A Position Profile

Hospital Administrator, University Hospital

University Health System
San Antonio, Texas
University Health System

University Health System is a fully integrated nationally recognized large network of outpatient healthcare centers owned by the people of Bexar (pronounced “Bear”) County, along with its flagship facility, University Hospital, and not-for-profit health plan. University Health System is also a Level I regional trauma leader and transplant facility for South Texas. In partnership with UT Medicine San Antonio, the practice plan of The University of Texas Health Science Center, it is consistently recognized as a leader in advanced treatment options, new technologies, and clinical research.

University Health System is committed to delivering patient-centered, culturally competent, and high-quality healthcare for adults and children based on a strong foundation of outcomes-based research and innovative teaching.

A Trusted Leader

The $1.5 billion entity is one of the largest public health systems in the state of Texas and one of the largest employers in Bexar County, with over 6,500 employees, more than 900 affiliated or employed physicians, and 650 residents in training. Centers of excellence include trauma, organ transplantation, neurosciences, diabetes, neonatology, and cardiovascular disease.

University Health System has more than 25,000 inpatient discharges annually and over 1 million outpatient/ambulatory visits.

Mission

The mission of University Health System is to promote the good health of the community by providing the highest quality of care to both inpatients and outpatients, by teaching the next generation of health professionals, and by supporting research, thereby advancing medical knowledge and improving the delivery of patient care.

The Health System has invested over $1 billion dollars in capital improvements over the past few years.
Vision

We will continuously improve the health and well-being of the people of Bexar County, South Texas, and beyond.

Values

- Our patients come first.
- We work as a team.
- We work for the community.
- We have the highest regard for respect, dignity, sensitivity, and trust when it comes to treatment.
- We will be experts at our jobs.
- Education and research are important to excellent patient care.

History

University Health System’s origins date back to 1916 when the city of San Antonio and the county of Bexar jointly sponsored the Robert B. Green Memorial Hospital, one of the nation’s first teaching hospitals.

The Bexar County Hospital District, today doing business as University Health System, was established in 1955 in order to provide appropriate and stable funding for indigent healthcare services for Bexar County residents. The voters of Bexar County overwhelmingly supported the measure, which created one of the state’s first hospital districts and levied a tax on real property to support its mission. The hospital district is a political subdivision of the state of Texas. The Bexar County Commissioners’ Court appoints the district’s Board of Managers and annually sets its property tax rate and approves its budget. In 1957, an affiliation agreement was signed between the Bexar County Hospital District and the University of Texas. This affiliation laid the groundwork for the creation of the University of Texas Health Science Center at San Antonio.

A Comprehensive Network

University Health System includes a large acute care hospital and more than 20 outpatient locations across the Bexar County community. Through its award-winning electronic medical records system, all patient records, including imaging and lab results, are immediately available to the medical staffs at every location and through a secure website.
University Hospital

University Hospital is the 716-bed acute care flagship hospital of University Health System. It serves as the primary teaching hospital for the University of Texas Health Science Center San Antonio and is the premier Level I Trauma Center for Bexar County and South Texas. It is also the highest level pediatric trauma center in the region. With the completion of an $800 million Sky Tower expansion in April 2014, the University Hospital campus offers advanced care for adults and children in the new tower, as well as the Horizon and Rio towers. Together with UTHSC faculty, the academic medical center staff provides regional signature services include organ transplantation, neurosurgical, lung, trauma, cardiovascular, and neonatology.

Medical Center Hospital (now University Hospital) opened in 1968. At the same time, The University of Texas completed its medical school adjacent to the hospital. For almost 60 years, the hospital district has thrived and evolved to meet the complex healthcare needs of Bexar County and South Texas’s rapidly growing population.

Since 2000, University Hospital has been routinely included in U.S. News & World Report’s Best Hospitals rankings. It is currently ranked Top 50 in the nation for the care of patients with kidney disease.

U.S. News and World Report has named University Hospital the best hospital in the San Antonio region every year since it expanded its study to include regional rankings in 2011.

University Hospital is also the first and only health organization in South Texas to earn Magnet designation by the American Nurses Association. Only about 6 percent of United States hospitals have earned this prestigious designation, considered the gold standard in nursing care in the United States. Magnet hospitals and health systems offer patients reassurance that they are being cared for by a team with a proven track record for providing excellent care and positive outcomes for their patients.

Hospital Metrics/Stats

Additional data points and metrics for University Hospital include an average daily census of 456 patients, along with annual stats of 82,000 ER visits, 24,000 adult discharges, 3,100 births and 2,300 pediatric discharges. The physician clinics amassed 431,000 provider visits. As the regional leader in specialty transplants, University Hospital performed 191 adult transplants, including kidney, lung, liver and pancreas, while also completing 20 pediatric transplants of kidney and liver, while performing 127 pediatric heart surgeries.
Ambulatory Network

Over the past two decades, University Health System has also expanded access to primary, specialty, and preventive healthcare services across its ambulatory network, and it currently operates more than 20 health centers, clinics, and dialysis centers throughout Bexar County. The flagship for the network is the comprehensive Robert B. Green Campus downtown. Assuring patient records are immediately accessible across its entire network, University Health System is a national leader in the integration of a comprehensive electronic medical record system.

Robert B. Green Campus

The Robert B. Green Campus is San Antonio’s largest multi-specialty clinic, staffed by more than 100 primary and specialty care physicians for both adults and children. The ExpressMed and PediExpress clinics on the campus provide urgent care services with extended hours. Advanced imaging and diagnostic services include MRI, CAT scan, and stress tests. An outpatient surgery center allows many procedures to be performed outside the hospital in a more convenient location for many patients. A six-story clinical pavilion opened at the Robert B. Green Campus in 2013.

Texas Diabetes Institute

University Health System’s Texas Diabetes Institute on San Antonio’s West Side is a national center of excellence for diabetes research, training, and treatment. The Institute, which opened in 1999, is the nation’s largest facility completely devoted to diabetes care, education, prevention, and research.

Healthcare that Comes to You

In 2011, University Health System launched the healthyUexpress Mobile Mammography vehicle. This 45-foot state-of-the-art motor coach travels to businesses, schools, churches, and other locations across the community to provide on-site digital mammography. In 2014, the healthyUexpress2 Mobile Children’s Health Clinic went into service to bring healthcare closer to home and school for children across the community.

The Health System of Tomorrow, Today.

Completed in 2014, University Health System’s $899.4 million Capital Improvement Program has transformed healthcare in San Antonio. It was the largest single construction project in Bexar County history and included a new six-story advanced ambulatory center at its historic Robert B. Green Campus downtown, which opened in early 2013.

The project also included the construction of the new one-million-
square-foot 10-story tower at University Hospital. This state-of-the-art trauma tower includes 420 private patient rooms, 35 operating suites, an advanced Emergency Department, and the most advanced technology throughout.

Both facilities were constructed with the patient at the center of every decision and designed to be environmentally friendly and energy efficient (LEED Gold).

University Health System’s healing arts program was created as part of the program to assure the new clinical spaces provide patients, visitors, and staff with warm and welcoming environments that offer respite and inspire healing and hope.

The Physician Practice Plan

Community Medicine Associates (CMA) is the primary care and multi-specialty group of University Health System. CMA physicians provide care at University Health System’s outpatient clinics and University Hospital. Its mission is to provide accessible, comprehensive, and quality care services in a caring manner. This team of providers is also committed to promoting health and medical education to empower individuals and families to achieve optimal health.

