



TSAOG
2015
ANNUAL
REPORT



—Your Health~Our Mission—

**THE SAN ANTONIO
ORTHOPAEDIC GROUP®**
—Since 1947—

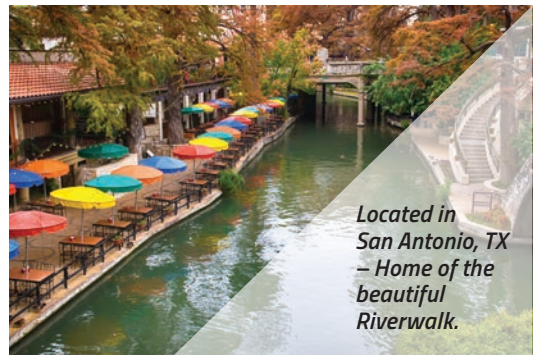
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A Letter From Our CEO

Welcome to The San Antonio Orthopaedic Group's 2015 Annual Report. As one of the largest orthopedic groups in South Texas, it is our responsibility to provide the best care possible and to take the lead in adopting and developing innovations that improve our patients' lives. This inaugural report outlines TSAOG's commitment to serving our community with dedication and excellence.



**Located in
San Antonio, TX
– Home of the
beautiful
Riverwalk.**

Since its inception in 1947, TSAOG has continued to adapt and grow to meet the changing needs of our patients. In 2015, the Group had:

- *Seven clinic locations in and around San Antonio, TX*
- *One of the largest ambulatory surgery centers in the country*
- *OrthoNow – a walk-in clinic for injuries so our patients can avoid a trip to the ER*

In late 2016, we are looking forward to the opening of a state-of-the-art orthopedic specialty hospital, developed through our strategic alliance with the Baptist Health System.

At TSAOG, we want to lead the charge in delivering quality outcomes. To that end, we must measure ourselves against our peers, both regionally and nationally. We collect quality care metrics that have illustrated our superior outcomes in total joint replacement. Our patient satisfaction scores consistently outstrip national averages.

In 2015, we established an institute for research and education to develop and expand our collection of outcomes data as well as to help us identify opportunities for improvement and innovation.

I hope you will be as excited to read about our progress as we are to share it with you.

Sincerely,

Usman B. Mirza
Chief Executive Officer



Our History

*Our Vision-
To serve our community for generations to come.*

John Hinchey, M.D., founded The San Antonio Orthopaedic Group in 1947. Originally from Pennsylvania, Hinchey's Texas ties began at Texas Tech University where he received his undergraduate education. He later went on to the Mayo Clinic in Rochester, Minnesota for his residency but was called to World War II. After the war, he returned to the Mayo Clinic to complete his residency. He then made his way back to Texas, where he had previously completed his internship at Robert B. Green Hospital in San Antonio. Dr. Hinchey enjoyed the San Antonio community so much he decided to make this city home.

Dr. Hinchey was the first orthopaedic surgeon in South Texas. During his early years, he traveled to hospitals as far west as Midland and as far south as Brownsville, carrying his own instruments with him, so he could perform surgeries.

Over the years, Dr. Hinchey grew his practice by partnering with a number of well-respected surgeons who all shared his vision of providing the highest quality orthopaedic, medical and surgical care to the San Antonio and South Texas community. Drs. Phil Day, Spencer Rowland and Lamar Collie spent their entire careers as partners in Dr. Hinchey's practice.

In 2001, the Orthopaedic Surgery Center of San Antonio was established in order to provide patients with a state of the art outpatient surgical facility. The Orthopaedic Institute also includes one of our 7 clinics spread out over the greater San Antonio area. Unlike traditional medical practices, our physicians rotate between clinic locations, providing the convenience of multiple options for patients.

Today, The San Antonio Orthopaedic Group continues Dr. Hinchey's vision with 30 orthopaedic specialists that are experienced, skilled and subspecialty trained to treat and care for the full range of musculoskeletal disorders.



*Our founder,
John Hinchey, M.D.,
was the first
orthopaedic surgeon
in South Texas.*



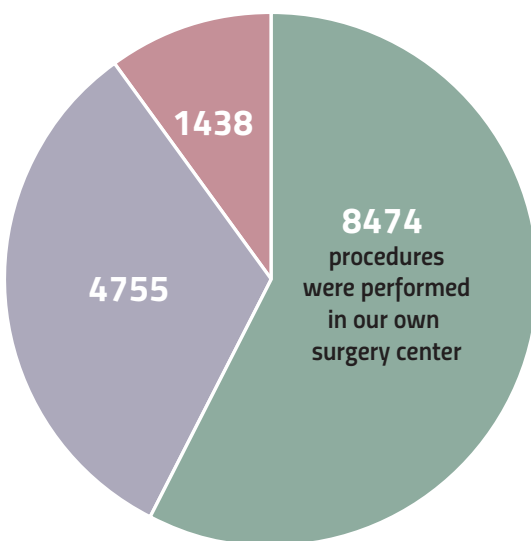
Physician Owned Model

*Our Mission-
To be trusted for patient care, based on our
experience and traditions, as we have since 1947.*

2015 marked The San Antonio Orthopaedic Group's 68th year providing orthopaedic services to San Antonio and the South Texas community. We believe the longevity and sustainability of the Group is directly tied to our physician-owned business model.

