

California Pacific Medical Center has been a part of the fabric of San Francisco for almost 150 years. We are proud of our deep roots in the diverse communities that make up this extraordinary city. At CPMC we know that relationships matter: relationships with our patients, physicians, nurses, employees, volunteers, and our community. Those bonds inspire us to go Beyond Medicine every day, to earn the trust placed in us, to offer the newest treatments and exceptional care. We know that medicine can transform a body. Going Beyond Medicine can transform a life.

Patient Care



The Noguera twins came into the world ten weeks too soon; Sara weighed one pound 15 ounces, Collin two pounds. Both needed a lot of help. For 82 consecutive days, the two preemies were cared for round-the-clock in CPMC's state-of-the-art Neonatal Intensive Care Unit.

When Collin developed an infection that threatened his heart and lungs, it was touch and go for a while, and mom Michelle and her husband practically lived at the hospital. Just as Collin began to recover, his twin sister took a turn for the worse and had serious breathing problems. The NICU team swung into action and happily Sara responded quickly. By the time Thanksgiving weekend rolled around, the twins were doing so well they were able to go home. It was the end of the Nogueras' three-month marathon, and that holiday the family had much to celebrate.

Dr. Terri Slagle, Clinical Director of the nursery at the NICU, says it is intensely rewarding to see babies who arrive tiny, sick, and barely clinging to life begin to thrive. But she says the most heartwarming and gratifying part is helping the parents put their babies in the car to head home.

The NICU staff had already prepared Michelle for the challenges she would face in the weeks and months to come. There were many things she had to learn about taking care of preemies, not least of which was to be patient and trust that everything would turn out fine in the end.

Sara and Collin are just two of the hundreds of babies cared for in our NICU every year. The unit has a national reputation, combining the latest equipment and the highest standard of care, with a compassionate and skilled team of doctors and nurses on hand every hour of every day.

The Noguera twins, like many preemies, got a slow start to life, but they have caught up rapidly, and Sara and Collin are now right on target for their age group. Michelle says those months in the NICU were the most frightening and challenging time of her life. Today the fear is gone, and what she remembers most is the care, compassion, and love her family received.

Michelle tells other moms-to-be that Dr. Slagle and her team in the NICU are miracle workers: they not only transform lives, they touch people's hearts.

Research



Research

A neurosurgeon normally attacks cancer with a scalpel. But Dr. Charles Cobbs is waging his battle against cancer with a microscope —giving new hope to patients who often have been told they have little more than a year to live.

Dr. Cobbs is studying malignant glioma, one of the most deadly and aggressive brain tumors. Malignant glioma is found in more than 10,000 Americans each year, and is the type that killed Senator Edward Kennedy.

Determined to find out how this cancer spreads, Dr. Cobbs spent long hours in the lab looking at tissue samples. Finally, he discovered something no one else had noticed before: the presence of CMV, a common herpes virus that affects four out of five Americans. CMV is harmless in healthy individuals, but in cancer patients with compromised immune systems it seemed to be spreading very fast. Dr. Cobbs' conclusion:CMV doesn't cause the tumors, but it somehow feeds their growth.

As with all great research, discovery is just the first step. Now Dr. Cobbs is working on turning his theory into treatments. Others are already building on his findings. A team at Duke University has designed a vaccine it hopes will neutralize the virus. At the same time, the Karolinska Institute in Sweden is testing an existing drug that targets

CMV and may help to shrink the tumors. And at CPMC, some patients now getting an antiviral drug in addition to radiation and chemotherapy to help fight their cancer.

Research has been a part of CPMC for more than 100 years. Today the CPMC Research Institute has more than 100 scientists, clinicians, and physicians, all seeking to unlock the mysteries of the human body, and find new more effective treatments for disease. Over the years, this has led to advances against HIV/AIDS, arthritis, cancer, diabetes, heart disease, and many other serious health concerns.

Dr. Cobbs is one of those physician-scientists. He still examines more than 100 brain tumors each year, taking tissue samples to the lab directly from the OR. The CPMC Research Institute provides him with the tools and resources he needs so that he can focus on what matters most—discovery.

Dr. Cobbs' vision is to someday be able to inoculate patients against brain cancer, making his scalpel no longer necessary in fighting this deadly disease.

Education



There is a long history of educating the next generation of doctors at CPMC. In 1915, for instance, medical students at UCSF started getting their practical experience at our California Campus. By 1939 our Davies Campus was meeting the standards for graduate training in more specialties than any other private hospital on the Pacific coast.

Education is a cornerstone of our mission because we believe it benefits everyone the students, our doctors, and most of all, our patients.

CPMC offers students a unique learning environment, giving them a chance to work in a big-city hospital and to meet a diverse group of people, with a diverse group of problems.

When Brandon Libby arrived at CPMC, he quickly appreciated the difference between San Francisco and Hanover, New Hampshire, where he was a student at Dartmouth Medical School. Many of the patients he worked with at CPMC's St. Luke's Campus spoke only Spanish or Vietnamese or Russian, and he had to communicate with them through a translator.

For the next eight weeks, Brandon tracked his patients from the Emergency Department to admission, monitoring their progress up until the day of discharge. Coordination of care was his top priority—making sure that all prescriptions were filled, working with nurses and case managers to ensure the proper follow-up.

For our students, it's great experience; for our patients, it's like having their own personal physician, albeit one in training. The students

help explain to the patient everything from what tests are scheduled to what specialists they will see. This can be a very therapeutic relationship. Patients tell us the students are engaged and thoughtful, and pay a lot of attention to them—who doesn't like that?

Our physicians enjoy the experience, too, because it gives them a chance to teach and pass on their expertise to the next generation of doctors. The challenge of working with such bright students also keeps them on top of their game, requiring them to think critically, answer tough questions, and stay open to new ideas.