The Health Plan

University Health System’s Community First Health Plans is the region’s only locally-owned-and-operated not-for-profit health insurer. Community First Health Plans was established in 1995 to provide healthcare coverage to the citizens of Bexar and the surrounding seven counties. Its commitment to its members is to provide great healthcare benefits backed by outstanding service and delivered by people who live in South Texas.

Affiliates

UT Medicine San Antonio

UT Medicine San Antonio is the academic medical practice of the UT Health Science Center School of Medicine. It includes more than 700 primary care doctors and specialists, representing more than 100 medical specialties and sub-specialties.

With over 40 years of teaching and practicing in San Antonio, UT Medicine physicians make up the largest group of specialists in South and Central Texas.

San Antonio AirLIFE

University Health System is a joint owner of San Antonio AirLIFE, which provides emergency air medical transport services aboard its fleet of state-of-the-art Bell 430 helicopters.

AirLIFE is Southwest Texas’s premier air medical transport service dedicated to safety, rapid transport, and superior medical care of patients requiring critical care transport within a 150-mile radius of San Antonio. This team is committed to community service through activities which promote safety and injury prevention.
Awards and Distinctions

Best Hospital in San Antonio

University Hospital is one of America’s Best Hospitals.

*U.S. News & World Report* has named University Hospital best in San Antonio for the fifth year in a row, the sixth-best in Texas, and among the top 50 nationwide for treating patients with kidney disease in its 26th annual Best Hospitals rankings. The prestigious rankings recognize hospitals that excel in treating the most challenging patients. University Health System is in elite company as one of just 3 percent of United States hospitals to earn a national Top 50 ranking in any specialty. The Health System was also recognized as high-performing in cancer, gynecology, pulmonology, and urology.

Magnet Healthcare Organization

University Health System is the first and only health system in San Antonio and South Texas to earn Magnet status from the American Nurses Credentialing Center (ANCC).

This prestigious recognition is the result of a comprehensive “Magnet Journey” that spanned more than five years. The unanimous decision of the ANCC evaluation committee was announced on February 17, 2010. In 2015, University Health System successfully went through the re-designation process to again earn Magnet status. University Health System is one of 360 Magnet institutions worldwide and just the 24th in Texas. It is an elite group - just 5 percent of the nation’s hospitals have earned this designation. Magnet is widely accepted as the “gold standard” in measuring the quality of care that healthcare consumers can expect to receive.

Magnet hospitals and health systems attract the best nurses and health professionals. They also offer patients reassurance they are being cared for by a team with a proven track record for providing excellent care and positive outcomes for their patients. The recognition is also a reflection of the support the nursing staff receives in order to fulfill the health system’s mission.

The Magnet Recognition Program® was created in 1983 by the ANCC, a subsidiary of the American Nurses Association and the world’s largest and most prestigious nurse credentialing organization. Through a complex application and review process, including an intensive three-day on-site survey, University Health System successfully demonstrated its commitment to providing excellent care for all patients, sustaining nursing excellence, and transforming the culture of a work environment.
Most Wired

University Health System has again been named one of the nation’s Most Wired Hospitals and Health Systems, a list based on the Most Wired Survey by Hospitals & Health Networks magazine. It is the sixth time University Health System has been included on the list. The survey is designed to measure the level of IT adoption in United States hospitals and health systems, and it is a useful tool for hospital and health system leadership to map their IT strategic plans. Most Wired hospitals lead the way in using IT to hardwire evidence-based practices to improve quality and patient safety, in converting data into action through analytics for clinical and business decision-making, and in integrating services through medical homes and health information exchanges.

2015 Stroke Gold Quality Achievement Award

University Health System has received the Get With The Guidelines®—StrokeGold Quality Achievement Award from the American Heart Association. The award recognizes University Health System’s commitment and success in providing excellent care for stroke patients by following evidence-based guidelines. To receive the award, University Hospital achieved 85 percent or higher adherence to all Get With The Guidelines-Stroke Quality Achievement indicators for two or more consecutive years, and it achieved 75 percent or higher compliance with five or more quality measures for two or more consecutive years. These measures include clot-busting medication, anticoagulation therapy, cholesterol-reducing drugs, and smoking cessation — all aimed at reducing death and disability and improving the lives of stroke patients.

University Hospital also joins the association’s Target: Stroke Honor Roll — Elite for improving stroke care. At least 75 percent of the hospital’s eligible ischemic stroke patients have received tissue plasminogen activator, or tPA, within 60 minutes of arriving at the hospital. If given intravenously in the first three hours after the start of stroke symptoms, tPA has been shown to significantly reverse the effects of stroke and reduce permanent disability.

University Health System ranked No. 2 in the world for BEST learning workplace

University Health System is ranked second in the world for the quality and success of its workforce learning programs, according to the Association for Talent Development’s 2014 BEST Awards program, and is among 46 organizations from six countries to receive a 2014 BEST Award. University Health System competed against nearly 100 organizations from 14 countries. Every organization submitted quantitative and qualitative information about their learning and talent development practices and programs. Applications were judged in a blind review by members of the BEST Awards advisory committee, a select group of experts in the field.
“The prestigious ranking honors our employees for their initiative and commitment to learning and development,” said George B. Hernández, Jr., President and CEO of University Health System. “This achievement is a reflection of the level of innovative learning that occurs across all levels of our Health System.”

Certified in Palliative Care

Certified in Palliative Care, University Health System is only the third healthcare organization in Texas to achieve Advanced Certification in Palliative Care from The Joint Commission, the national accrediting body for hospitals. Palliative care is a holistic approach involving a multidisciplinary team of doctors, nurses, and other professionals to relieve pain and improve the quality of life for patients suffering from a serious illness. Its focus includes the physical, emotional, social, and spiritual needs of patients. The Joint Commission began the Advanced Certification Program for Palliative Care in September 2011. It recognizes hospital inpatient programs that demonstrate exceptional patient and family-centered care and improves the quality of life for patients of all ages. Baylor University Medical Center in Dallas and Texas Health Harris Methodist Hospital in Fort Worth are the only other two Texas hospitals to be certified in palliative care.

Beacon Award for Critical Care Excellence

University Hospital’s Transplant Intensive Care Unit (TICU) received the Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses (AACN). The TICU team is the first intensive care unit in San Antonio and just the second transplant ICU in the nation to receive this prestigious award. Developed in 2003 by the AACN, the Beacon Award recognizes individual critical care units that exhibit high quality standards and exceptional care for patients and families while fostering and sustaining healthy work environments.

There are about 6,000 intensive care units in the United States, and less than 4 percent of them have been recognized for achieving, maintaining, and documenting these extremely high standards.

To receive the award, a unit must meet 42 different criteria in six categories, including: patient outcome, evidence-based practice and research, leadership and organizational ethics, excellence/innovation in recruitment and retention, education, training, and mentoring, and promoting healing environments.

The Beacon also provides nursing care units a way to better measure systems, outcomes, and environments.
Bexar County Community Executive Community Health Assessment

The Bexar County Community Health Assessment is a signature project of The Health Collaborative (THC), a convening organization bringing together the area’s healthcare systems, community organizations, and businesses to implement a more synergistic approach to solving the region’s critical community health needs. University Health System is a member of The Health Collaborative. The 2013 assessment is the fifth in a series issued by THC since 1998.