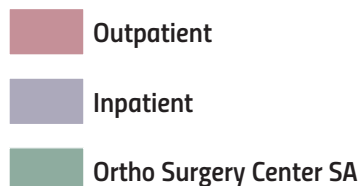
Instead of being owned by a hospital system or affiliated with an academic institution,

we partner with these organizations, giving us the flexibility to meet patient demand for healthcare that is of the highest quality and value. Maintaining our independent ownership and embracing the knowledge and experience our physicians bring to the table allows us to make decisions for our patients – and our group – based on best practices.



*In 2015 we consulted with
86,808 existing patients and
expanded our services to
22,919 new patients.*

TSAOG Total Surgical Procedures-
14,667





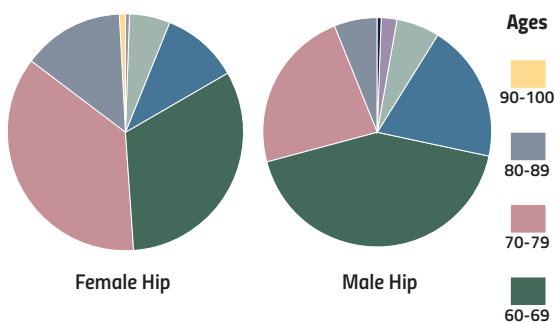
Joint Replacement

The physicians at The San Antonio Orthopaedic Group are dedicated to reducing your pain and restoring mobility to your joints. We will evaluate your specific case and discuss your options for treatment. If surgery is recommended, our joint replacement specialists will work with you to ensure the best possible outcome. The physicians of The San Antonio Orthopaedic Group currently offer: Partial knee replacement, Total knee replacement, Total hip replacement, Total shoulder replacement, Reverse shoulder replacement, Total ankle replacement, and Total elbow replacement.

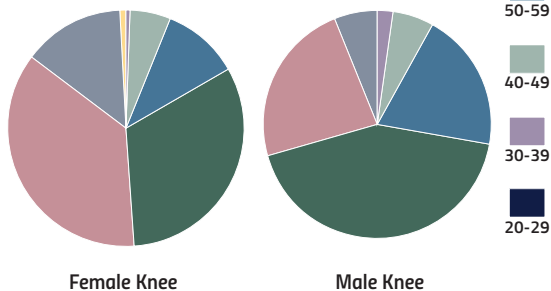
In 2015, TSAOG Physicians performed 869 Joint Replacement procedures on patients ranging from 25 to 93 years of age. Through our partnership with local hospitals, we are able to track numerous outcomes for total joint replacement procedures.

An appropriate length of stay is an important measure for all inpatient surgical cases, but even more so for total joint replacements (TJR). Research shows that TJR patients not only recover more quickly when they return home, but risks of infection and other complications are reduced as well. This is why each patient is evaluated on an individual basis to determine if their hospital length of stay can be extended, even by as little as a half day, in order to send the patient directly home rather than to a short term rehabilitation facility.

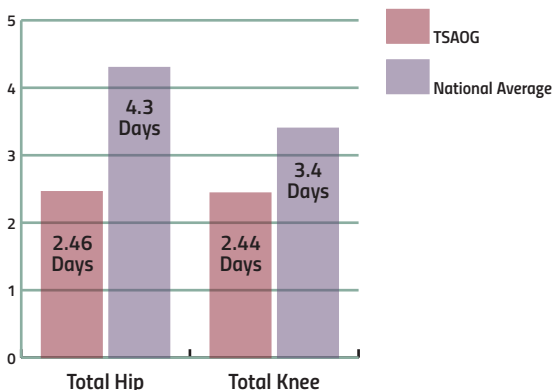
Total Hip Joint Operations by Age



Total Knee Joint Operations by Age



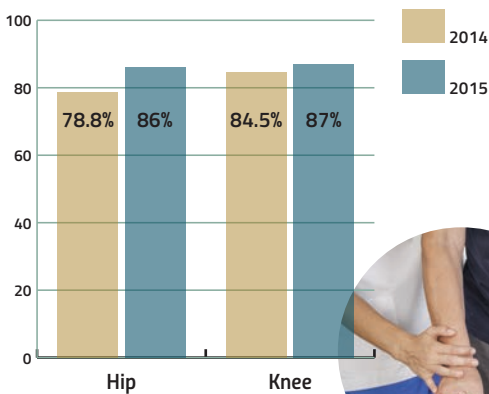
Length of Stay for Joint Replacement Procedures





“Dr. Josh Bell did much more than a total knee replacement on my husband’s right knee. He gave my husband back a quality of life that both of us will enjoy for years to come. Our only disappointment is that Jimmy did not have the surgery a lot sooner.”

TSAOG Return Home Rates



Return home rate denotes the percentage of TSAOG joint replacement patients who were able to return home from the hospital rather than to a rehabilitation facility.

Blood Usage

HIP	2.31%
KNEE	0.82%

Blood transfusions can be necessary for some patients but, as they can also lead to complications, it is our goal to minimize blood usage. In 2015, 2.31% of TSAOG hip replacement patients and 0.82% of TSAOG knee replacement patients received blood transfusions.

Infection Rate

HIP	1.55%
KNEE	0.16%

A surgical site infection (SSI) is an infection that occurs following a surgical procedure in the area in which the surgery was performed. Most patients do not experience SSIs, but a patient’s risk can be based on multiple factors, including overall health. In 2015, TSAOG began to conduct additional preoperative testing on all TJR patients in order to minimize this risk and we saw just 1.55% of TSAOG hip replacement patients and 0.16% of TSAOG knee replacement patients experience SSIs.

