

2012 Annual Report

A new age of CARING



Welcome to a New Age



Matthew Salanger, left,
and Michael Scullard

Everywhere we turn, medical science is advancing in new and exciting ways. Lives are being saved and quality of life improved. Many therapies, medications and surgical approaches that were unheard of 30 years ago are commonplace today.

Technology is revolutionizing the practice of healthcare in unprecedented ways, through the sharing of information as well as the advancement of medical techniques, producing better outcomes for patients of all ages.

At UHS, we've long been on the cutting edge of new responses to medical challenges. Whether it's telemedicine to diagnose from a distance, minimally

invasive techniques that make surgery easier or innovation in the coordination of the care experience, our goal has always been to have a positive impact on the health status of every individual in our community.

Great techniques and new approaches benefit everyone. But they work only if people have access to qualified, specially trained providers who can give them the right advice, treatment and follow-up — and who can be their partners in care.

That has always been our goal, and we've been widely recognized for having the full spectrum of care and for giving our patients a meaningfully different experience. In fact, in 2012, *U.S. News & World Report* named UHS one of the best hospitals in New York State.

We are entering a time of profound change in healthcare. Advances in science and technology, the effects of the Affordable Care Act, the economic realities of our world and our own community — all bring with them uncertainty and challenge.

But as a locally owned, community-benefit system, we share with our region a positive understanding of what we can be, and how we can make a true difference in the lives of those we serve. We have already accomplished much together, but we believe we will make the new age of healthcare an even better one.

All of us in our system are devoted to one mission, vision and culture. The strength we draw from our unity will help us continue to succeed and create the quality healthcare experience of tomorrow.

Handwritten signatures of Michael A. Scullard and Matthew J. Salanger.

Michael A. Scullard
Chairman of the Board

Matthew J. Salanger
President and CEO





System Governance

UHS is the largest healthcare system and leading private employer in the Greater Binghamton region. As a locally owned, not-for-profit, 916-bed system, it serves more than 600,000 residents in the Southern Tier of New York and portions of Northeast Pennsylvania. The members of the UHS system are UHS Hospitals, UHS Chenango Memorial Hospital, UHS Delaware Valley Hospital, UHS Senior Living at Ideal and UHS Home Care. Affiliates of the system are the UHS Medical Group and the UHS Foundation. UHS is governed by volunteer Boards of Directors.

Chairpersons of the boards as of the end of 2012 are as follows:

UHS: Michael Scullard
 UHS Hospitals: Michael Scullard
 UHS Chenango Memorial Hospital: Robert W. Nassar
 UHS Delaware Valley Hospital: Helen Johnston
 UHS Senior Living at Ideal: Sam Lupo
 UHS Home Care: Linda Best
 UHS Medical Group: Peter LoFaso Jr., MD
 UHS Foundation: Carolyn Mancini

Financial Profile

UHS System Revenue and Expenses*

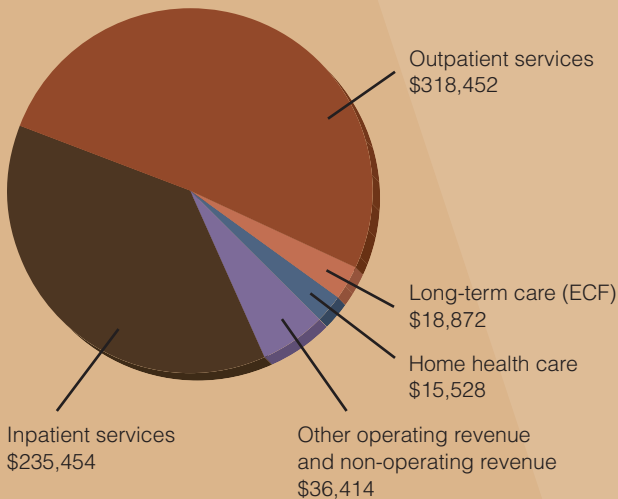
(in thousands)

Total Revenue	\$624,720
Total Expenses	\$605,842
Net Surplus	\$18,878
Net Uncompensated and Charity Care	\$38,054

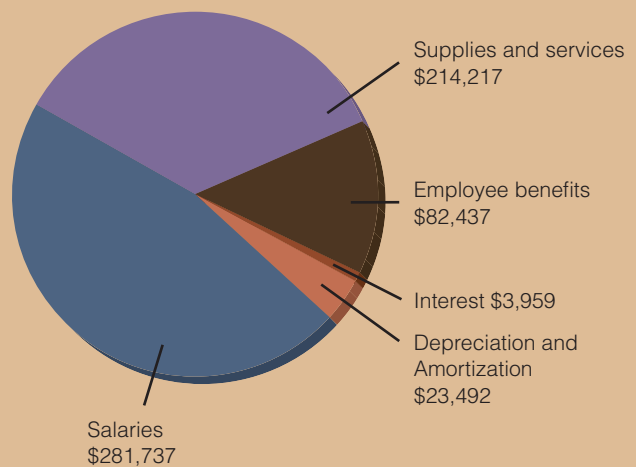
* The information printed here is a preliminary financial draft for the year 2012. Final numbers are not expected to change substantially.