Platinum Performance Achievement Award

University Health System is one of just 164 hospitals nationwide to earn the Platinum Performance Achievement Award for 2012 from the American College of Cardiology Foundation’s NCDR ACTION Registry. The award recognizes University Hospital’s commitment and success in implementing a higher standard of care for heart attack patients, and in reaching an aggressive goal of treating patients with the standardized levels of care as outlined by the American College of Cardiology/American Heart Association (ACC/AHA) clinical guidelines and recommendations. To earn this achievement, University Health System consistently followed the treatment guidelines in the ACTION Registry–GWTG (Get With The Guidelines) Premier for eight consecutive quarters and met a performance standard of 90 percent for specific performance measures. Following these treatment guidelines improves the overall quality of care provided to ST-elevation myocardial infarction (STEMI) and non-ST-elevation myocardial infarction patients (NSTEMI).

Top 25 Connected

University Health System is once again among the Top 25 Most Connected Healthcare Facilities in the nation, according to HealthImaging & IT magazine’s annual study of how United States hospitals and health systems integrate new technologies to improve quality and efficiency throughout their organizations. University Health System is the only healthcare organization in Texas to be included in this prestigious ranking and is, in fact, in the TOP 1 PERCENT in the country for integrating electronic medical records and advanced technologies.

American College of Surgeons’ Commission on Cancer

University Health System’s cancer programs are accredited by the American College of Surgeons’ Commission on Cancer. CoC accreditation assures patients that their hospital provides access to a range of services needed to diagnose, treat, rehabilitate, and support patients with cancer and their families. CoC-accredited hospitals constantly monitor and evaluate the job they do and take corrective action when needed. CoC describes accreditation as “the hallmark of a program’s commitment to patient-centered cancer care.”
**Gold Level Recognition through the Healthy Workplace Recognition Program**

University Health System was awarded Gold Level Recognition through the Healthy Workplace Recognition Program of the San Antonio Business Group on Health and the Mayor’s Fitness Council.

The award is given to employers for their work to improve employees’ health through their worksite wellness initiatives. Employers must demonstrate senior management support for wellness programs and a company culture that encourages health and wellness, health promotion and education, physical activity, good nutrition, and smoking cessation programs, among other benefits.

**MedAssets President’s Award**

University Health System received the 2012 MedAssets President’s Award. Within one year, the nationally recognized academic medical center saved more than $13 million and realized $14 million in cash flow improvement—through a comprehensive advisory services engagement designed to position the organization for successful, sustainable transition to value-based reimbursement. The award was presented at the 2013 MedAssets Healthcare Business Summit.

University Health System was among hundreds of healthcare industry stakeholders from across the country recognized at the Summit for innovation and pioneering efforts to reduce costs, enhance operational efficiencies, and improve care delivery.

**South Texas Comprehensive Epilepsy Center recognized as a Level 4 center**

The South Texas Comprehensive Epilepsy Center, a partnership between University Health System and UT Medicine San Antonio, is the only Level 4 epilepsy center in San Antonio. A designation by the National Association of Epilepsy Centers, Level 4 is the highest designation for an epilepsy center and is awarded to centers providing the most complex diagnostic and treatment options, including a broad range of surgical procedures. The center offers the most advanced medical, dietary, and surgical therapies to patients whose seizures are not controlled by medications. Both inpatient and outpatient diagnostic evaluations are available. And as an academic and research program, it offers patients the opportunity to take part in trials of promising new medications and surgical interventions.
Executive Biographies

George B. Hernández, Jr., J.D.  
President and Chief Executive Officer, University Health System

George B. Hernández, Jr., J.D., is the President and Chief Executive Officer of Bexar County Hospital District’s University Health System. UHS also operates a non-profit HMO, Community First Health Plans, Inc.; and a non-profit multi-specialty physician practice, Community Medicine Associates. George serves as a member of the “Code Red” Task Force on Access to Health Care in Texas, the Texas Health and the Human Services Commission’s Medical Care Advisory Committee. He serves on the board of America’s Essential Hospitals, the board of the University Health System Consortium, and is past chair of both the Texas Hospital Association (2013) and Teaching Hospitals of Texas (2005-2008).

In 2008, George and the Health System’s chief information officer were joint recipients of the Transformational Leadership Award from the College of Healthcare Information Management Executives and the American Hospital Association. As one of the Most Wired Hospitals and Health Systems in the nation, University Health System ranks in the top 1 percent of U.S. health organizations for achieving a high level of information technology integration. In 2015, for the fifth straight year, University Hospital was named best hospital in the San Antonio region by U.S. News & World Report. George was honored by the Texas Council of Community MHMR Centers in 2009 as the recipient of the Frank M. Adams Award for Outstanding Volunteer Service. He was named one of Modern Healthcare magazine’s Top 25 Minority Executives in Healthcare in 2010.

George is a native of San Antonio. He earned a bachelor’s degree from St. Mary’s University and law degree from George Washington University School of Law in Washington, D.C.

Ed Banos, M.H.A.  
Executive Vice President and Chief Operating Officer

Ed Banos joined University Health System in June 2015 as the Executive Vice President and Chief Operating Officer. In his current position, Ed oversees the operations of the Health System’s 19 primary, specialty and preventive healthcare centers throughout Bexar County, as well as University Hospital, a 716-bed hospital which serves as South Texas’ only civilian Level I trauma center and the first and only Level II pediatric trauma and burn center.

He has compiled over 27 years of extensive healthcare management, leadership and program development in a wide variety of complex settings covering both for-profit and non-profit organizations, such as CEO of a multi-hospital non-profit system; COO of a large Level I trauma not-for-profit teaching institution; and CEO for a for-profit large urban hospital. Prior to joining University Health System, Ed served as the CEO for Duke Lifepoint’s Marquette General Hospital and a regional ACO, Superior Health Partners, which comprises nine hospitals in Michigan’s Upper Peninsula.

Ed received his bachelor of science degree from the University of Pittsburg School of Health Related Professions. He earned his master’s degree in health service administration from Armstrong Atlantic State University. He is a Fellow of the American College of Healthcare Executives.
Reed Hurley, M.A., C.P.A.
Executive Vice President and Chief Financial Officer

Reed Hurley is the Executive Vice President and Chief Financial Officer of the University Health System located in San Antonio. He holds a master’s of accounting degree from Nova Southeastern University in South Florida and a bachelor of science degree from University of Houston.

He is a Certified Public Account and has more than 12 years of experience as a hospital CFO in for-profit, publicly traded healthcare organizations. He also has experience in public accounting and seven years of experience in non-profit healthcare. Reed previously held the title of chief financial officer for both North Central Baptist and St. Luke’s hospitals in San Antonio with Vanguard Health System.

In his current position as Executive Vice President and Chief Financial Officer for the University Health System, he is directly responsible for the fiscal affairs of the $1.5 billion, governmental not-for-profit Health System and the reporting thereof to the Health System’s governing board and county commissioners.

He is also an active member of the Clarity Child Guidance Center board of directors and finance committee.