Readmission Rate

HIP	3.15%
KNEE	0.4%

In 2015, just 3.15% of TSAOG hip replacement patients and 0.4% of TSAOG knee replacement patients had to be readmitted to the hospital within 30 days of discharge. These rates compare favorably to the national average from CME of 4.8% for hip and knee surgery.



Sports Medicine

Our sports medicine physicians are board-certified orthopaedic surgeons who have completed additional specialty training in the comprehensive medical and surgical care of sports-related injuries and conditions. We believe that you shouldn't have to be a professional athlete to be treated like one. No matter your sport, no matter your skill level, if you've pushed your body past its limit and need a little help getting back in the game, our physicians are here to help.

"Dr. Balldin has awesome bedside manners. He made my kids feel so comfortable and explained everything to them about their condition and everything to expect during the healing process. I will completely recommend him and the clinic to all the parents on my kids' team."



**TSAOG
PARTNERED
WITH OUR
COMMUNITY TO
TREAT SPORTS
INJURIES.**

We are part of a city-wide effort to provide better access to care for injured athletes.



Through our partnership with the Baptist Sports Medicine Program, TSAOG expanded services as part of a community-wide effort to provide a comprehensive network of coverage for local sporting events. This program employs fourteen certified Athletic Trainers (ATCs) as well as a coordinated team of physicians and surgeons, physical therapists, and local hospitals and freestanding emergency rooms. We aim to not only provide coverage for athletic events, but provide better access to care for injured athletes and streamline the treatment and recovery process to return them to the activities they love.



Hand Institute

In order to perform daily activities such as getting dressed, typing, or lifting objects, our hands require sensation and movement. These activities involve a delicate balance of nerve, vessel, tendon, bone and joint function. The surgeons of the Hand Institute at The San Antonio Orthopaedic Group are specialists dedicated to restoring the function of hands damaged by injury or disease through surgical and non-surgical treatments.

As surgical techniques in the upper extremity have become more refined and complex, specialized training in hand surgery has become more important in the outcomes of a patient's recovery. Each of the hand surgeons at The San Antonio Orthopaedic Group has had an additional year of fellowship training beyond the medical school and five to seven years of residency training.

Just as our Hand Surgeons received specialized training, we employ staff that also undergo extended education in order to refine their area of expertise. This investment means that

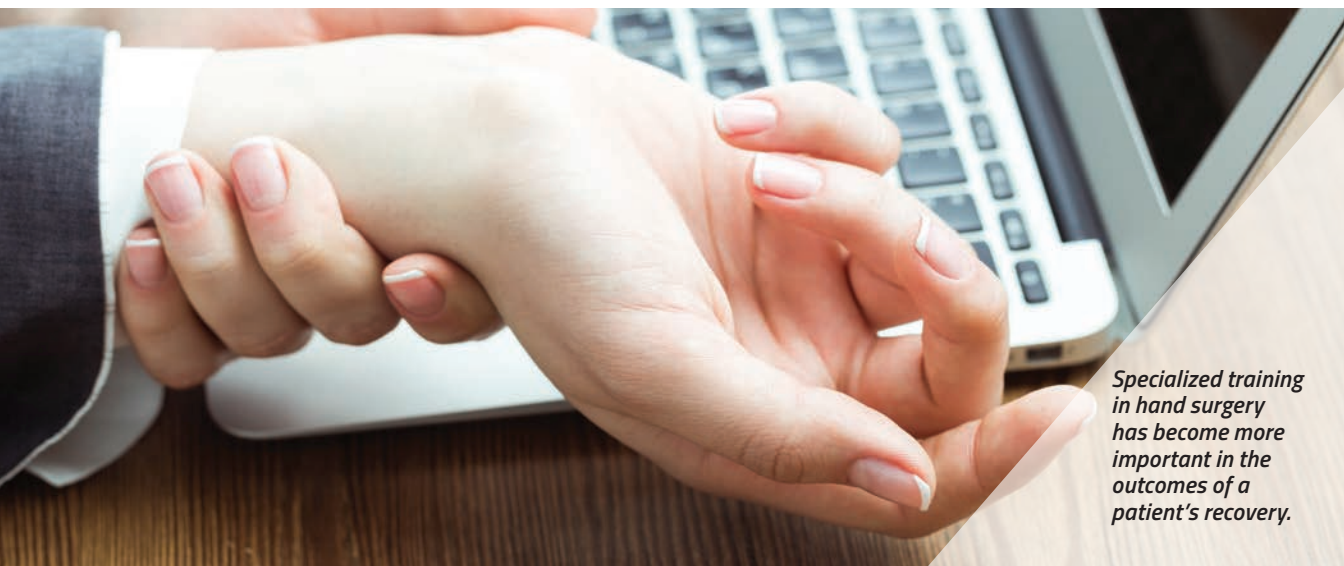
they possess the most current techniques and training to diagnose and treat your symptoms, and improve your rehabilitation.



THE TOTAL CARE APPROACH

We believe that the best care occurs in a coordinated setting.

For that reason we have developed a team approach incorporating diagnostic imaging, casting and bracing, a dedicated orthopaedic surgery center, and certified hand therapists who all interact with our physicians on a daily basis.



Specialized training in hand surgery has become more important in the outcomes of a patient's recovery.