Each year we accept 80 students to apprentice with us over two months in a wide array of specialties from obstetrics and pediatrics to ophthalmology and neurology. In 2008, we teamed up with Dartmouth Medical School to train their students. At first we took only fourth-year students, but the response was so great that we began to accept third-year students, too, such as Brandon.

Brandon built such strong relationships here that he decided to apply for a second rotation, this time in neurology. He's just one of many of who keep returning to hone their skills.

For Brandon, his time at CPMC was an amazing experience. Working with phenomenal teachers and meeting people who will be friends and colleagues for the rest of your life, he says, is truly a transformational experience.

Community



Community

Looking at them today, you wouldn't know that not so long ago Miguel Montanez and his wife Elsa were not exactly the picture of health. Miguel has diabetes and was having a hard time keeping it under control, leading to an increasing reliance on pills and insulin. He felt tired and sick most of the time. Elsa was worried about her husband and was at risk of developing diabetes herself because of her extra weight and inactivity.

So Miguel turned to CPMC, finding help at the St. Luke's Campus, with its large bicultural, bilingual staff and ties to the community. He got more than he ever expected, thanks to Elissa Hallen, a nurse and diabetes educator with St. Luke's HealthFirst program, which takes an innovative approach to health education and disease prevention.

Elissa and her team of community health workers were able to show Miguel what he needed to do differently. But they didn't just give him information, they also gave him the support he needed to make those changes, including the exercise class that got him dancing and the support group that has shaped his healthy diet.

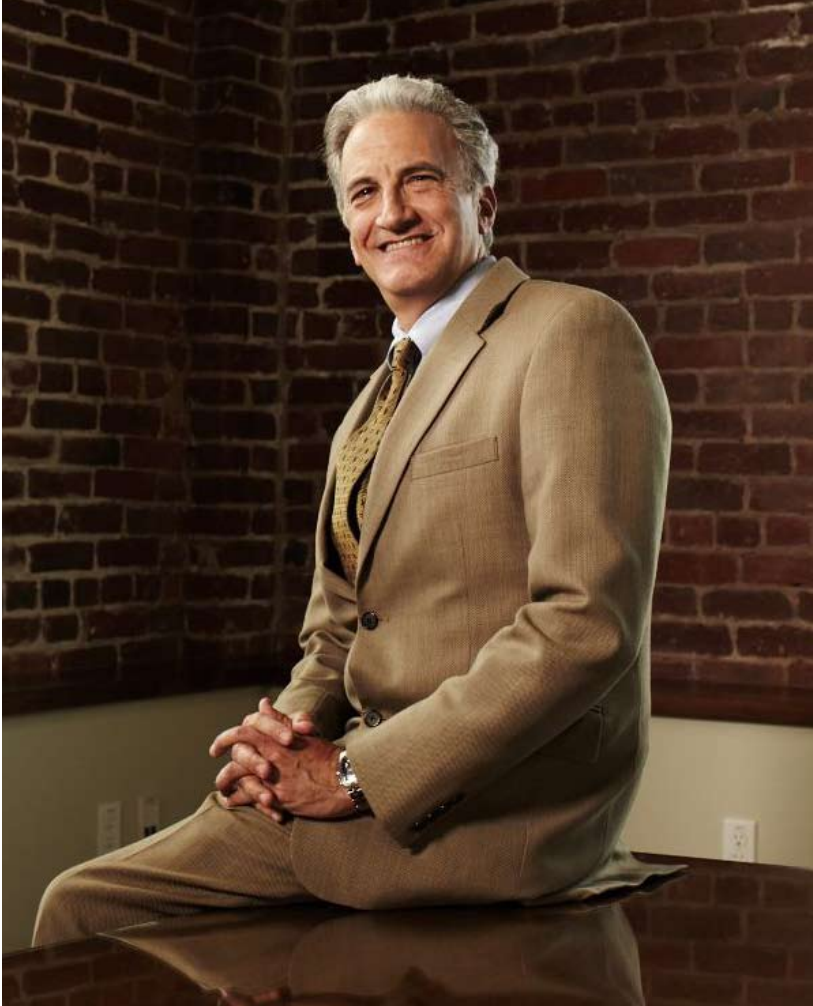
Miguel quickly noticed some big changes. He had more energy and felt years younger. Eventually he stopped taking insulin altogether and was able to cut back on his use of other medications. His wife also benefitted. At first Elsa went to the classes to provide moral support for Miguel, but after a few months she noticed she felt more limber and even lost weight.

Elissa was not surprised at those changes. Every day she sees the impact that education and an active lifestyle can have in transforming people's

lives. Elissa also knows that for messages about health to be most effective they have to reach people in their own communities, on their own terms, in their own language. That's why she takes that message outside the walls of the St. Luke's Campus, and onto the streets of the Mission and Bayview/Hunters Point, two communities that have high rates of diabetes and low access to care.

Elissa teams up with the Department of Public Health South East Health Center and its multicultural, multidisciplinary team of experts—including physicians, nutrition counselors, and podiatrists—to help patients get the help they need, in their own neighborhood. At the South East Health Center, Elissa is helping build up their fledgling diabetes program by mentoring nurses, holding an ongoing support and education class, and offering exercise classes.

Partnering with other community health groups is often the best way to reach people where they live, and in ways that have the biggest impact. These groups already have established relationships with their clients and know the kinds of services they need most. That's why, in 2009, CPMC teamed up with the Bayview/Hunters Point Multipurpose Senior Center, North East Medical Services, Glide Health Services, Lyon-Martin Health Services, and other community-based organizations and community physicians to deliver more than \$80 million of free services to poor and underserved patients.



Warren Browner, M.D., MPH

In a year when the economy hit many people hard, and while Congress debated health care reform, CPMC continued its central role in serving the health needs of the people of San Francisco.