NOTE: The 2012 Provision for Bad Debts (\$38,205) is now shown as a reduction to operating revenue per a new accounting pronouncement. This is noted for year-to-year comparative purposes. In prior years, this was a separate line item included in expenses.

Total Revenue (in thousands) \$624,720



Total Expenses (in thousands) \$605,842



Highlights in Caring

Parkway presence

UHS in 2012 took outpatient healthcare services to a new level in the Southern Tier with the opening of UHS Vestal at 4417 Vestal Parkway East. As the home base of the UHS Breast Center, a UHS Walk-In Center and medical offices in primary care, pediatrics, rheumatology, cardiology and gynecology, UHS Vestal is the community's premier address for quality ambulatory care for all members of the family. With convenient extras – such as on-site pharmacy,



laboratory and imaging services – it has quickly become one of the busiest and most significant healthcare resources in Greater Binghamton. Right next door, in the same complex, are the offices of UHS Home Care and a newly relocated UHS Physical Therapy suite.



STATE OF THE ART: UHS expanded access to quality care in the Southern Tier during 2012 with the opening of UHS Vestal, a compelling example of architectural, artistic and clinical excellence in New York's Southern Tier.

Primarily everywhere

UHS Hospitals, the UHS Medical Group and other system members worked in unison during the year to vastly expand UHS' network of primary care options for people throughout our service area. Half of the new providers hired by the Medical Group in 2012 specialize in primary care, and the primary care

network was expanded in such areas as Downsville, Oneonta, Owego and Sidney. There are now more than 40 primary care sites, offering patients easy access from wherever they live and delivering on our brand promise of same-day appointments at many locations.

Rounding for the better

UHS Patient Rounding became an initiative for nurses and other clinical staff to visit hospital patients on a proactive, regularly scheduled basis, in most cases about once an hour. Introduced in 2012 at UHS Hospitals, UHS Chenango Memorial and UHS Delaware Valley, this type of rounding is designed to enhance patient safety, comfort and convenience, reduce the use of call bells, and improve patient satisfaction. As one patient commented shortly after the new approach was begun: "I couldn't ask for better care and service."

It's about the quality

Performance improvement teams all around UHS continued to make progress in efficiency, productivity and a better patient experience, using the principles of Lean Engineering, Six Sigma and other proven methods. In 2012, PI leaders trained 20 new Lean experts, and Lean Six Sigma was introduced at UHS Senior Living at Ideal.

A century of pride

One system member, UHS Chenango Memorial, celebrated its centennial during 2012. In the summer, a dinner was held for a number of people in the community with close ties to the hospital, and more crowds turned out the next day for a time of food, fellowship and pleasant reminiscences.

UHS HOSPITALS:

Incredible care

The new, \$6.2 million, 14-bed Intensive Care Unit at UHS Wilson opened at the end of 2012. The expanded, state-of-the-art ICU is a modern clinical marvel, designed to provide expert care for hundreds of critically ill patients a year. The 10,000-square-foot unit is located on South Tower 2 at UHS Wilson and features private rooms with a nurses' work station just outside each door.

UHS CHENANGO
MEMORIAL HOSPITAL:
New on Newton

At UHS Chenango Memorial, 2012 saw not just the celebration of the hospital's 100th anniversary, but the completion of new practice space for orthopedic care in the Newton Avenue building, which also is home to pediatric, general surgery and walk-in care. The renovation was funded with \$300,000 from four community-based foundations, and a separate gift of \$255,000 from the Chobani-affiliated Shepherd's Gift Foundation funded a dedicated X-ray machine in the building.



UHS DELAWARE VALLEY HOSPITAL:
Great additions

The year at UHS Delaware Valley saw the addition of several clinical enhancements, including a cardiology clinic and stress testing offered through the Visiting Specialist Center, and laser therapy for pain relief made available in the Physical Rehabilitation Department. The hospital's three primary care offices – in Walton, Downsville and Roscoe – all added walk-in care hours. The Walton-based institution also achieved an unusual distinction for a small facility when it was named New York's cleanest hospital and one of the 100 cleanest in America.

UHS SENIOR LIVING AT IDEAL:
Keeping in touch

Residents of Ideal now can Skype free anywhere in the world with their loved ones, thanks to a grant from the UHS Foundation and the purchase of several laptop computers. The residents can communicate with their friends and family members using e-mail, Facebook, ooVoo or other social media services, as well as Skype, a form of two-way TV. Representing Ideal, Tiffany Burbidge, Kristy McPherson and James Crosby, MD, made a poster presentation on Ideal's web technology at the Association of Medical Directors' annual conference in Washington, D.C.

