

# University of Santo Tomas Hospital (USTH)

## Annual Report | Fiscal Year 2025–2026

**Theme:** Modernization, Patient-Centered Excellence, and Sustainable Healthcare Leadership

### Executive Summary

Fiscal Year 2025–2026 marks a transformative milestone in the history of the University of Santo Tomas Hospital (USTH). Driven by a proactive commitment to modernization and in response to the changing landscape of healthcare utilization, hospital leadership established a focused strategic vision targeting **Vision 2030**.

To ground this future, leadership spearheaded a profound cultural shift toward patient-centered care, supported by a rephrased institutional mission statement systematically cascaded across all functional areas. Demonstrating high accountability, USTH actively confronted the rigorous challenge of **Accreditation Canada International (ACI)** accreditation, leveraging an objective assessment of organizational vulnerabilities and strengths to build a resilient, world-class foundation.

Today, rather than managing departments in isolation, USTH executes a unified institutional strategy connecting patient safety, medical ethics, rapid digitalization, infrastructure development, healthcare education, and clinical excellence into a single cohesive vision.

### 1. Strategic Prioritization & Specialized Clinical Centers

- To elevate future clinical capabilities, USTH invested heavily in pioneering medical advancements, establishing state-of-the-art specialized centers alongside major upgrades to the Emergency Unit and Outpatient Department (OPD) / Ambulatory Care Services (ACS).

#### A. Benavides Cancer Institute (BCI)

- The BCI stands as the flagship of USTH's specialized care:
- Multidisciplinary Model: Coordinates seamless collaboration among medical oncologists, surgeons, radiologists, and support specialists to deliver holistic care.
- Single-Visit Multidisciplinary Clinics: Enable patients to consult multiple specialists in a single visit, minimizing miscommunication, accelerating treatment timelines, and improving quality of life from diagnosis through recovery.

## **B. Sports and Rehabilitation Center**

- The Apolinario Mabini Rehabilitation Center—located on the ground floor of the San Vicente Ferrer (SVF) building—has overcome five decades of challenges, including flooding, staffing shortages, and pandemic-related restrictions.
- Strategic Expansion: Addressing World Health Organization (WHO) data indicating over 2.4 billion people worldwide benefit from rehabilitation, USTH is renovating the 2nd Floor of the SVF Building to house a modern Sports and Rehabilitation Center.
- Multi-Specialty Integration: Fosters interdisciplinary collaboration across Pulmonology, Cardiology, Neurology, and Orthopedics to treat both acute and chronic disabilities.

## **C. Department of Neuroscience and Behavioral Medicine**

- RUSH Team (Response Unit for Stroke in the Hospital): Activated to work alongside specialized neurologists, providing rapid, life-saving interventions for acute stroke cases.
- Dedicated Stroke Unit: Fully operational to provide immediate post-clot care and focused recovery support.
- Diagnostic & Cognitive Upgrades: Active procurement of advanced neuropsychological test kits, modern Electroencephalogram (EEG) systems for brain wave tracking, and polysomnography units for complex sleep disorders (supporting Pulmonology, Cardiology, and ENT).

## **D. Pediatric Neurodevelopmental Program**

- In response to a severe national crisis—where families face 6- to 12-month waiting lists due to a national shortage of developmental pediatricians—USTH established a dedicated Pediatric Neurodevelopmental Program.
- Community Impact: Leverages USTH's residency training program to train doctors and therapists, directly reducing patient wait times.
- Integrated Care: Brings speech, physical, and behavioral therapies under one roof through a structured Pediatric Developmental Care Pathway, creating an accessible, early-intervention lifeline for children with Autism, ADHD, and learning delays.