One-third of all the hospitalizations in the City, including more than half the births (more than 6,800 adorable babies!), occurred at our medical center. We cared for more than 74,000 patients at our four emergency departments, including the new Pediatric ED at our California Campus. During the past three years, we have doubled the amount of free services that we provide for patients who have no insurance and cannot afford health care, to more than \$10 million per year. We also increased the amount of uncompensated care that we provided to 19,900 Medi-Cal patients to almost \$60 million a year, bringing our free and uncompensated services for the poor and underserved to more than \$80 million.

Our commitment to serving the community was matched by our quest for excellence. Once again CPMC was named a Leapfrog Top Hospital for quality and safety, one of only three hospitals in the U.S. to be so honored four years in a row. We got high marks for exceptional patient care in many other areas. In 2009, we received Gold Performance awards from the American Heart/Stroke Association and from the American College of Cardiology for our programs in cardiac care and stroke treatment. Many of our dedicated physicians were honored by their peers: more than 160 were named to the list of "Best Doctors in America®."

At our Davies Campus, the California Pacific Regional Rehabilitation Center has earned a reputation as one of the most comprehensive programs in the country.

Designed with patients and their families in mind, the center uses high- and low-tech innovations, such as a Terrain Park that simulates real-world settings, to help patients recover function.

And we are working hard to gain the community's support and the City's approval of our plans to build new, state-of-the-art hospitals at Van Ness and Geary and at our St. Luke's Campus. Those new hospitals will enable us to offer world-class care in buildings that meet stringent seismic-safety standards, protecting our patients and staff in the event of a major earthquake or other disaster.

We are also becoming a "greener" medical center. In 2009, we changed some of our lighting systems to lower-emission devices, saving more than 2.6 million kilowatt hours of energy a year. We also reduced our environmental impact by recycling and reprocessing single-use devices, such as compression sleeves to prevent deep vein thrombosis. Instead of throwing those away after one use, we re-sterilized and repaired them and were able to reuse them several more times. This meant we sent 5,400 fewer pounds of waste to landfills, saving CPMC approximately \$300,000 by not buying new products.

In 2009, our Physicians Foundation entered into a partnership with Brown and Toland Physicians, enabling B&T patients full access to their medical services. The Foundation also added 11 new internists and family physicians to improve access to primary care. We also established the Center for Melanoma Treatment and Research to care for patients with this potentially dangerous type of skin cancer.

Medical education continues to be a top priority at CPMC. Our partnership with Dartmouth Medical School has grown, and we now mentor students in nearly every department of the hospital, including internal medicine, pediatrics, obstetrics and gynecology, family medicine, psychiatry, and neurology. These young apprentices gain valuable exposure to big-city hospitals, serving a diverse patient population from all over the globe.

Scientists at the CPMC Research Institute continued to earn national attention for their work, including new ways to measure a woman's risk of breast cancer, new treatments to prevent fractures in postmenopausal women, and new approaches to methamphetamine addiction.

There was a change in our leadership, too, as Dr. Martin Brotman moved up to lead the new Sutter West Bay region. The new region includes CPMC, Novato Community Hospital, Sutter Lakeside Hospital, and Sutter Medical Center of Santa Rosa. The goal of the regional structure is to enable us to work more efficiently by combining the expertise and services throughout the region, and to be able to make available to smaller hospitals expertise available only at larger medical centers such as CPMC. We welcomed Mark Kimbell, from The Methodist Hospital System in Houston, as our new Foundation president, while Jerry Mapp took on a new role as president emeritus of the Foundation. We are in good hands as we begin a major capital campaign to help support one of the most ambitious institutional master plans that San Francisco has ever seen.

We value the relationships we have with our patients, physicians, dedicated staff, generous donors, and the people of San Francisco. Our continued commitment to the science and art of medicine is a responsibility that we take seriously. We know that by going beyond medicine we can transform lives.



 Warren Browner, M.D., M.P.H.
President
California Pacific Medical Center

Scott Minick
Chair, Board of Directors
California Pacific Medical Center

Programs and Services

AIDS & HIV SERVICES

AIDS Case Management Program
HIV Institute for Research & Treatment

CANCER SERVICES

A Lady's Touch Boutique
African American Breast Health Program
Breast Cancer Recovery Program
Breast Health Center, California & St. Luke's Campuses
Cancer Care Navigation Services
Cancer Clinical Research Program
Cancer Genetic Risk Assessment
Cancer Information Systems
Cancer Survivorship Program
Center for Melanoma Treatment and Research
Geraldine Brush Cancer Clinical Research Program
Gynecological Cancer Recovery Program
Head & Neck Cancer Program
Integrative Cancer Program
Lymphedema Services
Multidisciplinary Liver Cancer Clinic
Neuro-oncology Services
Pediatric Hematology/Oncology
Peer Support
Radiation Oncology
Sister to Sister Program
Thoracic Oncology Center

CARDIOVASCULAR SERVICES

Adult & Pediatric Congenital Heart Program
Cardiac Catheterization & Intervention
Cardiac Rehabilitation

Cardiovascular Risk Reduction Program
Cardiovascular & Thoracic Surgical Services
Chest Pain Center
Congenital Heart Surgery
Diagnostic Cardiac Services
Electrophysiology
Heart Failure & Transplantation Program
Interventional Cardiology
Interventional Radiology
Kanbar Cardiac Center
Pediatric Cardiac Surgery & Pediatric Cardiology
Stereotaxis Lab
Vascular Surgery & Endovascular Treatment for Peripheral Vascular Diseases
Ventricular Assist Device Implantation

COMMUNITY-BASED SERVICES

Bayview Child Health Center
Coming Home Hospice
Communi-Call
Community Health Programs
Community Health Resource Center
Health Champions
HealthFirst
Irene Swindells Alzheimer's Residential Care Center
Irene Swindells Center for Adult Day Services
Newborn Connections
Visiting Nurses & Hospice of San Francisco
Women's Health Resource Center

