stockton, Calif., have both joined forces with the UCSF Helen Diller Family Comprehensive Cancer Center to enhance patient care and improve access to top-level medical experts. These affiliations bring together a team of local and national experts to offer patients the latest therapies and promising new treatments, and will provide local access to a number of clinical trials funded by the National Cancer Institute. Through these clinical trials, patients can participate in the latest anti-cancer therapies while being treated closer to home. UCSF is affiliated with five additional cancer centers throughout Northern California and Nevada.

Lung Transplant Program Earns Top National Recognition

The Lung Transplant Program at UCSF Medical Center won a silver award from the U.S. Department of Health and Human Services, the highest award given to a lung transplant program, for excellent outcomes for adults over a 2.5-year period from January 2009 to June 2011. Lung transplant patients at UCSF had a one-year survival rate of 93.6 percent, considerably higher than the 84.3 percent “expected” survival rate.

New Pediatric Emergency Department Debuts

A new, full-service Pediatric Emergency Department (ED), designed specifically for the unique needs of pediatric patients, opened at UCSF Benioff Children’s Hospital, strengthening our commitment to meeting the needs of young patients and their families. Staffed by physicians, nurses and other specialists who are board certified in pediatrics and emergency medicine, and with pediatric subspecialists on call, the new ED provides care for infants, children and adolescents with minor and serious illnesses or injuries. In February 2015 the Pediatric ED will move to the new UCSF Benioff Children’s Hospital at Mission Bay.

Washington Hospital and UCSF Form Strategic Partnership

Washington Hospital in Fremont, Calif., and UCSF Medical Center formed a strategic partnership as part of a wider shift throughout California and beyond to link hospitals, clinics, doctors and other components of the health care landscape into more integrated systems. The move is designed to prepare for health reform and the coming onset of aging baby boomers and other challenging demographic trends.
Caring for the Community

UCSF 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.

UCSF Medical Center contributed $152 million to the research and education mission of UC San Francisco, including $58 million in program support grants to academic programs, $63 million in purchased services from the faculty, and $31 million in salaries for student residents who help care for patients.

For more information on the myriad ways UCSF Medical Center brings significant resources to an ambitious public mission, go to www.ucsfhealth.org/communitybenefit.