## **2. Census Trajectory & Strategic Recovery (2017–Early 2026)**

### **Hospital Census Phases**

- Pre-Pandemic Era (2017–2019): High, healthy occupancy across the 700-bed facility in both Private Pay and Clinical/Charity divisions. Steady elective admissions and outpatient visits ensured robust revenue and high clinical volume for medical trainees.
- Pandemic Crisis (2020–2022): Severe contraction caused by strict contingency measures, cancellation of non-emergency admissions, patient fear of transmission, and delayed PhilHealth reimbursements, leading to financial strain and staff restructuring.
- Post-Pandemic Resurgence (2023–Early 2026): Steady growth under new management. Ordinary and elective patient volumes rebounded, driven by alumni-supported clinical missions and modern diagnostic acquisitions.
- USTH has debuted in **Newsweek’s World's Best Hospitals 2026 list**, ranking among the Top 33 Medical Centers nationwide, confirming its stable position in the post-pandemic healthcare market.

#### **Departmental Admission & OPD Breakdown**

- Clinical & Private Divisions: Major admission drivers continue to be Internal Medicine, Surgery, Obstetrics & Gynecology, and Pediatrics.
- Outpatient Department (OPD) & Ambulatory Care Services: Following a sharp decline during 2020–2021, OPD volume achieved steady year-over-year recovery through 2026. Growth was strongly supported by follow-up care resulting from annual In-House Medical, Surgical, and Dental Missions.

### **3. Operational Upgrades & Health System Infrastructure**

- Transitioning into an era of institutional transformation, USTH achieved measurable growth across five core operational domains:
- **Philanthropy & Service Access:**
  - Launched a new, state-of-the-art Dental Center.
  - Deployed PhilHealth YAKAP and GAMOT programs.
  - Signed a Memorandum of Agreement (MOA) for Medical Assistance for Indigent and Financially Incapacitated Patients (MAIFIP).
  - Signed an MOA with UST Angelicum to provide comprehensive medical and hospital services for its students.
- **Workforce Stabilization:**
  - Onboarded dedicated ER Medicine Specialists to insulate emergency services from staffing variations.

- Employed ICU Hospitalists and Dialysis Unit Physicians to cover high-acuity, high-volume units amid declining nationwide trainee numbers.
- Provided the Philippine Nursing Retention Incentive (PNRI) to nurses as part of a targeted retention program.
- **Patient Safety & Quality:**
  - Implemented Daily Safety Huddles for rapid interdisciplinary communication.
  - Intensified Infection Prevention and Control Committee (IPCC) programs.
  - Expanded Medication Reconciliation procedures and integrated Bundles of Care.
  - Appointed a dedicated Hospital Safety Officer and enhanced institutional Crisis Management workflows.
- **Digital & Tech Infrastructure:**
  - Fully integrated the Laboratory Information System (LIS), Radiology Information System (RIS), and Picture Archiving and Communication System (PACS) directly into the Hospital Information System (HIS).
  - Executed a phased Electronic Health Record (EHR) deployment, with pilot implementations active at Ambulatory Care Services (ACS) and select hospital wards.
  - Launched an internal e-portal system for hospital stakeholders to streamline transactional processes and internal communications.
  - Implemented online laboratory result access via an internal portal/email, as well as radiological result retrieval via a QR code system.
  - Optimized the USTH website to prepare for an upcoming Doctor's Portal, Online Appointment System, and the One Health System.
  - Installed digital queuing systems across most hospital units.
  - Developed a Real-Time Performance Dashboard (set to launch soon) to track operational and financial metrics.

#### **4. Capital Expenditure (CAPEX) & Facility Renovations**

- USTH directed substantial capital expenditure toward modernizing facilities and procuring cutting-edge medical technologies:

#### **Infrastructure & Facility Modernization**

- St. John Paul II (SJP2) Building: Achieved full operationalization, housing a modern Eye Institute, upgraded patient suites, new ICUs complete with a

centralized monitoring system and telemetry, and a dedicated Neuro/Stroke ICU.

- Surgical Suites (OR SJP2: upgraded airflow and exhaust systems in the St. John Paul II (SJP2) building for private surgical suites.
- Pediatric Intensive Care Unit (PICU): Fully renovated the former Coronary Care Unit (CCU) in the SVF building to house a specialized PICU.
- Wound Care Center: Established a specialized center for advanced chronic wound management.
- Clinical Bed Expansion: Expanded clinical rooms into the St. Vincent Ferrer building to accommodate higher clinical patient volumes.
- Future Developments: Active architectural planning is underway for the St. John Macias ER Complex and comprehensive OPD/ACS facility renovations.