COMPLEMENTARY MEDICINE

Health & Healing Clinic

Health & Healing Research Group
Health Professional Education Program
Institute for Health & Healing

CRITICAL CARE SERVICES

Cardiac Care Unit
Coronary Care Unit
Medical-Surgical Intensive Care Units
Neonatal Intensive Care Unit
Pediatric Intensive Care Unit
Transitional Intensive Care Unit

DIABETES SERVICES

Center for Diabetes Services
Diabetes & Pregnancy Program
St. Luke's Diabetes Center

DIAGNOSTIC SERVICES & LABORATORIES

Breast Health Centers, California and St. Luke's Campuses
Cardiovascular Outpatient Services
Clinical Laboratory
EEG Laboratory
Imaging Services
Leo & Gloria Rosen Gastrointestinal Laboratory
Microsurgery Laboratory Pathology
Nuclear Medicine Laboratory
Prenatal Diagnosis & Genetic Counseling

DIALYSIS SERVICES

Dialysis Services, Davies & Pacific Campuses

EMERGENCY SERVICES

Emergency Department, Davies, Pacific & St. Luke's Campuses

Maternity Emergency Services, California Campus
Pediatric Emergency Department, California Campus

GASTROENTEROLOGY/ENDOSCOPY SERVICES

Ambulatory Gastrointestinal Laboratory, Pacific & St. Luke's Campuses
Center for Neurogastroenterology
Inflammatory Bowel Program
Leo & Gloria Rosen Gastrointestinal Laboratory
Liver Cancer Clinic
Liver Disease Management and Transplant Program
Pancreas and Biliary Disease Management and Transplant Services
Paul May & Frank Stein Interventional Endoscopy Center
Pediatric Center for Inflammatory Bowel Disorders
Pediatric Gastroenterology

IMMUNOTHERAPY & INFECTIOUS DISEASES

Infection Control
Infectious Diseases
Kuzell Institute for Arthritis & Infectious Diseases

LUNG DISEASE (PULMONOLOGY)

Advanced Lung Disease Clinics: Advanced Emphysema, Interstitial Lung Disease, Bronchiectasis
Cystic Fibrosis Clinic
Pulmonary Hypertension Clinic
Thoracic Oncology Center

MEDICAL SERVICES & PROGRAMS (ADULT)

Acute Outpatient Rehabilitation

Programs and Services

Advanced Laparoscopic Surgery
Advanced Lung Disease Program
Barry S. Levin, M.D. Department of Organ Transplantation
Center for Complex Digestive Disease
Comprehensive Stroke Program
Department of Medicine
Department of Surgery
Division of Nephrology
Endocrinology
Epilepsy Program
Forbes Norris MDA/ALS Research & Treatment Center
Gastroenterology
Hematology/Oncology
Hepatology
Infectious Diseases
Internal Medicine
Interventional Endoscopy
Maternal-Fetal Medicine
Memory Clinic
Minimally Invasive Gynecologic Surgery
Motility Services
Neurology/Neurosurgery
Neuroscience Institute
Nursing Services
Obstetrics & Gynecology
Occupational Health
Oncology Services
Ophthalmology
Orthopaedic Surgery
Otolaryngology
Psychiatry
Radiation Oncology

Reconstructive & Plastic Surgery
Rheumatology
Skilled Nursing Services
Sleep Health Center
Weight Loss Surgery Program
Women & Children's Center

MICROSURGERY

Buncke Clinic
Harry J. Buncke Microsurgical Research Laboratory
Microsurgery Laboratory
Microsurgical Services

NEUROSCIENCE INSTITUTE

Comprehensive Stroke Program
Epilepsy Program
Forbes Norris MDA/ALS Research & Treatment Center
Memory Clinic
Movement Disorders
Muscular Dystrophy Association Neuromuscular Clinic
Neurointerventional Services
Neurology Services
Neuromuscular Disease Program
Neuromuscular Research
Neuro-oncology
Neurosurgery
Pediatric Headache Clinic
Pediatric Neurology
Spine and Disc Disease

NUTRITION & WEIGHT MANAGEMENT

Nutritional Metabolism Clinic
Weight Loss Surgery Program
Weight Management Program

OCCUPATIONAL HEALTH

Employee Health
Occupational Injury Clinic
Occupational Therapy

OPHTHALMOLOGY

Lions Eye Foundation
Optometry Clinic
Pacific Vision Foundation

ORTHOPAEDIC SURGERY

Joint Replacement Center

ORGAN TRANSPLANTATION SERVICES

Heart Transplant Program
Histocompatibility Laboratory
Kidney & Pancreas Transplant Program
Liver Transplant Program

OUTPATIENT CLINICS & SERVICES

Adult Cystic Fibrosis Center
Allergy Clinic
Bayview Child Health Center
Child & Adolescent Psychiatry Clinic
Dermatology Clinic
Employee Health
Family Health Clinic
Family Practice
GI Labs

Hand Therapy
Health & Healing Clinic
HealthFirst
Kalmanovitz Child Development Center
Lions Eye Foundation
Liver Disease Clinic
Mental Health Clinic
Neuromuscular Clinic
Obstetrics & Gynecology Clinic
Occupational Health Services
Occupational Therapy
Optometry Clinic
Organ Transplantation Clinics
Outpatient Infusion Services
Pediatric Specialty Clinics
Physical Medicine & Rehabilitation
Podiatry Clinic
Prenatal Diagnosis & Genetics
Radiation Oncology
Respiratory Care Services
Sleep Health Center
Speech/Language/Audiology Clinic
Stroke Care Center
Surgery Clinic
Whitney Newborn ICU Follow-Up Clinic

PATIENT SERVICES

Center for Patient & Community Education
Community Health Resource Center
Institute for Health & Healing
Interpreter Services
Joseph H. Friend Laparoscopy Education Center
Mitsubishi Cancer Resource Center
Newborn Connections