Foot and Ankle Institute

The foot is an intricate structure containing 26 bones, 33 joints, 107 ligaments, 19 muscles and tendons, which hold the structure together allowing it to move in a variety of ways.

The Foot and Ankle Institute at The San Antonio Orthopaedic Group has assembled a team of specialists, including board certified orthopedic surgeons – fellowship trained in conditions of the foot, ankle, and lower leg – and podiatrists to offer comprehensive medical and surgical treatment of foot and ankle conditions for patients of all ages.

"Keep focusing on good medical care. That is what is most important to me. I have utmost confidence in Dr. Brown's medical knowledge. My feet are soooo important because I am an active person. I trust my feet to Dr. Brown because of his knowledge and experience."

Orthopaedic Surgeon vs Podiatrist

The choice of which kind of doctor to see for your foot and ankle concerns is largely a matter of personal preference and choosing the doctor with whom you feel most comfortable. Though both kinds of specialists treat many of the same conditions, their training is different.

Our orthopedic foot and ankle specialists have completed:

- 4 years of medical school (to become an M.D. or a D.O.)
- 5 years of residency in orthopedic surgery
- At least 1 additional year of fellowship training in conditions of the foot, ankle, and lower leg

Our podiatric specialists have completed:

- 4 years of podiatric medical school (to become a D.P.M.)
- 3 years of residency in podiatric medicine



COMPREHENSIVE CARE

Our team of specialists is available to treat a wide range of foot and ankle conditions for patients of all ages.



PODIATRISTS

From ingrown toenails and heel pain to bunions and foot fractures.



ORTHOPAEDIC SURGEONS

From common foot problems like bunions and hammertoes to complex reconstructions and total ankle replacements.



Back, Neck, and Pain Management



Back pain is an extremely common condition. In fact, 8 out of 10 people will suffer from back pain at some point in their lives. Persistent back pain or neck pain can affect your quality of life and limit you from doing the things you want to do, but many people delay seeking treatment for fear they will be told they need back surgery.

However, surgery is a last resort and the majority of back pain cases can actually be approached and treated non-surgically. The San Antonio Orthopaedic Group has assembled a team of back pain specialists, including chiropractors, non-surgical physicians, and orthopedic surgeons to ensure that we can provide comprehensive care for your back pain or back injury. The back pain specialists at The San Antonio Orthopaedic Group will work with you to identify the cause of your back pain and develop a custom care plan to get you back to living your life without pain.

"Dr. Brenman is my hero! He's been treating my pain issues for quite a while, now, and he's always wonderful. I've recommended him to everyone I know who has chronic pain issues — simply the best doc in town."

"Dr. Seidel has been always professional, friendly, and knows my particular needs to maintain a healthy spine."

"I could not have asked for a better surgeon than Dr. Adeniran. I feel like take too much of his time but he explains everything and answers my questions very patiently. He is wonderful."



Ancillary Services

Part of our Total Care model includes offering all our patients access to our ancillary services, which include imaging centers, casting and bracing services, and physical and hand therapy. The Therapy Services Institute at The San Antonio Orthopaedic Group provides optimal rehabilitation programs for sprains/strains, fractures, arthroscopic procedures, joint replacements, and surgery. Our patients are educated in a functional approach toward their therapy. Our goals are to focus on maximum functional recovery and to educate the patient in how to manage their recovery and prevent re-injury.

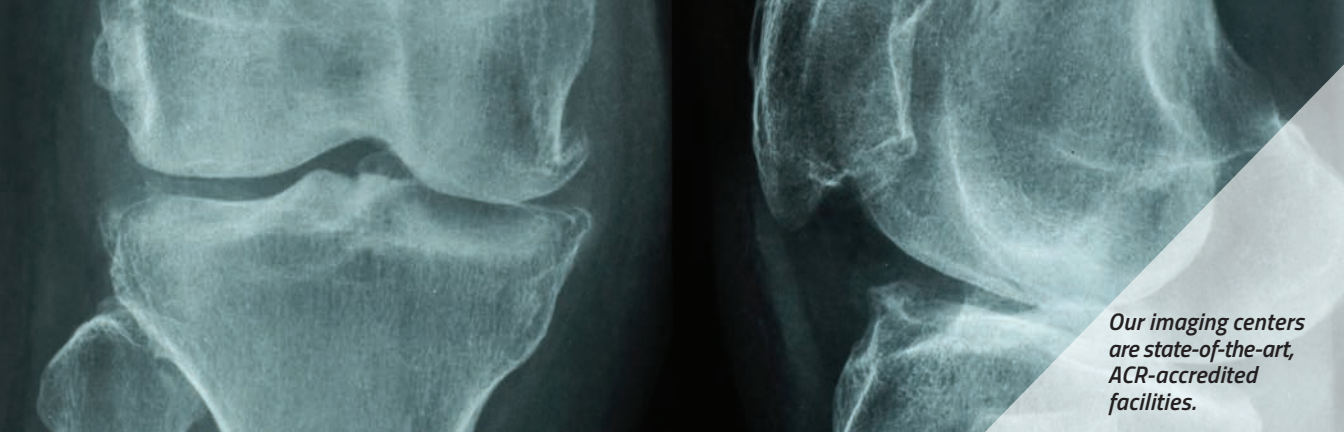
Total Ancillary Services

PT/OT	9957
IMAGING	7879
ORTHONOW	3009

Our Certified Hand Therapists are specially trained to evaluate and administer treatment of the hand and upper extremity in order for our patients to regain the ability to perform the activities of work and daily life. Hand Therapists utilize intricate knowledge of the hand, wrist, elbow, and shoulder to prevent dysfunction, reverse the progression of disease, and promote healing of injured structures to restore function. The goal of a certified hand therapist (CHT) is to plan and execute treatment that will return the patients treated to the highest possible level of independence in daily activities.