Bryan Alsip, M.D., M.P.H., F.A.C.P.M.
Chief Medical Officer and Executive Vice President

Dr. Bryan Alsip is currently the Chief Medical Officer and Executive Vice President for University Health System. Previously, Dr. Alsip served as the assistant director of health for the City of San Antonio. Dr. Alsip is also Adjunct Professor of Family and Community Medicine at the University of Texas Health Science Center; Adjunct Professor of Public Health at the University of Texas School of Public Health at San Antonio; and Adjunct Professor in Healthcare Administration, Trinity University in San Antonio.

Dr. Alsip is a Fellow of the American College of Preventive Medicine and has received numerous awards for scholarship and service. Locally, Dr. Alsip serves as the chairman of the San Antonio Medical Foundation and chairman of the board of directors for Community Medicine Associates, as well as a board member for Healthcare Access San Antonio and the Wellness Coalition of San Antonio.

Dr. Alsip received his bachelor of science degree from Cornell University, his medical degree from the Georgetown University School of Medicine, and his master of public health degree from Johns Hopkins University. He is a scholar of the Public Health Leadership Institute, an elected member of the Alpha Omega Alpha Medical Honor Society, and a contributor and editor for several peer-reviewed medical journals.

Ted Day, M.B.A., M.S.
Senior Vice President of Strategic Planning and Business Development

Ted Day is the Senior Vice President of Strategic Planning and Business Development for University Health System in San Antonio. Ted has been with the Health System since 2012.

Prior to University Health System, Ted was a vice president in a similar function with CHRISTUS Health in the Spohn Region in Corpus Christi, Texas. He has worked in various
arenas in healthcare in his professional career, leading such functions as strategic planning and business development for health systems and managed care plans, regional revenue cycle operations functions in health systems, developing employed medical groups, and developing managed care provider networks and physician hospital organizations.

Ted received both his master’s of science in health administration and master’s of business administration degrees from the University of Colorado. He has served on boards focusing on community and housing development organizations.

Mark Webb
Chief Executive Officer, Pediatrics

Mark Webb previously served as University Health System executive vice president/interim chief operating officer in parts of 2014 and 2015 as the Health System conducted a national search for a new COO.

Mark was named senior vice president of facilities administration in 2012, serving previously as vice president of facilities development and project management since 2008. He is responsible for University Health System’s $899 million capital improvement program, which includes the design and construction of a 420-patient-bed hospital tower, a 3,300-space parking garage, a 260,000-square-foot clinical services building, and extensive renovation of existing facilities to include University Hospital, 14 primary, specialty, and preventive health centers throughout Bexar County, and four dialysis centers.

Prior to joining University Health System, Mark served with the City of San Antonio as director of the aviation department at San Antonio International Airport and Stinson Municipal Airport. During that time, he was responsible for the $600-million-plus capital improvement program that included construction of a new terminal, 2,800-space parking garage, and air field improvements.

During his 14-year tenure with the City, he also worked in various management and executive team roles. While at the City, he worked on several high-profile development projects, including the convention center expansion, development and implementation of consistent contract policies and procedures, assistance in the transition of Brooks Air Force Base to Brooks City Base, and providing property management and real estate services. Mark holds a bachelor’s degree in agricultural economics from Texas A&M and a master’s degree in urban administration from Trinity University.

Sergio Farrell
Senior Vice President of Ambulatory Services

Sergio Farrell joined University Health System in 2011 and currently serves as Senior Vice President of Ambulatory Services. He has operational oversight of 19 outpatient clinics along with support/ancillary services, including rehabilitation and the ambulatory surgery center. Sergio provides senior leadership to a team of more than 1,000 employees and has a proven ability to inspire and motivate others to achieve a common goal.

Sergio brings 25 years of experience to University Health System in the healthcare industry with a proven track record of achieving organizational goals. Prior to joining University Health System, he was the chief executive officer of an acute care hospital in San Antonio, Texas. Sergio’s involvement in community organizations is a testament to his continued dedication to the residents of Bexar County and the mission of University Health System.
Sergio received his M.B.A. from Florida Atlantic University and is a Fellow of the American College of Health Care Executives (FACHE). He is also a Fellow of the National Association of Public Hospitals.

_Nancy Ray, R.N., M.A._  
**Senior Vice President, Chief Nursing Executive**

Nancy Ray is the Senior Vice President and Chief Nurse Executive of the University Health System. In her current position as Senior Vice President/Chief Nurse Executive for the University Health System, Nancy is directly responsible for the practice of nursing for the Health System. She helped lead the Health System to Magnet designation in 2010 and re-designation in 2015.

Nancy specialized in psychiatric care and worked as a bedside nurse at New York University Hospital and at Roosevelt Hospital in New York City, New York, for six years. She then transitioned from the bedside to the academic setting, eventually becoming the director of the School of Nursing at St. Joseph’s Hospital in Marshfield, Wisconsin, prior to coming to University Health System in 1989. Nancy has been the Senior Vice President/Chief Nurse Executive since 1994.

She is a member of the American Organization of Nurse Executives and is also an active member of the Greater San Antonio Healthcare Foundation Board, which she chaired for more than two years.

Nancy holds a master’s of nursing degree from New York University in New York, New York, and a bachelor of science degree in nursing from Skidmore College in Saratoga Springs, New York.

_Michelle Ryerson_  
**Senior Vice President, Chief Nursing Officer/Chief Operating Officer for Pediatric Clinical Services**

Michelle Ryerson joined University Health System as the Senior Vice President, Chief Nursing Officer/Chief Operating Officer for Pediatric Clinical Services in May 2013, having previously served as the chief nursing officer at University Medical Center Brackenridge in Austin, Texas. Michelle has 20 years of healthcare leadership experience in academic teaching, transplant, and Level I trauma facilities. The majority of her career has been focused in pediatrics. Michelle is certified in nursing administration, advanced by the American Nurses Credentialing Center. In 2006, she successfully completed a National Association of Public Hospitals and Health Systems fellowship.

In 2009, she completed the National Quality Colloquium Patient Safety Certificate Program sponsored through Thomas Jefferson University’s School of Population Health. Michelle is a veteran of the United States Air Force Nurse Corps, retiring as a reserve officer after completing a distinguished career and tour of duty in Afghanistan in support of Operation Enduring Freedom. She is a member of several professional nursing and alumni organizations.

Michelle received her B.S.N. from Nazareth College in Rochester, New York, and M.S.N. in critical care from the University of Texas Health Science Center at San Antonio School of Nursing. In 2010, she earned a doctorate of nursing practice in executive leadership from Texas Tech University Health Sciences Center Anita Thigpen Perry School of Nursing.
Position Description

The Hospital Administrator will have responsibility for executive leadership of all clinical, operational, and financial affairs of University Health System’s (UHS) 716-bed academic medical center, University Hospital, with the aim to deliver quality care and fulfillment of the organizational mission. This impactful leader will have a strong commitment to service excellence and high business ethics, while carrying the expectations to accomplish goals in the following key result areas: positive clinical outcomes, patient and employee satisfaction, physician relations, and service line development/growth. Additional success milestones include productivity enhancement and cost of care efficiency through implementing optimization plans for hospital performance.

This critical role leads and directs tactical initiatives related to the successful operation of the hospital, which are supportive of the system’s overall strategic plan. The key executive also serves as the communication interface with health system senior leadership to insure integration and compliance with all relevant federal, state and local standards, guidelines, and regulations.