Programs and Services

Palliative Care
Pastoral Care
Patient Financial Services
Patient Registration Services
Patient Relations
Program in Medicine & Human Values
Specialty Referral & Transport Service
Women's Health Resource Center

PEDIATRIC SERVICES

Allergy Clinic
Bayview Child Health Center
Child Psychiatry Clinic
Gynecology (Adolescent)
Kalmanovitz Child Development Center
Neonatal Intensive Care Unit/Neonatology
Pediatric Cardiology & Cardiac Surgery
Pediatric Emergency Department
Pediatric Endocrinology & Diabetes
Pediatric Gastroenterology & Nutrition
Pediatric Genetics
Pediatric Hematology/Oncology
Pediatric Infectious Disease
Pediatric Inpatient Unit
Pediatric Intensive Care Unit
Pediatric Microsurgery
Pediatric Neurology
Pediatric Ophthalmology
Pediatric Orthopaedics
Pediatric Otolaryngology
Pediatric Pulmonology & Cystic Fibrosis Center
Pediatric Radiology
Pediatric Specialty Clinics
Pediatric Surgery & Plastic Surgery

Pediatric Transport
Whitney Newborn ICU Follow-Up Clinic

PHYSICAL MEDICINE & REHABILITATION

Acute Brain Injury Program
Acute Rehabilitation
Archibald/Ehrenberg Rehabilitation
Terrain Park
Cardiac Rehabilitation Program
Cognitive Rehabilitation Retraining
Hand Therapy Services
Occupational Therapy
Orthopaedic Rehabilitation
Physical Therapy
Post-Acute Rehabilitation
Pulmonary Rehabilitation
Speech-Language Therapy
Spinal Cord Injury Program

PSYCHIATRIC & CONSULTATION SERVICES

Child & Adolescent Psychiatry
Department of Psychiatry
Health Psychology
Mental Health Clinic

RESEARCH

California Pacific Medical Center
Research Institute
Cardiac Assist Device Research
Cardiovascular Research
Center for Melanoma Treatment and Research
Clinical Trials
Epilepsy Research
Forbes Norris MDA/ALS Research &

Treatment Center
Geraldine Brush Cancer Clinical
Research Program
Health & Healing Research Group
Heart Failure Research
Hepatology Research Program
Kuzell Institute for Arthritis &
Infectious Diseases
Liver Immunology Laboratory
Neurology Research
Neuromuscular Research
Neuro-oncology Research
Organ Preservation Research
Organ Transplant Research
Pediatric Research

RESPIRATORY CARE

Adult Cystic Fibrosis Center
Adult Respiratory Services
Pediatric Pulmonology & Cystic Fibrosis
Pentamidine Clinic
Pulmonary Function Laboratory
Pulmonary Rehabilitation
Respiratory Therapy

SENIOR SERVICES

Community Health Resource Center
Irene Swindells Alzheimer's Residential
Care Center
Irene Swindells Center for Adult Day Services
Memory Clinic

SURGERY/MEDICAL SIMULATION

SimSurg Education Center

SURGICAL SERVICES/AMBULATORY SURGERY

Advanced Laparoscopic Surgery
Ambulatory Care Services
Ambulatory Surgery Unit
Center for Outpatient Surgery
Department of Anesthesiology
Department of Surgery
Minimally Invasive Gynecologic Surgery
Neurosurgery
Robotic Surgery for GYN, Urology and
Gastrointestinal Procedures
Weight Loss Surgery Program

WOMEN'S PROGRAMS

Antepartum Testing
Breast Cancer Recovery Program
Breast Health Center, California &
St. Luke's Campuses
Center for Advanced Surgical Options
in Gynecology
Comprehensive Pelvic Medicine &
Continence Center
Diabetes & Pregnancy Program
Gynecological Cancer Recovery Program
Gynecology/Oncology Services
Maternal-Fetal Medicine
Minimally Invasive Gynecologic Surgery
Newborn Connections
Obstetrics & Gynecology Clinic
Prenatal Diagnosis & Genetic Counseling
Reproductive Medicine
Robotic Surgery for Complex Benign GYN
Women & Children's Transport
Women's Health Resource Center
Women's Support Groups

Community Benefit

SERVICES FOR THE POOR AND UNDERSERVED

	2009		2008	
	AMOUNT	PERCENT OF NET PATIENT REVENUE	AMOUNT	PERCENT OF NET PATIENT REVENUE
Traditional Charity Care	\$ 10,215,000	0.89%	\$ 7,584,000	0.69%
Unpaid Costs of Public Programs:				<i>(as restated)</i>
Medi-Cal	59,208,000	5.13%	57,941,000	5.30%
Medically Indigent Adult (MIA) program	0	0.00%	0	0.00%
Other Benefits for the Poor and Underserved	10,871,000	0.94%	11,403,000	1.04%
Total Quantifiable Services for the Poor and Underserved	\$ 80,294,000	6.96%	\$ 76,928,000	7.04%

BENEFITS FOR THE BROADER COMMUNITY

	2009		2008	
	AMOUNT	PERCENT OF NET PATIENT REVENUE	AMOUNT	PERCENT OF NET PATIENT REVENUE
Nonbilled Services	\$ 1,036,000	0.09%	\$ 819,000	0.07%
Education and Research	59,492,000	5.16%	51,795,000	4.74%
Cash and In-kind Donations	502,000	0.04%	529,000	0.05%
Other Community Benefits	39,000	0.00%	64,000	0.01%
Total Quantifiable Benefits for the Broader Community	\$ 61,069,000	5.29%	\$ 53,207,000	4.87%
Total Quantifiable Community Benefits	\$ 141,363,000	12.26%	\$ 130,135,000	11.91%
Net Patient Revenue*	\$ 1,153,464,000		\$ 1,092,537,000	

*Net patient revenue includes capitation revenue.