The San Antonio Orthopaedic Group's Industrial Rehabilitation Program focuses on the physical and behavioral rehabilitation of injured workers. Our goal is to return employees to the workplace in a safe and rapid manner using job-specific rehabilitation techniques. Our Industrial Rehabilitation Program is CARF certified. This quality designation indicates a facility's ability to demonstrate outcomes to meet superior international standards. With this accreditation, you can be confident that our organization has made a commitment to the quality of our program and your treatment.





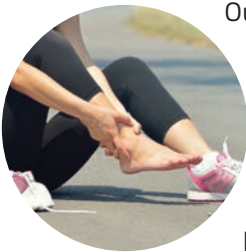
*Our imaging centers
are state-of-the-art,
ACR-accredited
facilities.*

The San Antonio Orthopaedic Group's Imaging Centers are state-of-the-art, ACR-accredited facilities. This quality designation indicates our ability to meet or exceed superior national standards. Our imaging center team is well qualified, through education and certification, to perform and interpret your medical images. The Imaging Centers at The San Antonio Orthopaedic Group offer non-invasive and painless diagnostic procedures through Magnetic Resonance Imaging (MRI) or Computerized Tomography (CT) to be completed for your diagnostic work-up. These imaging services allow your physician to confirm bone and soft-tissue injuries or diseases that may not be found by a regular x-ray or physical exam.

Imaging Procedures

CT	1043
MRI	6836

OrthoNow Injury Clinic



Our walk-in injury clinic provides immediate access to specialty care, with shorter wait times compared to the ER or a general urgent care clinic. We welcome patients of all ages with urgent orthopaedic concerns.

OrthoNow bills as a specialty office visit, not as an urgent care or ER visit, saving you money. Onsite access to imaging and casting/bracing is available for your convenience. OrthoNow accepts patients Monday-Friday until 7:30pm and Saturdays from 9am-1pm.





Ambulatory Surgery Center

Our outpatient surgery facility is designed to address the needs of patients in a one-stop setting by providing licensed, certified staff specializing in orthopaedic care. The Orthopaedic Surgery Center of San Antonio (OSCSA) has been an accredited member of the Accreditation Association for Ambulatory Health Care since 2006.

The OSCSA features state-of-the-art operating rooms equipped with:

- High Definition scopes and cameras providing surgeons with digitally enhanced images to better repair damaged structures.
- Streaming capabilities for distance learning among medical professionals.

We strive to combine the latest in equipment, technology and facilities with a friendly and supportive atmosphere for your surgical care.

2015 OSCSA Center Procedures

HAND/WRIST/ ELBOW	1913
SHOULDER	904
HIP	93
KNEE	1224
FOOT/ANKLE	796
INJECTIONS	1807



AAAHC accreditation means that The Orthopaedic Surgery Center of San Antonio meets or exceeds nationally-recognized Standards for patient safety and quality of care.

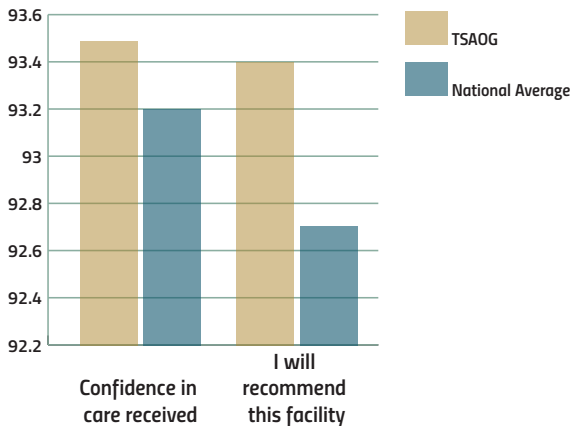


In 2015, only 0.13% of OSCSA surgical patients experienced infections.



Patient Experience

2015 TSAOG Patient Satisfaction Scores



"The whole San Antonio Orthopaedic Group is a very special group. Dr. Burkhart was my first encounter with this group. Every single member of his group is exceptional. Dr. Burkhart is a doctor known around the world and he has written several books on his specialty. He operated on both of my shoulders. Being a patient of his, you would never know of his fame and extreme expertise since his attitude would never indicate it. I am so very grateful to the attitude and care I have been accorded from Dr. Burkhart and his team."

"My knees have been a continual source of pain and suffering since my retirement from the Army in the 1980's. I used to run marathons so my knees were worn out. However, Dr. Connor's treatment has given me several years of comfort without knee replacement surgery. One day that will come but for now we'll enjoy the knees God gave me."

"Dr. Drukker was very professional and timely with my treatment. I would recommend him to any of my friends that were having issues or problems with their hands. I just loved him."

"I found Dr Rutstein based on her 5 star ratings online. Absolutely the best bedside manner in years, I work in healthcare so that says and means a lot from me. Thank you!"

"Dr. Viroslav agreed to see me after I had a knee replacement, He listened to me, he believed me and he corrected the problems from the first surgery ." (quote from another doctor)

"Dr. Kaiser is an excellent physician and a fantastic surgeon. He is very personable and explains exactly what you need to do for a speedy recovery."