The Hospital Administrator will demonstrate a steadfast dedication to the mission of UHS as a proper steward of its resources, in addition to assisting in UHS’ efforts to achieve and maintain operational effectiveness, financial success and exceptional patient care. This executive will have a personal commitment to treat all UHS customers with courtesy, dignity, respect, and professionalism, in adherence to UHS behaviors and standards.

Reporting Relationship

The Hospital Administrator of University Hospital will report to the Executive Vice President and Chief Operating Officer of the System.

Principal Accountabilities

- Provide leadership framework for planning, directing, coordinating, and improving services that are responsive to the needs of the UHS stakeholders including but not limited to physicians, patients, families, employees, payers, and relevant agencies.

- Develop and execute long- and short-term objectives for the hospital, which complement the enterprise-wide strategic plan, and are designed to support the community.

- Provide leadership and support in the communication of the UHS Mission and Vision statement.

- Provide UHS executive leadership and the board of directors with pertinent information regarding goal achievement, the quality of services rendered, financial results, and
ongoing operations of University Hospital and provide recommendations for changes in strategies.

- Provide leadership in growing and developing the hospital as an organization with outstanding clinical outcomes, excellent service, dedicated employees, and a collegial partnership with the medical staff and the health system leadership team.

- Create and promote a culture of open communication, accountability, growth and timely decision-making.

- Maximize operational efficiencies to enhance revenues, control costs and improve overall organizational performance.

- Establish and revise long-range plans that support the hospitals and the system’s overall objectives and philosophy.

- Ensure compliance with all regulatory agencies governing health care delivery and the rules of accrediting bodies by monitoring hospital operations, programs and services, and the physical properties of the organization, initiating changes when required.

- Maintain professional affiliations to enhance professional growth and remain current with the latest trends in hospital management.

- Position the hospital as the leader in innovative, clinical services that are regionally and nationally competitive for innovation and excellence in the services offered.

- Develop and maintain sound business relationships with key people in the community so as to promote as a quality, professional healthcare organization.

- Develop and implement performance improvement programs, in cooperation with physicians, managers, and staff to insure the provision of high-quality services.

- Prepare and manage operational budgets including: personnel, contractual services, supplies, and capital equipment.

- Ensure development and implementation of organization-wide and unit-specific, age-specific, safety, security and infection control standards, and customer advocacy standards.

- Review, analyze, and interpret financial statistical information and implement operational modifications necessary to maintain budgetary plan and effectively manage hospital costs.

- Promote the development and implementation of processes which assess levels of performance based upon the UHS’s mission and vision statements.

- Nurture excellent working relationships with and promote collaborative practice between all clinical areas, the medical staff, and their counterparts throughout the UHS.
Experience and Qualifications

- Bachelor’s degree in business, health care administration or equivalent is required; master’s degree in hospital administration or an MBA is highly preferred.

- Ten years of experience with progressively increasing responsibility in administrative capacities at mid-size to large teaching hospitals, with at least three years as a senior executive. Integrated healthcare experience is desirable, and tenure within a public hospital background would be a plus. Experience in clinical leadership is also open to consideration.

- Demonstrated ability to effectively plan, organize, develop, and direct all activities of the hospital and gain a full understanding of the administrative aspects of the healthcare field and leading/managing a hospital, as well as substantive relations with hospital board of directors.

- Supports University Health System’s mission, vision, and values. Demonstrates established customer service behaviors and standards. Treats all customers with courtesy, dignity, respect, and professionalism.

- Demonstrated successful relationships with the board, medical staff, and administrative leadership.

- Track record of active involvement with community organizations, hospital-related associations, and other external constituencies.

- Demonstrated performance analysis, presentation, interpersonal, facilitation, planning, and communication skills.

- Advanced knowledge of leveraging healthcare IT/analytic systems and computer skills and proficiency in order to drive relevant improvement and change initiatives.

- Proven ability to coordinate multiple and diverse points of view to facilitate a successful and positive outcome.

- Demonstrated understanding of the transition between strategic vision and operational implementation.

- Extensive management experience in overseeing, developing, and executing operational strategies within a complex environment.

- Skills in developing complex organization-wide operational and strategic plans to drive growth, financial objectives, and business objectives over a multi-year period and to provide integrated and quality services.

- Excellence in organizational management with the ability to coach senior-level leadership and medical staff to manage high performance and implement strategy.

- Extensive experience driving best practice standards and ensuring collaboration across business lines and functions.
• Comprehensive knowledge of healthcare delivery, operations, and financial management practices. Extensive experience in integrating healthcare operations.

• Skills and demonstrated experience in establishing excellent working relationships and strategic partnering with various teams and executives across an integrated organization to achieve a shared vision, values, and objectives. Ability to motivate others through visionary leadership.

Personal and Professional Attributes

The successful candidate will possess a wide range of needed personality traits, work habits, and social skills necessary to perform effectively within the organization. This individual will possess both personal and professional integrity, strong communication skills, and a professional appearance and presentation.

Specifically, the following knowledge, skills, and abilities will be required to be successful in this position:

• Honest and a highly ethical team player. Attentive to and supportive of UHS team and mission.
• Strong people management and leadership skills. Exceptional communication skills, including listening, and a genuine interest in the well-being of all in the organization. Demonstrates an engaged style of visibility, to include rounding throughout the facility.
• Knowledgeable of how decisions impact all aspects of the business. Approaches his/her work as an interconnected system. Ability to understand major objectives and break them down into meaningful action steps.
• Proven ability to mentor and inspire individuals, as well as teams, and drive change through influence, while leading by example.
• Sets high expectations of individuals, teams and the collective organization.
• An extremely organized, disciplined, hands-on, and process-oriented leader who is not afraid of digging into details when necessary.
• Initiative, self-confidence, good judgment, and the ability to make accurate and/or difficult decisions in a timely fashion.
• Highly engaged, energetic, focused, and execution-oriented.
• Strategic vision and thinking. Ability to position the organization for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
• Willing and able to roll up sleeves and do hands-on work one minute and discuss strategic positioning and the “big picture” the next.
• Strong business acumen, intelligence, and capacity; able to think strategically and implement tactically.
• Fervent work ethic; achievement-oriented; motivated beyond personal interests.
• Open leadership style. Actively seeks out and supports collaborative thinking and problem-solving with others in the organization.
Community Information

The Hospital Administrator of University Hospital will be in the organization’s San Antonio, Texas, location. As you will read, San Antonio is a community of choice for many good reasons.

San Antonio, Texas

San Antonio is the second-most-populated city in Texas and seventh-most-populated in the United States. In 2014, the city had an estimated population of 1.4 million. The county seat of Bexar County, San Antonio covers more than 400 square miles on the northern edge of the South Texas region, southeast of the Texas Hill Country.

San Antonio was named for the Portuguese Saint Anthony of Padua, whose feast day it was when a Spanish expedition stopped in the area in 1691. The city has a strong military presence – it is home to Fort Sam Houston, Lackland Air Force Base, Randolph Air Force Base, and Brooks City-Base. Famous for its River Walk, the Alamo, Tejano culture, SeaWorld, and Six Flags Fiesta Texas theme parks, the city is visited by 20 million tourists each year. San Antonio is the location of the first museum of modern art in Texas – the Marion Koogler McNay Art Museum.