Mission Statement

Our mission is to serve our community by providing high-quality, cost-effective health care services in a compassionate and respectful environment that is supported and stimulated by education and research.

California Pacific Medical Center is part of Sutter Health, a not-for-profit network of hospitals, doctors and nurses that share expertise and resources to advance health care quality. Together, we're finding better ways of caring for patients to achieve the best possible outcomes.

2009 Medical Center Statistics

Outpatient Visits: **496,297**

ED Visits: **74,165**

Births: **6,821**

ACUTE CARE

Cases: **29,519**

Patient Days: **143,025**

Average Length of Stay: **4.8** days

SKILLED NURSING

Cases: **2,103**

Patient Days: **49,680**

Average Length of Stay: **23.6** days

SERVICES FOR THE POOR AND UNDERSERVED

Traditional Charity Care: **\$10,215** million

Unpaid Cost of Public Programs: **\$59,208** million

Other Benefits: **\$10,871** million

Total Quantifiable Services: **\$80,294** million

STAFF

Active Medical Staff: **1,194**

Residents: **93**

Fellows: **30**

Volunteers: **1,233**

Employees: **6,990**

California Pacific Medical Center
Financial Statements

COMBINED BALANCE SHEETS (IN THOUSANDS)

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Assets		
Current assets		
Cash and equivalents	\$ 62,100	\$ 38,518
Short-term investments	123,017	96,801
Patient accounts receivable (less allowance for doubtful accounts of \$58,584)	174,284	173,002
Other receivables	30,914	32,411
Inventories	9,423	7,697
Other current assets	2,962	4,696
Total current assets	402,700	353,395
Noncurrent investments	240,938	234,793
Property, plant, and equipment (net)	787,173	721,604
Other assets		
Unamortized financing costs	1,024	1,374
Investments in health care-related businesses	532	532
Other	28,508	39,756
	30,064	41,662
Total assets	\$ 1,460,875	\$ 1,351,454

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Liabilities and net assets		
Current liabilities		
Current maturities of long-term obligations	\$ 3,402	\$ 3,499
Accounts payable and accrued expenses	159,171	152,259
Total current liabilities	162,573	155,708
Noncurrent liabilities		
Long-term obligations, less current maturities	280,658	284,571
Other	44,065	39,726
Net assets		
Unrestricted	865,601	756,072
Temporarily restricted	74,274	73,890
Permanently restricted	42,704	41,487
	973,579	871,449
Total liabilities and net assets	\$ 1,460,875	\$ 1,351,454

Financial Statements

COMBINED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (IN THOUSANDS)

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Unrestricted net assets		
Unrestricted revenues, gains and other support		
Patient service revenues	\$ 1,194,902	\$ 1,129,975
Investment income	(11,293)	(2,302)
Other revenues	95,089	94,322
Total revenues	1,278,698	1,221,995
Operating expenses		
Salaries and employee benefits	624,166	591,546
Purchased services	190,806	198,868
Supplies	135,108	137,386
Depreciation and amortization	66,603	63,707
Provision for bad debts	38,146	36,373
Interest	23,133	19,332
Rentals and leases	18,679	17,392
Insurance	7,732	7,624
Other	42,238	45,555
Total operating expenses	1,145,611	1,118,323
Income	133,087	103,627
Change in net unrealized gains and losses on investments	61,542	(78,036)
Equity transfers between related entities	(96,014)	(54,790)
Net assets released from restrictions for equipment acquisition	1,915	5,016
Other	—	(584)
Increase in unrestricted net assets	\$ 100,530	\$ (24,722)

	FOR THE YEAR ENDED DECEMBER 31	
	2008	2007
Temporarily restricted net assets		
Contributions	7,112	17,470
Investment income	(116)	(2)
Change in net unrealized gains and losses on investments	7,112	(9,088)
Net assets released from restricted net assets	(13,724)	(13,877)
Increase in temporarily restricted net assets	348	(5,497)
Permanently restricted net assets		
Contributions	1,216	647
Increase in permanently restricted net assets	1,216	647
Increase in net assets	102,130	(29,572)
Net assets, beginning of year	871,449	901,021
Net assets, end of year	\$ 973,579	\$ 871,449

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Barbara M. Bishop, M.D. *Family Practice*
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Bonita Palmer, M.D.

As a not-for-profit medical center, California Pacific prides itself on delivering the best, most compassionate health care to patients. To accomplish this, however, we need more than just skilled physicians and nurses—we rely on a strong, supportive family of donors. Without their generosity, much of what we do simply wouldn't be possible. Philanthropic support provides much-needed funds to invest in new technology, expand treatment programs, and pioneer leading-edge research. It also enables us to offer critical community education, screening and support services to those who are most in need.



Dick Watts and Mark Kimbell

A New Commitment to the Future

2009 was a tough year for millions of Americans, and it was a tough year for the fund raising world as well. But despite the challenges and changes in climate, we ended the year in a strong place—with a renewed sense of our mission, a new home and an extraordinary leadership team on board.

Thanks to you, our donors, we were able to raise more than \$10.5 million in 2009. This critical funding enabled CPMC to grow in many important new ways; for example, we built a brand new Emergency Department consulting room on the Pacific Campus, where physicians and patients' families can now talk about critical diagnoses in a private and calm space. We also purchased a neurosurgery microscope that allows our neurosurgeons to see and operate on brain nerves as tiny as a human hair, and we supported our Bayview Child Health Center—where desperately needed health services are provided to some of the most underserved kids in all of California. These are but a few examples of what our 2009 donations helped us to achieve.

For us at CPMC Foundation, it was also a year of change on many fronts. At long last we were able to move into the beautifully restored hundred year old West Exchange building and make it our permanent home. After accomplishing this feat, along with many others in her three very successful years at the helm, Gail Glasser stepped down from her role as Chair of the Board of Trustees. Fortunately for all of us, she continues on as a Trustee offering her tremendous insight and guidance.