"Dr. Kirk was a great listener and he made my daughter feel very comfortable, while in the office. He spoke to her like in terms that she and I could understand which helped us understand what was wrong. He is awesome!"

"Dr. Rowland is a wonderful hand doctor, after surgery on both hands I wouldn't consider going anywhere else."

"Dr. Duncan is great! I didn't feel rushed; I am impressed he saw a condition in me above and beyond my reason for being there; I am confident in his care."

"I like the fact that Dr. Tolin gave me options for the care of my knee and he didn't try to force me one way or the other. I asked his personal opinion and he was honest enough to give it. I agreed with him. You don't see that very often."

Quotes obtained from Patient Surveys



Burkhart Research Institute for Orthopaedics



The work of one humble San Antonio surgeon – a healer with the heart of a teacher – has advanced arthroscopic surgery and enhanced the field of orthopedic care around the world. Today, more shoulder surgeries are done with

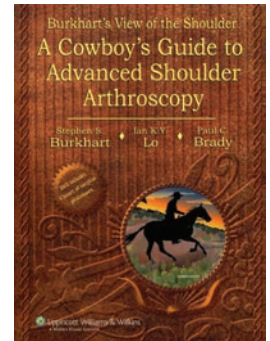
minimally invasive arthroscopic techniques and with improved patient outcomes due to the work of Dr. Stephen Burkhardt.

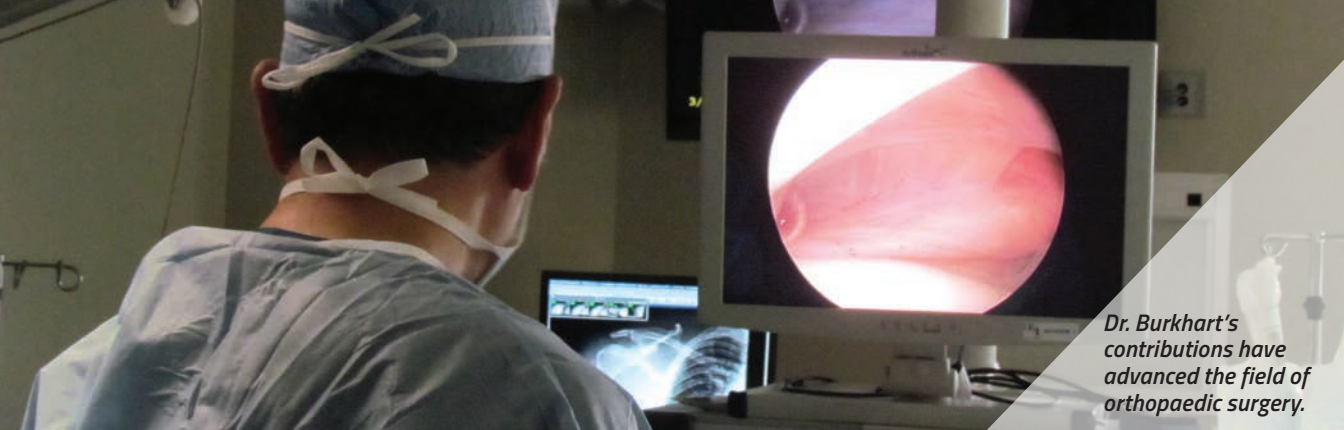
A lifelong Texan, Dr. Burkhardt graduated cum laude from Rice University with a degree in Mechanical Engineering. He attended The University of Texas Medical Branch at Galveston, then completed an internship at Scott and White Hospital in Temple, TX, followed by his orthopaedic surgery residency at the Mayo Clinic. He completed a sports medicine fellowship at the University of Oregon in Eugene. He is board certified in orthopaedic surgery by the American Board of Orthopaedic Surgery. Dr. Burkhardt currently serves as President of The San Antonio Orthopaedic Group and continues his clinical practice.

Dr. Stephen Burkhardt is among the country's most prolific writers of scientific and medical information on shoulder arthroscopy, with an estimated 180 articles published between 1979 and 2015, but his contributions don't stop there.

Dr. Burkhardt:

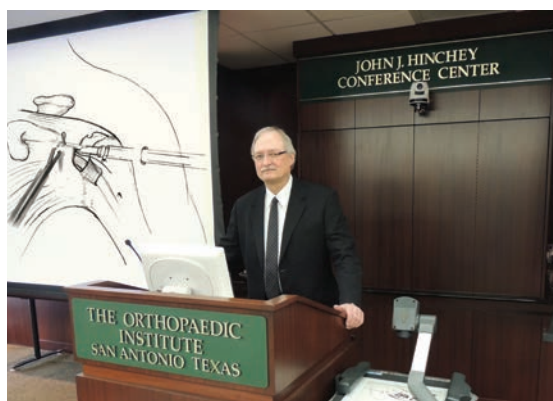
- Is among the most well-known speakers in his field worldwide and has given more than 250 scientific presentations since 1981.
- Started an annual conference which draws hundreds of orthopaedic physicians and surgeons to San Antonio, TX each year.
- Holds more than 25 patents for devices, surgical methods, and equipment being used in operating rooms today and has also improved upon existing instruments and techniques.
- Wrote the number one bestselling book on arthroscopic shoulder repair.





Dr. Burkhart's contributions have advanced the field of orthopaedic surgery.