Economy

San Antonio has a diversified economy with four primary focuses: financial services, healthcare, national defense, and tourism. Located northwest of the city center is the South Texas Medical Center, the largest medical research and care provider in South Texas, which is a conglomerate of numerous major hospitals, clinics, and research and higher educational institutions. The center is responsible for a $14 billion biomedical industry. It employs some 27,000 persons with a combined total budget of $2.5 billion.

The city also has one of the largest military concentrations in the United States. Fort Sam Houston on the city’s northeast side hosts Brooke Army Medical Center, focus of the U.S. Army’s medical command and training functions. Lackland Air Force Base on the city’s west side is one of the world’s largest training complexes. While it is known for hosting the U.S. Air Force’s basic military training, it also hosts follow-on technical training for many other Air Force specialties, as well as other operations. Randolph Air Force Base on the far northeastern outskirts is the headquarters of the Air Education and Training Command, headquarters for Air Force personnel management, and also hosts pilot training. Additionally, Brooks City-Base on the city’s south side and KellyUSA adjoining Lackland still have significant military presences as well as defense contractor businesses. More than 150,000 people, military and civilian, are employed in defense-related work.
Twenty million tourists visit the city and its attractions every year, contributing substantially to the city’s economy. The San Antonio Convention Center alone hosts more than 300 events each year with more than 750,000 convention delegates attending from around the world.

San Antonio’s corporate profile includes AT&T (formerly SBC), Clear Channel Communications, Frost National Bank, H-E-B, Rackspace Managed Hosting, Southwest Research Institute, Tesoro Petroleum Corp, USAA, Valero Energy Corp, and Zachry Construction, which are all headquartered in the city. Companies not headquartered in San Antonio but which have a strong presence in the city include Bank of America, The Capital Group Companies, Citibank, InfoNxx, QVC, NSA, Washington Mutual, and West Corporation. Other industries such as Toyota Motor Corporation are establishing plants in the area as the city’s economy continues to grow.

Education

San Antonio has a broad selection of colleges and universities. The Alamo Community College District (four community colleges) is a public institution that is partly supported by property taxes. Two major branches of the University of Texas System are located in San Antonio as are a number of major church-supported institutions.

San Antonio and Bexar County are served by 15 separate independent school districts. The largest among these are Northside Independent School District with an estimated total enrollment of 78,100 (sixth-largest in Texas), North East Independent School District with an enrollment of 60,450, and San Antonio Independent School District with an estimated enrollment of 57,500. Other districts that serve portions of the city of San Antonio include Alamo Heights, East Central, Edgewood, Fort Sam Houston, Harlandale, Judson, Lackland, Randolph Field, South San Antonio, and Southwest.

San Antonio has many private schools, notably Antonian College Preparatory High School (the largest Catholic high school in San Antonio), Central Catholic Marianist High School (the oldest all-boy’s school in Texas), Christian Academy of San Antonio (CASA), Holy Cross High School, Incarnate World High School, Keystone School, Lutheran High School of San Antonio, Providence High School, Saint Mary’s Hall, San Antonio Christian Schools, St. Anthony Catholic School, St. Gerard Catholic High School (the city’s first co-educational high school), and T.M.I.: The Episcopal School of Texas.

Transportation

The San Antonio International Airport is located in north central San Antonio, approximately eight miles from downtown. It has two terminals, and its 11 airlines serve 32 destinations including two in Mexico. An extensive bus and trolley system is provided by the cities VIA Metropolitan Transit. VIA offers 78 regular bus routes and four trolley routes, including express routes from downtown to the theme parks. VIA also offers special service to city events, including Spurs games and city parades, from its Park and Ride locations.

Amtrak provides service to San Antonio, operating its Texas Eagle daily between San Antonio and Chicago’s Union Station. Amtrak also operates its Sunset Limited three times a week in each direction through San Antonio between Los Angeles and Orlando, Florida. The Texas Eagle section travels between San Antonio and Los Angeles as part of the Sunset Limited. The old Sunset Station is now an entertainment venue owned by VIA and neighbored by the current station and the Alamodome.
Attractions

San Antonio is a popular tourist destination. The jewel of the city is the Paseo del Rio, or River Walk, which meanders through the downtown area. Lined with numerous shops, bars, and restaurants, as well as the Arneson River Theatre, this attraction is transformed into an impressive festival of lights during the Christmas and New Year holiday period.

The downtown area also features HemisFair Park (home of the Tower of the Americas and the Institute of Texan Cultures), La Villita, El Mercado, the Alamo (the city’s most widely recognized landmark), and the historic Menger Hotel. The Fairmont Hotel, built in 1906, is in the Guinness Book of World Records as one of the heaviest buildings ever moved intact. It was placed in its new location, three blocks south of the Alamo, over four days in 1985, and cost $650,000 to move. The Fairmont houses the “Sage Ristorante Bar.”

Other places of interest include Brackenridge Park (home of the San Antonio zoo), the missions of the San Antonio Missions National Historical Park, the Witte Museum, the McNay Art Museum, SeaWorld San Antonio, Six Flags Fiesta Texas theme park, and Splashtown San Antonio. Visitors can also experience something of the cowboy culture all year when they see the 40-foot tall cowboy boots at North Star Mall.

Beyond taking in the sights and sounds of San Antonio, tourists can sample some of its world-famous Tex-Mex cuisine at the many fine restaurants located throughout the city. Residents, former residents, and many visitors claim that San Antonio is the undisputed home of authentic Tex-Mex food. Mexican restaurants are abundant in virtually all parts of town, and most are relatively inexpensive, except for those in the “nouveau riche” Far North and some of the Uptown enclaves like Alamo Heights. The city also has establishments offering Texas-style barbecue, and for the truly intrepid barbecue aficionado, a day trip to some of the more renowned barbecue pits and smokehouses of South Texas is both necessary and easily manageable.

Sports for the Spectator

The city’s only top-level professional sports team, and consequently the team most San Antonians follow, is the San Antonio Spurs of the NBA. The Spurs have been playing in San Antonio since 1973 and have won three NBA Championships (1999, 2003, and 2005). The Spurs built and moved into the SBC Center in 2002, since renamed the AT&T Center following the merger of giants SBC and AT&T. The Center is a state-of-the-art 18,500-seat arena. The facility is 730,000- square- feet with four concourses, 54 suites, a practice facility, and restaurants. The AT&T Center is also home to the San Antonio Rampage of the American Hockey League and the San Antonio Silver Stars of the WNBA, both owned by the Spurs. San Antonio also hosts the Double-A Minor League affiliate of the Seattle Mariners, the San Antonio Missions, who play at Nelson Wolff Stadium on the west side of the city.

Sports for the Participant

The mild climate of San Antonio lends itself to a multitude of outdoor sport activities, many tied to the network of more than 100 parks administered by the city Department of Parks and Recreation. San Pedro Park, the city’s oldest, includes the McFarlin Tennis Center. Brackenridge Park is San Antonio’s showplace, with more than 300 acres of ball fields, horseback riding trails, bike paths, and scenic walkways through intricate gardens. Overnight camping is available at McAllister Park, an 850-acre facility with a number of playing fields. Outside of the city lies Friedrich Park, where wilderness trails offer a peaceful challenge to
hikers. The city operates 21 public swimming pools throughout San Antonio, including a year-round indoor Natatorium where competitions take place. Some 100 tennis courts in various locations augment the Fairchild and McFarlin Tennis Centers.