### **Advanced Diagnostics & Interventional Capabilities**

- CathLab Unit: Fully functional. As of March 2026, the unit completed 264 procedures, including Coronary Angioplasty, Pacemaker Insertion, IVC Filter Placement, IABP Insertion, PTBD, Coiling, Cerebral Angiography, Bronchial Angiography, and Embolization.
  - *Key 2026 Interventions:* PTCA/PCI (3), PPI/TPI/PGR (3), PTBD (2), Coiling (2), and Mesenteric Thrombectomy (1).
- PET-CT Scanner: Acquired a long-awaited PET-CT imaging system to elevate the diagnostic power of the Benavides Cancer Institute.
- Radiology Expansion: Installed advanced MRI and Gamma Scanner systems, with new X-ray machinery scheduled for installation in the SJP2 Radiology Unit.

### **5. Financial Performance & Workforce Investment**

- Fiscal Year 2025–2026 marked a pivotal financial turnaround for USTH, shifting from post-pandemic recovery into operational surplus and profitability.
- Operating Surplus: Achieved overall profitability, allowing direct reinvestment into infrastructure, technology, and patient care.
- Historic Workforce Support: For the first time in USTH history, the hospital committed regular stipends for fellows-in-training, nearly doubled stipends for resident physicians, and provided allowances for post-graduate interns.
- Employee Compensation: Distributed the final salary increase tranche under the Collective Bargaining Agreement (CBA) in October 2025. Applied the Pineda formula during the wage increase to address and minimize salary distortion.
- PhilHealth Transmittal Acceleration: Optimized internal billing workflows, leading to significantly faster processing and transmittal of PhilHealth reimbursements to attending physicians.

## 6. Indigent Care, Philanthropy, & Community Impact

- From 2023 through 2026, USTH structurally revitalized its outreach programs by pairing monthly in-house medical missions with its flagship annual event, *Alaga at Tulong Tomasino*.
- Spearheaded by USTH leadership in close partnership with the UST Medical Alumni Association in America (USTMAAA) and Foundation, USTMAA Philippines, the Faculty of Medicine and Surgery, and allied health faculties (Nursing, Pharmacy, Nutrition, and Medical Technology), this initiative established a systematic care workflow spanning triage, specialist consultation, medicine dispensing, and discharge education.

### Key Outreach Achievements (2023–2026)

- In-House Mission 4.0 (2026): Delivered 2,254 free consultations, directly serving 1,893 patients.
- Free Surgical Services: Provided free surgical care to 183 patients in 2026, building upon surgical outreach datasets from 2023–2025.
- PhilHealth YAKAP Caravan: Enrolled 293 indigent patients, completing their baseline medical encounters. Expanded the caravan to outreach locations, including Letran Manila and UST Angelicum.
- Geographic Reach: Operating directly out of the UST Practice Gym, the program expanded beyond Metro Manila to serve underserved families traveling from across Luzon and Mindanao (including Bulacan, Cavite, Pampanga, Batangas, Isabela, and Davao).

## 7. Institutional Growth & Academic Integration

- **Evidence-Based Marketing:** Partnered with the UST College of Commerce Marketing Department to conduct a comprehensive two-phased stakeholder research survey. Results will guide the opening of a dedicated Marketing Office to enhance service delivery based on empirical data.
- **Teaching & Training Hospital Expansion:** Strengthened partnerships with the University and external higher education institutions. USTH expanded its training footprint by actively onboarding interns and on-the-job trainees across allied health programs and operational support fields vital to hospital administration.

## **Conclusion**

Fiscal Year 2025–2026 stands as a testament to the University of Santo Tomas Hospital's resilience, adaptability, and vision. By combining financial recovery with structural modernization, technological acquisition, and an unyielding commitment to both patient safety and indigent care, USTH has reaffirmed its role as a premier healthcare and training institution in the Philippines. As USTH advances toward **Vision 2030**, it remains dedicated to delivering compassionate, world-class healthcare to all.

### **Submitted by:**

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