- **Visiting Physician Program.** In 2015, 35 orthopaedic surgeons from around the world visited San Antonio to learn from Burkhart, who routinely hosts fellow surgeons. The average visit time for these physicians is anywhere to a few days to several months.
- **Fellowship Program.** Dr. Burkhart devotes additional time to train other surgeons through year-long fellowship programs on his advanced surgical techniques. Over his career, he has trained nineteen fellow physicians – including two current members of TSAOG – who have moved on to their own practices and continue his legacy of offering advanced treatment options to patients.
- **Remote Learning Program.** Burkhart's vision for teaching other physicians led to the development of a sophisticated teleconference surgical suite and conference room at The Orthopaedic Institute of The San Antonio Orthopaedic Group. These two facilities feature state-of-the-art teleconferencing capabilities and multimedia technologies.
- **Annual Conference on Arthroscopy of the Shoulder.** Dr. Burkhart started an annual conference to discuss new advances in arthroscopic surgery of the shoulder. Many of the fellows that train under Dr. Burkhart come back to serve as faculty for this course each year.



"His basic and clinical research, development of shoulder arthroscopy, teaching and original publications make him unique in the field of shoulder arthroscopy. He has truly been a leader."

*William Garrett, Jr., M.D, Ph.D.
Professor of Orthopaedic Surgery
Duke University School of Medicine*

In the summer of 2015 The San Antonio Orthopaedic Group established the Burkhart Research Institute for Orthopaedics, which strives to continue the legacy of Dr. Stephen Burkhart.



**BRIO-
A LEADING FORCE
IN RESEARCH FOR
ORTHOPAEDIC
SURGERY**



Ongoing Projects

Education and training are core values at TSAOG. Our physicians mentor and train medical students and residents from around the world, write and edit orthopaedic textbooks, publish their work in peer-reviewed journals, and present at local, national, and international conferences on various topics in orthopaedic surgery.

In a partnership with Baptist Health System, TSAOG physicians provide educational talks for people in the community to learn more about orthopaedic conditions.



Presentations in 2015:

MONTH	PRESENTER	LECTURE TITLE
JANUARY	Dr. Kirk	Osteoporosis
FEBRUARY	Dr. Ochoa	Shoulder Rotator Cuff Tears
	Dr. Hartzler	Shoulder Rotator Cuff Tears
MARCH	Dr. Balldin	Shoulder Rotator Cuff Tears
	Dr. Duncan	Spine Pain and Surgery
	Dr. Kirk	Fragility and Fractures
	Dr. Taber and Dr. Bell	Knee Pain
APRIL	Dr. Adeniran	Spine
MAY	Dr. Ursone	Fragility
	Dr. Viroslav	Tired of Living with Pain (Shoulder)
SEPTEMBER	Dr. Bell	Shoulder Pain
OCTOBER	Dr. Balldin	Shoulder Rotator Cuff Tears



Community Involvement

TSAOG is proud to participate in activities involving our community. We understand that giving back allows us to improve the lives of those we serve.



L.I.G.H.T. is the name we've given to TSAOG's effort to support our community, both through charitable donations and the giving of our time and talent. These activities help us to uphold our *core values* of compassion, community, and teamwork. Each year, the employees are asked to choose charitable organizations to which we will contribute as a group. For 2015, the TSAOG family donated their time, talent, and treasure to the following organizations:

MONTH	ORGANIZATION
JANUARY	Cystic Fibrosis San Antonio
FEBRUARY	Any Baby Can
MARCH	Morgan's Wonderland
APRIL	TSAOG Employee Assistant Fun
MAY	Child Advocates of San Antonio
JUNE	Meals on Wheels
JULY	Honesto Scholarship
AUGUST	Rape Crisis Center for Children and Adults
SEPTEMBER	Prader Willi-Research
OCTOBER	Boysville of Texas
NOVEMBER	San Antonio Haven for hope
DECEMBER	Battered Woman's Shelter of San Antonio

Prader-Willi Research Foundation One Small Step Walk

TSAOG's Dr Sergio Viroslav has a daughter with Prader-Willi Syndrome, so this cause is close to the heart of the TSAOG family. Each year, employees raise funds and participate in a walk to raise awareness and contribute towards finding a cure for this disease.

Cystic Fibrosis Foundation Tower Climb and Run

Another cause supported by the TSAOG family is the mission to find a cure for cystic fibrosis. TSAOG's Dr. Kevin Kirk's son has cystic fibrosis and the TSAOG family participates in the Tower Climb and Run, a unique athletic event consisting of a 1 mile run and climbing the 952 steps of The Tower of the Americas. This annual event, sponsored by the Lone Star Chapter of the Cystic Fibrosis Foundation, raises money to work towards a cure for CF.



Arthritis Foundation Jingle Bell Run/Walk

TSAOG was a sponsor for the 2015 Jingle Bell Walk/Run. Funds raised by this event help to find a cure for arthritis, the nation's leading cause of disability.



Our Physicians

GENERAL ORTHOPAEDICS



RONALD W. CONNOR, M.D.



FRANK J. GARCIA, M.D.



ALAN E. HIBBERD, M.D.



RICHARD L. URSONE, M.D.



DANIEL C. VALDEZ, M.D.



SERGIO VIROSLAV, M.D.
Vice President, Board Member

HAND, WRIST AND ELBOW



STEPHEN C. DRUKKER, M.D.
Board Member



PAUL D. PACE, M.D.