Bordered by the Texas Hill Country, San Antonio provides ready access to a number of recreation areas where hunting and water sports are popular activities. Fifteen lakes are within 150 miles of the city, and the Guadalupe River north of San Antonio is a favorite spot for canoeing, tubing, and white-water rafting. Lake McQueeney, 25 miles from the city, attracts weekenders for boating and swimming. Corpus Christi and other Gulf Coast towns provide seacoast attractions about 140 miles from San Antonio. Natural Bridge Caverns is located nearby between San Antonio and New Braunfels. Here you can tour spectacular caverns or climb and “zip” from the tallest climbing tower in Texas while the less adventurous pan for gems and minerals. Natural Bridge Wildlife Ranch, located in the same area, is a Texas-style African safari with hundreds of animals from all over the world roaming freely. The Vietnam War Memorial is located at Veterans Memorial Plaza. Also not to be missed is the marker for the Old Spanish Trail, which linked cities of Spanish conquest and settlement.

Blessed with more than 300 days of sunshine each year, San Antonio is becoming a major golf destination. Thirty-five courses (including military and private) and a championship course at the Hyatt Regency Hill Country Resort are the lure. Citizens are also fond of bowling – more than 26 commercial and military bowling centers dot the city. It was a San Antonio firm, Columbia Industries, which introduced polyester resin into the manufacturing of bowling balls in 1960.

**Sightseeing**

San Antonio’s most popular tourist destinations are the Alamo and the Paseo del Rio, or River Walk. The River Walk is a one-and-a-half-mile winding waterway of landscaped cobblestone paths and bridges set 20 feet below street level. The result of a downtown urban revitalization project, the River Walk is lined with cafes, shops, galleries, restaurants, and nightclubs. A visitor can sample the flavor of Mexico or relive the birth of Texas by simply enjoying the scenery, day or night. Tree-lined footpaths are lit at night, creating a romantic ambience. For those who want more than a waterside view, boats cruise the 21 blocks at 10-minute intervals.

Mission San Antonio de Valero, the Alamo, was the first of five missions established in San Antonio and dates back to 1718 and is located downtown near the river. The chapel’s facade represents what is left of the site where nearly 200 Texans died in their fight for independence from Mexico. Nearby lies the Long Barracks Museum and Library. In October 2005, the Museum unveiled a new exhibit that incorporates recent interpretations of events that occurred at the Alamo, and the Alamo’s place in history. The four other missions are all part of the San Antonio Missions National Park, a 10-mile-long Mission Trail that begins at the Alamo, located at street level between Commerce and Houston Streets on Alamo Plaza.

A walking tour from the town’s center will take in a number of other attractions. Among them are La Villita, the “little town,” adjacent to the River Walk on Alamo Street and across from the Convention Center, where former adobe houses along cobblestone walkways now contain shops, galleries, and a museum. Market Square with its Farmers Market and El Mercado area, with its specialty shops and weekend arts demonstrations; HemisFair Park, site of San Antonio’s World’s Fair in 1968 and now the center of downtown entertainment;
and the King William Historic Area, a 25-block area that had been San Antonio’s most
elegant residential area, are near downtown on the river’s south banks.

Now a National Historic District, La Villita was the city’s earliest settlement, evolving into a
slum by the 1930s. After extensive renovation, it is now home to artists and craftspeople.
Market Square is billed as the home of chili, and chili stands draw numerous visitors. The
square is also host to a number of citywide festivals throughout the year. Each morning in
the Farmers Market section of Market Square, fresh produce is sold directly to consumers.
In El Mercado, patterned after a Mexican market, there are 80 specialty shops. Inside the
92-acre HemisFair Plaza stands the Tower of the Americas, where an observation deck
provides a panoramic view of the city from 500 feet up. The King William Historic Area
serves as a reminder of the city’s German heritage, and its stately mansions date to the
1800s. In the King William Historic Area, the Steves Homestead, an 1876 mansion with a
slate mansard roof and 13-inch thick limestone walls, houses Victorian antiques and is open
to the public.

The colorful flora and fauna of the Japanese Tea Gardens located at the northwestern edge
of 343-acre Brackenridge Park offer a change of pace to visitors. The Sunken Garden
Theatre features Sunday afternoon concerts in the summertime. The main entrance to the
park is about two miles from downtown. Inside the park are a bike trail, picnic area, polo
field, golf course, carousel, a miniature railroad, riding stables, and paddle boats. The San
Antonio Zoo, where exotic animals roam in bar-less cages, is also located in Brackenridge
Park. The 35-acre zoo is particularly notable for its endangered animals, including snow
leopards, Sumatran tigers, and white rhinos. The newest addition to the zoo is its
Kronkosky’s Tiny Tot Nature Spot, designed to connect children aged five and younger with
the natural world. Across from the zoo’s main entrance is the Skyride, where cable cars
afford a panoramic view of the city’s skyline. Nearby is Splashtown waterpark, which
features water slides and south Texas’s largest wave pool.

The military bases of San Antonio are also tourist destinations, but public access can vary.
Group tours are welcomed, but advance reservations are advised at all posts except Fort
Sam Houston, which is open to the public without restriction. Established in 1876 at its
present location, historic Fort Sam Houston was the site of the first military airplane flight.
Located here are the Army Medical Department Museum, which traces the history of the U.S.
Army medical department with its collection of U.S. Army uniforms, medical equipment, and
POW memorabilia; the Fort Sam Houston Museum, which houses a collection of military
memorabilia; and the Post Chapel, built in 1917 and dedicated by President Taft. Birds and
small animals roam the quadrangle grounds, where the centerpiece is the clock tower.
Brooks Air Force Base, now known as Brooks City Base, permits the public to tour the Hangar
9/Edward H. White Museum, the oldest in the Air Force, which contains capsules used by the
first space monkeys. A History and Traditions Museum at Lackland Air Force Base contains
combat aircraft parts. Randolph Air Force Base features the Taj Mahal offices of the 12th
Flying Wing. The rotunda of the white structure displays aviation memorabilia.

The newest San Antonio attractions include Sea World San Antonio, the world’s largest
marine life showplace and home of The Steel Eel exhibit, the Southwest’s only hypercoaster,
and Six Flags Fiesta Texas, a $100 million showplace park with live musical productions and
world-class rides, including the Rattler, the world’s tallest, fastest, and steepest wooden
roller coaster. Fiesta Texas added $30 million in new rides and attractions in 1999,
including a million-gallon wave pool shaped like the state of Texas. Other sites of note in the
San Antonio area include San Fernando Cathedral, where the remains of Alamo heroes are
thought to be held in a marble coffin on display; Spanish Governor’s Palace, called the “most
beautiful building in San Antonio” by the National Geographic Society, a national historic
landmark dating from 1749 that once served as offices for the Spanish Province of Texas; San Antonio Botanical Gardens, emphasizing native Texas vegetation and incorporating a biblical garden, a children’s garden, and a conservatory featuring tropical and exotic plants; and Jose Antonio Navarro State Historical Park, the former home of the prominent Texan who participated in the convention to ratify Texas as a state.