When I took over from Gail, one of the Board of Trustees' first tasks was to find a replacement for someone who is, in many ways, irreplaceable: Jerry Mapp. For more than 25 years, Jerry has been the very heart of the Foundation, and he was ready to transition from his role as President to the new role of President Emeritus.

Finding someone to fill Jerry's shoes—or more accurately his cowboy boots—wasn't easy. However, I am delighted to report that in September, Mark Kimbell joined us as Foundation President. Mark was previously Senior Vice President of The Methodist Hospital System in Houston and, before that, President of Children's Memorial Foundation in Chicago. He brings precisely the skills, experience and leadership that we need to take the CPMC Foundation to the next level.

With such a talented leadership team in place, I'm confident that we will continue to support the growth of our Medical Center in fundamental ways in the years ahead. Without you, of course, none of this would be possible. Your continued support and dedication is what enables us to go "Beyond Medicine" and transform so many lives in our community.

Dick Watts

Chair, Board of Trustees

California Pacific Medical Center Foundation

I could not feel more fortunate to be joining CPMC at this moment in its history—new hospitals are planned; Warren Browner and his new team are leading the way; and the San Francisco community is enthusiastically responding to the Rebuild CPMC vision.

Years of work by Martin Brotman, M.D. and Jerry Mapp have established an unusually passionate and committed base of donors for CPMC. As we prepare for a major fundraising campaign, we want to greatly expand this base by asking individuals and Bay Area organizations: *How can CPMC help you meet your philanthropic objectives? In which areas of health care and medicine would you like to have a profound impact?*

My job now is to help spread the CPMC story and secure more philanthropy, so we can realize our mission of putting the patients and their families first. I am confident that ours is a story that will resonate with this community of generous donors. I am grateful to Dick Watts and the CPMC Board of Trustees for giving me the chance.

Mark Kimbell

President

California Pacific Medical Center Foundation

California Pacific Medical Center Foundation

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Mission Statement

At California Pacific Medical Center Foundation, we develop resources that support the Medical Center in providing access to the best health care available.

The resources that are developed go toward caring for new life, educating and supporting the caregivers, ensuring a healthier future through research, nurturing and treating those who are ill, and, with dignity, caring for those who are dying.

We believe that through philanthropic support of California Pacific Medical Center, the quality of life for our patients, their families and their loved ones will be enhanced.

Because life is precious, we encourage giving to life and a lifetime of giving.

A Helping Hand for Children



Michael and Pepper Jackson

Michael and Pepper Jackson have a special mission: making sure that every child gets a good start in life.

Seven of the Jackson's grandchildren—including one preemie—were born at CPMC and so the family was eager to help us expand our Neonatal Intensive Care Unit. With their help, we added some new high-tech beds for infants and a special microsurgery microscope that allows our doctors to operate with ease on newborns.

When CPMC launched the Bayview Child Health Center in 2009, the Jacksons were ready to help again. Bayview has more children than any other



Nadine Burke, M.D.

community in San Francisco, but for years, it had only one specialist to care for them. It was time for that to change. The Bayview Child Health Center is now providing a wide range of pediatric services for families who for so long, have had nowhere to turn. And its energetic director, Dr. Nadine Burke, is also tackling the epidemic of childhood obesity.

Thanks to the Jacksons we have many dedicated people on the front lines working to give all children, regardless of where they live, a chance to grow up and lead healthy and productive lives.

Giving Back to Your Community While Realizing Your Goals for Today and Creating Your Legacy for Tomorrow

<i>If your goal is to:</i>	<i>Consider:</i>	<i>Benefits:</i>	<i>You may donate:</i>
Improve ongoing medical programs, equipment and operations.	ANNUAL GIFT	You may request that your gift be directed to the program or department of your choice, or to the areas of greatest need at the Medical Center.	<ul style="list-style-type: none"> - Cash - Appreciated Securities - Real Estate - Income from a Charitable Lead Trust
Make a gift to the Medical Center in concert with personal long-term financial and estate planning.	ESTATE GIFT	Leave a lasting legacy by naming CPMC as a beneficiary in your will, trust, or estate plan.	<ul style="list-style-type: none"> - Life Insurance Policies - 401(k), IRAs or other retirement plans - Real Estate
Increase your retirement income and support the Medical Center at the same time.	LIFE INCOME GIFT	<p><i>Charitable Remainder Trust</i> Avoid capital gains taxes on appreciated property, increase personal income and reduce income taxes.</p> <p><i>Charitable Gift Annuities</i> Increase retirement income and reduce taxes. Fixed rates, as high as 9.5%, based solely on age, and guaranteed for life.</p>	<ul style="list-style-type: none"> - Cash - Appreciated Securities - Real Estate
Build the future of health care by investing in state-of-the-art technology, construction and/or renovation of medical facilities.	CAPITAL GIFT	Opportunity to name a facility in your honor or as a tribute to a loved one.	<ul style="list-style-type: none"> - Cash - Appreciated Securities - Real Estate - Income from a Charitable Lead Trust
Ensure funding of your favorite program, department, or physician in perpetuity.	ENDOWMENT FUND	Funds are invested and resulting interest received provides ongoing income for the purpose designated by you. At certain levels, endowments may bear your name or the name of a person of your choosing.	<ul style="list-style-type: none"> - Cash - Appreciated Securities - Real Estate
Donate a gift of goods or services.	IN-KIND GIFT	Tax deduction for value of goods or services.	<ul style="list-style-type: none"> - Goods - Services

HOW DO I MAKE A GIFT?

CONTACT:

California Pacific Medical Center Foundation
 2015 Steiner Street
 San Francisco, CA 94115
 415-600-4400

ONLINE:

For more information, visit our website at www.cpmcf.org and click on "Ways to Give" in the top menu bar.