ALEXANDER S. ROWLAND, M.D.



CHRISTIAN A. WOODBURY, M.D.

FOOT AND ANKLE ORTHOPAEDICS



MARVIN R. BROWN, M.D.
Vice President, Managing Partner



KEVIN L. KIRK, D.O.



RANDALL C. MARX, M.D.

PODIATRY



DAVID HUGHES, D.P.M.



JESSICA RUTSTEIN, D.P.M.

SPORTS MEDICINE



B. CHRISTIAN BALLDIN, M.D.



S. JOSH BELL, M.D.



STEPHEN S. BURKHART, M.D.
President



ROBERT U. HARTZLER, M.D.



PHILIP M. JACOBS, M.D.



BRYAN W. KAISER, M.D.



ELOY OCHOA, JR., M.D.



CASEY D. TABER, M.D.
Board Member



BRAD S. TOLIN, M.D.
Board Member

SPINAL SURGERY



ADEWALE O. ADENIRAN, M.D.



JONATHAN S. DUNCAN, M.D.

PAIN MANAGEMENT



NAUMIT "NEEL" S. BHANDARI, M.D.



EPHRAIM K. BRENNAN, D.O.

CHIROPRACTIC CARE



SCOTT R. SEIDEL, D.C.

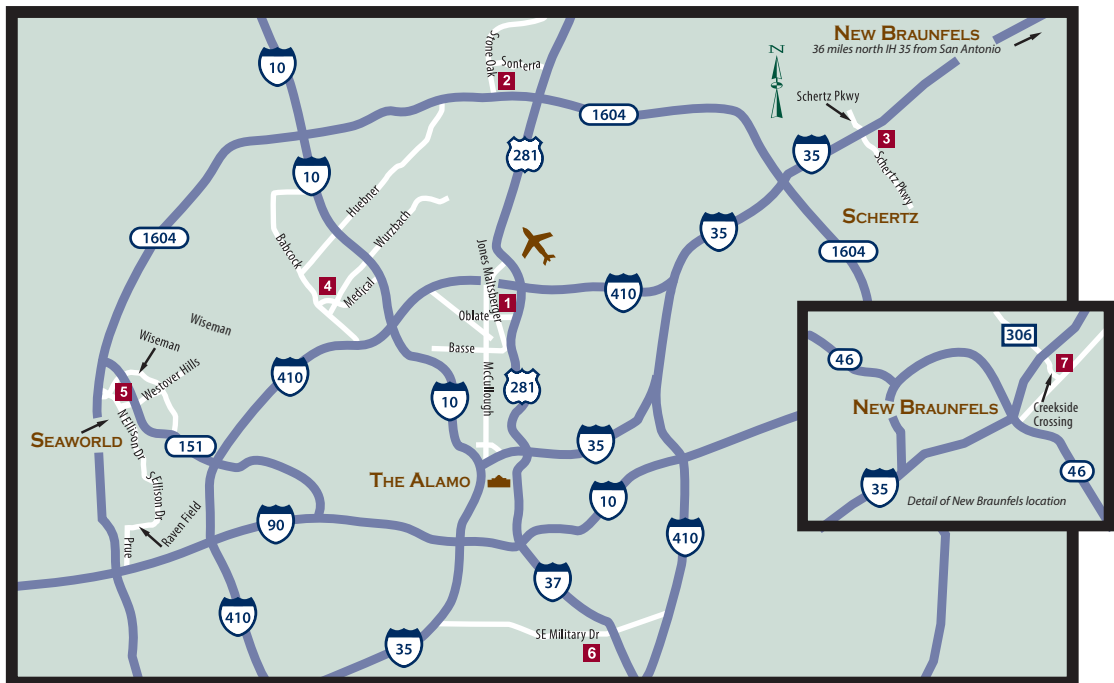
RADIOLOGY



ANDRES RAHAL M.D.



Our Locations



1 Central

The Orthopaedic Institute
400 Concord Plaza Dr., Suite 300
San Antonio, TX 78216
**Physical Therapy / Imaging Center / Ambulatory Surgery
Center Hand Therapy / OrthoNow Walk-In Injury Clinic**

2 North Central

Stonetera Medical Plaza
150 E. Sonterra Blvd., Suite 300
San Antonio, TX 78258
**Physical Therapy / Hand Therapy/ Chiropractic Services/
OrthoNow Walk-In Injury Clinic**

3 Northeast

Schertz Parkway Professional Plaza
5000 Schertz Parkway, Suite 600
Schertz, TX 78154
Physical Therapy

4 Medical Center

Santa Rosa N.W., Tower I
2829 Babcock Rd., Suite 700
San Antonio, TX 78229
Physical Therapy / Imaging Center / Hand Therapy

5 Northwest

Westover Hills Medical, Plaza I
11212 State Hwy 151, Suite 150
San Antonio, TX 78251
Physical Therapy

6 Southeast

Mission Trail Medical Plaza
3327 Research Plaza Dr., Suite 404
San Antonio, TX 78235
Physical Therapy / Hand Therapy

7 New Braunfels

Resolute Health Medical Office Building
545 Creekside Crossing, Suite 206
New Braunfels, TX 78130

**Visit us on the web: www.tsaog.com
210-804-5400 Toll-free: 1-800-445-4263**

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—Your Health~Our Mission—

THE SAN ANTONIO
ORTHOPAEDIC GROUP®

—Since 1947—