Arts and Culture

When actress Sarah Bernhardt performed in San Antonio’s Grand Opera House, built in 1886, she called the city “the art center of Texas.” While San Antonio attracts well-known performers, it is perhaps better known for opening its cultural doors to the public through colorful festivals that celebrate the blending of its Anglo-Hispanic heritage. The San Antonio Performing Arts Association, founded in 1976, functions as the city’s presenter agency.

The Majestic Performing Arts Center, a relic of the days of “movie palaces,” has been restored and is home to the San Antonio Symphony, which enjoys a reputation as one of the best in the country. Its repertoire ranges from pop to classical. The Majestic Theater plays host to many of the city’s premier events, ranging from traveling Broadway companies to ballet performances to classical music concerts. Not simply a theater or a museum, the Carver Community Cultural Center is a showcase for African American artists while also providing entertainment with broad cultural appeal. Music, literature, art, drama and dance, and a major film festival, all with a Hispanic flavor, are combined at the Guadalupe Cultural Arts Center, where local, national, and international presentations are offered. Grand Opera is performed by the San Antonio Opera Company. The Chamber Arts Ensemble and the Texas Bach Choir, the only one of its kind in the state, round out San Antonio’s musical options.

Flamenco dancing is offered at the Arneson River Theatre, a unique venue spanning both sides of the river. The Mexican Cultural Institute showcases folkloric dance as well as theater.

Among the city’s museums and galleries is the San Antonio Museum of Art, one of the largest museums in the Southwest and home to the Nelson A. Rockefeller Center for Latin American Art, featuring a 2,500-piece collection dating as far back as 500 B.C.; notable works include a portrait of a Mayan nobleman from A.D. 700-900. An expansion of the museum’s Asian wing is underway and will add 9,000 square feet of new art gallery space for Asian art, as well as renovate the museum’s current 6,000 square feet of Asian art space. Witte Museum, located at one of the Brackenridge Park entrances, presents local and natural history exhibits and special children’s exhibits. Oddities and western memorabilia are the focus at the Buckhorn Saloon and Museum, housed in a renovated 1881 saloon.

Other special collections and contemporary and historical exhibits are on display at the Mexican Cultural Institute; the Pioneer, Trail Drivers and Texas Rangers Memorial Museum; the Hertzberg Circus Collection, where Tom Thumb’s carriage is among more than 20,000 items representing big top memorabilia; and the Buckhorn Museum containing curiosities such as a two-headed calf and a lamb with eight legs. New attractions directly across from the Alamo are the Guinness World Records Museum; Ripley’s Haunted Adventure, a multi-million dollar haunted house; and the Plaza Wax Museum. The San Antonio IMAX Theatre at Rivercenter shows a 48-minute docudrama depicting the famous battle at the Alamo. Images shown on a huge screen and magnetic surround sound makes viewers feel that they are there in the thick of battle.
Festivals and Holidays

For 10 days in mid-April, from dawn to well past dusk, San Antonio celebrates the Fiesta San Antonio. Featuring more than 150 events illustrative of the city's gastronomic, ethnic, and western history, Fiesta starts out with an oyster bake and culminates in colorful spectacles. Along the way revelers enjoy the crowning of King Antonio, a giant block party known as A Night in Old San Antonio, fireworks, musical productions, fashion shows, and the Battle of the Flowers parade, in which 7,000 participants honor the Queen of the Order of the Alamo and her court. Flickering torches light up the Fiesta Flambeau parade; other activities include street dancing, a carnival, and concerts. Fiesta events have multiplied over the years, and they now attract some 3.5 million people annually.

San Antonio hosts a number of other celebrations and festivals throughout the year. The San Antonio River takes the spotlight in January when River Walk Mud Festival revolves around the annual draining of the river for maintenance. Championship rodeo competitors display their skills during February's San Antonio Stock Show and Rodeo, a 16-day western roundup that begins with a downtown parade. In March, the San Antonio River is renamed the River Shannon and dyed green for the St. Patrick’s Day celebration, when Irish music and entertainment prevail. The Starving Artists Show in early April brings professionals and amateurs to the River Walk to sell their creations. The Cinco de Mayo events during the weekend nearest May 5 celebrate one of Mexico’s Independence Days through mariachi music, folkloric dancing, and parades. Tejano music, described as a mixture of Mexican and German, is celebrated and studied at the annual Tejano Conjunto Festival in May. The beat of Latin music and dance fills the air in the outdoor Arneson River Theatre in June, kicking off the Fiesta Noche del Rio, which runs on weekends through the summer. San Antonio’s Contemporary Art Month, held in July, is the only month-long contemporary arts festival in the nation; it features more than 400 exhibitions and involves more than 50 venues. September’s FotoSeptiembre U.S.A. is one of the three largest photography festivals in the country. Oktoberfest and the River Art Group Show by major state artists enliven the month of October. The Christmas season has a Mexican flair led by the four-day Fiestas Navidenas in Market Square and Las Posadas, a reenactment of the Holy Family’s search for an inn during which children go door-to-door seeking shelter. The River Walk itself becomes a festival of lights known as the Fiesta de las Luminarias.

Shopping and Dining

The newest and most exciting shopping, dining, and entertainment venue in San Antonio is Sunset Station, housed in the restored 1902 South Pacific Railroad depot near the convention center. Market Square downtown houses a large specialty shopping area, as well as a Mexican-style market featuring crafts, apparel, pottery, and jewelry. La Villita has 26 arts and crafts shops and three restaurants. Southwest School of Art and Craft, on the grounds of a former cloistered convent, sells the works of local artists and operates a restaurant in a beautiful historic setting. Many other art galleries feature Latin American and Native American artworks. Antique stores feature authentic and reproduction items, including miniature replica Civil War and Texas Revolution toy soldiers and fine furniture and jewelry that may once have belonged to turn-of-the-century settlers. For those who wish to make a day of it, many antique stores can be found along the main streets of nearby charming towns such as Comfort, Boerne, Fredericksburg, Castroville, New Braunfels, Gruene, and Leon Springs. In addition, the San Antonio area has 16 retail shopping malls and two major outlet malls.
Downtown dining ranges from ethnic cuisine to barbecue. Many restaurants feature some Tex-Mex dishes on their menus, and a number of restaurants specialize in south-of-the-border food. Italian, Greek, and German restaurants are well represented, as are delicatessens.

Geography and Climate

Commonly known as “the place where the sunshine spends the winter,” San Antonio is situated in south central Texas between the Edwards Plateau to the northwest and the Gulf Coastal Plains to the southeast. The city’s gently rolling terrain is dotted with oak trees, mesquite, and cacti, which flourish under the clear or partly cloudy skies that prevail more than 60 percent of the time. Although San Antonio lies 140 miles from the Gulf of Mexico, the seat of Bexar County is still close enough to experience the warm, muggy air of a semitropical climate. During the winter, temperatures drop below the freezing mark an average of only 20 days, and precipitation is mostly in the form of light rain or drizzle. Annual rainfall is nearly 28 inches, enough for production of most crops. May and September see the most rainfall, building to thunderstorms with winds from the southeast. The city’s proximity to the Gulf of Mexico, however, can bring San Antonio some severe tropical storms. Summers are hot; in fact, federal studies of weather patterns rank San Antonio as the fourth-hottest city in the nation because of the average 111 days each year that temperatures reach 90 degrees or higher.

For more information, please visit:
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We look forward to working with you as a potential candidate for the Hospital Administrator of University Hospital position for UHS in San Antonio, Texas.

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