2009 Giving Statistics

NUMBER OF GIFTS (RECEIVED & PLEDGED)

Corporations: **234**
Planned Gifts: **107**
Organizations: **88**
Foundations: **101**
Individuals: **11,405**
Total: **11,935**

PERCENT OF TOTAL GIFTS (RECEIVED & PLEDGED)

Corporations: **1.96%**
Planned Gifts: **0.90%**
Organizations: **0.74%**
Foundations: **0.85%**
Individuals: **95.56%**
Total: **100%**

DOLLARS RAISED (RECEIVED & PLEDGED)

Corporations: **\$742,848**
Planned Gifts: **\$1,623,000**
Organizations: **\$359,580**
Foundations: **\$3,170,011**
Individuals: **\$4,698,252**
Total: **\$10,593,691**

PERCENT OF TOTAL DOLLARS (RECEIVED & PLEDGED)

Corporations: **7.01%**
Planned Gifts: **15.32%**
Organizations: **3.39%**
Foundations: **29.92%**
Individuals: **44.35%**
Total: **100%**

HOW DOLLARS RAISED WERE USED (RECEIVED & PLEDGED)

Restricted: **\$6,895,005**
Unrestricted: **\$1,164,677**
Endowments: **\$709,656**
2009 Priority Needs: **\$1,824,353**
Total: **\$10,593,691**

PERCENT OF HOW TOTAL DOLLARS WERE USED (RECEIVED & PLEDGED)

Restricted: **65.09%**
Unrestricted: **10.99%**
Endowments: **6.70%**
2009 Priority Needs: **17.22%**
Total: **100%**

Financial Statements

COMBINED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Unrestricted net assets		
Unrestricted contributions and other support:		
Contributions	\$ 2,230,069	\$ 2,182,708
Investment loss	(6,948,781)	(3,234,509)
Net assets released from restrictions	13,401,944	12,899,867
Other revenue (expenses)	1,832,850	2,885,806
Service contract with California Pacific Medical Center	6,728,916	6,998,637
Total unrestricted revenues and other support	17,244,998	21,732,509
Unrestricted expenditures and operating expenses:		
Program expenditures:		
California Pacific Medical Center	27,223,049	21,785,054
Other	566,312	888,948
Total program expenditures	27,789,361	22,674,002
Management and general	1,893,643	1,673,254
Fund raising	3,061,268	3,501,219
Total unrestricted expenditures and operating expenses	32,744,272	27,848,475
Change in net unrealized gains and losses on investments	38,604,373	(45,870,318)
Change in unrestricted net assets	\$ 23,105,099	\$ (51,986,284)

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Temporarily restricted net assets		
Contributions	\$ 7,111,158	\$ 17,469,813
Investment (loss) income	(56,252)	11,778
Change in net unrealized gains and losses on investments	808,031	(704,757)
Net assets released from restrictions	(13,401,944)	(12,899,867)
Change in temporarily restricted net assets	(5,538,647)	3,876,967
Permanently restricted assets		
Other contributions	1,216,416	646,812
Change in permanently restricted net assets	1,216,416	646,812
Change in net assets	18,782,868	(47,462,505)
Net assets, beginning of year	164,069,627	211,532,132
Net assets, end of year	\$ 182,852,495	\$ 164,069,627

Financial Statements

COMBINED STATEMENTS OF FINANCIAL POSITION

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Assets		
Current assets:		
Cash and cash equivalents	\$ 3,464,213	\$ 9,606,649
Short Term investments	122,998,713	97,088,503
Pledges and split interest agreements receivable, net	3,000,109	6,278,603
Other current assets	900,069	3,042,453
Total current assets	130,363,104	116,016,208
Investments, non-current	51,578,256	42,509,799
Investments in rent property	3,685,000	3,685,000
Pledges and split interest agreements receivable, net, less current portion	11,907,750	13,299,294
Other assets	192,056	334,057
Total assets	\$ 197,726,166	\$ 175,844,358
Liabilities and net assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 649,786	\$ 704,228
Due to affiliates	7,706,837	4,130,246
Obligations under annuity agreements	610,824	595,971
Total current liabilities	8,967,447	5,430,445
Obligations under annuity agreements, less current portion	3,229,189	3,511,214
Revocable gifts	2,000,000	2,165,000
Other non-current liabilities	677,035	668,072
Total noncurrent liabilities	5,906,224	6,344,286
Net assets:		
Unrestricted	85,127,455	62,022,356
Temporarily restricted	55,021,555	60,560,202
Permanently restricted	42,703,485	41,487,069
	182,852,495	164,069,627
Total liabilities and net assets	\$ 197,726,166	\$ 175,844,358

COMBINED STATEMENTS OF CASH FLOWS

	FOR THE YEAR ENDED DECEMBER 31	
	2009	2008
Operating activities		
Changes in net assets	\$ 18,782,868	\$ (47,462,505)
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Change in net unrealized gains, losses on investments	(39,412,404)	46,575,075
Net pledges and split interest agreements receivable	4,670,038	6,198,557
Other assets	2,284,385	(94,852)
Changes in operating assets and liabilities:		
Accounts payable and accrued liabilities, other liabilities and revocable gifts	(210,479)	766,118
Due to California Pacific Medical Center and affiliates	3,576,591	(165,857)
Obligations under annuity agreements	(267,172)	(39,048)
Net cash (used in) provided by operating activities	(10,576,173)	5,777,428
Investing activities		
Purchases and sales of maturities of investments, net	4,433,737	1,740,155
Financing activities		
Net increase (decrease) in cash and cash equivalents	(6,142,436)	7,517,643
Cash and cash equivalents, beginning of year	9,606,649	2,089,006
Cash and cash equivalents, end of year	\$ 3,464,213	\$ 9,606,649

Design & Project Management: Caitlin Steele
Copy Writing: Valerie Andrews & Kevin McCormack
Photography: Alex Farnum