UHS HOME CARE:
Safe at home

UHS Home Care recorded more than 15,000 home healthcare visits during 2012, a 5.6 percent



SUPER CARE: A new age of caring means the latest in comprehensive trauma response for patients like young "Spiderman" Robbie Seymour of Greater Binghamton. After being seriously injured in a fall, Robbie received lifesaving emergency treatment and neurosurgery at UHS Wilson. The only designated trauma center in the region, UHS cared for thousands of emergency patients in 2012.

volume increase stimulated by such programs as In Balance, Heart at Home and Breathing Easy. These programs are designed to help many patients effectively manage chronic medical conditions at home, maintaining the best possible health and avoiding unnecessary hospitalizations.

UHS MEDICAL GROUP:
Regional expansion

The UHS Medical Group recruited 39 new providers to join the multi-specialty group practice, strengthening its platform in specialties such as primary care, orthopedics, plastic surgery and ear-nose-throat, as well as in hospitalist care. The professional corporation now has 160 doctors and 80 advanced-practice providers offering quality care to residents across the Southern Tier.

Honors for a New Age



UHS became one of 28 hospitals around the country to receive special commendation for **Outstanding Surgical Outcomes** over the course of a year. We were featured on a recognition poster displayed at the annual Clinical Congress of the American College of Surgeons. Bestowed by the college's National Surgical Quality Improvement Program, the commendation honors a select group of hospitals that consistently provide exceptional care to surgical patients to avoid complications.

Our healthcare system was named to a leadership role in an effort that will help Medicaid patients cope with chronic illnesses. The New York State Department of Health has designated UHS a provider-led **Medicaid Health Home**, enabling us to work with other

INTERNATIONAL RECOGNITION: *With extensive training in pathology on two continents and a passion for research, Jagmohan Sidhu, MD, left, has helped extend UHS Pathology and Laboratory Services' reputation far beyond Broome County. Dr. Sidhu has brought case studies before world conferences and written articles for several peer-reviewed journals. In 2012, Dr. Sidhu and Sonia Brar, MD, MPH, right, gained further recognition for UHS when they presented two case studies of rare lymphomas at an international conference in Lisbon.*

The national news magazine *U.S. News & World Report* ranked UHS as one of the top hospitals in New York. The magazine's "**Best Hospitals 2012-13**" publication listed UHS Hospitals as 34th out of 241 institutions in the Empire State, giving our organization special recognition in gynecology and orthopedics. The ranking underscores UHS' leadership in providing quality, patient-centered care, and reflected the answers of 96 percent of UHS Hospitals patients surveyed, who said they would be likely to recommend our organization to others.

agencies to improve access to care for Medicaid recipients. Similarly, 17 UHS Hospitals primary care sites and UHS Chenango Memorial's internal medicine practice all earned designations as **Patient-Centered Medical Homes**.

UHS was accredited as a **Chest Pain Center** by the internationally renowned Society of Chest Pain Centers. The designation recognizes UHS Hospitals' commitment to fast, efficient and expert care of patients experiencing cardiac symptoms. It reflects

our higher level of expertise in caring for people who arrive with chest pain or have a cardiac event at any time. It means that our physicians and staff have been specially trained and are in tune with the latest protocols in diagnosing and treating cardiac patients.

The UHS Breast Center became the first facility in Greater Binghamton to receive full, three-year accreditation by the **National Accreditation Program for Breast Centers**. The accreditation places UHS among an elite group of medical centers where the full spectrum of breast care is available and meets the highest clinical standards. Accreditation by the national organization, a branch of the American College of Surgeons, is awarded only to those centers that have voluntarily committed to the high standards and agree to undergo a rigorous performance review.

UHS Home Care/Twin Tier Home Health was named by the nationally respected HomeCare Elite organization as one of the **Top 100 home health agencies** in the entire country. The Elite program has been in existence for seven years, and UHS has been recognized for six of the seven. This was our first year among the top 100. Recognition is based on an agency's commitment to such attributes as quality improvement, financial performance and an outstanding patient experience.

UHS is one of four regional collaboratives selected by the New York State Department of Health to participate in a quality improvement program to prevent pressure ulcers and standardize treatment. UHS qualified for the **"Gold STAMP"** effort because of its wide range of service providers, including

hospitals, home care agencies and skilled nursing facilities.

A milestone was reached during the year when doctors performed the **9,000th open heart surgery** since the program was initiated more than two decades before. The 9,000th case was an aortic valve replacement and coronary bypass, which are now very standard procedures. The surgeons today perform many advanced procedures, often using beating-heart and minimally invasive techniques.



SOARIAN TO NEW HEIGHTS: A kickoff event was held in Spring 2012 to train 375 employees in becoming Super Users of the new Siemens Soarian computer system at UHS. It was projected that by April 2013, more than 5,000 employees and medical staff would be trained in Soarian Clinicals, the first stage in a complete transformation of information technology systems across the UHS enterprise.



DEDICATED TO CARING: UHS President and CEO Matthew Salanger, left, welcomes Joyce Gilroy and Dr. Francis J. Gilroy to the auditorium named in honor of Dr. Gilroy in 2012. One of Binghamton's leading ophthalmologists and the first president of the combined medical staffs when UHS was formed in 1981, Dr. Gilroy served as chairman of the board of UHS Hospitals and later of the UHS system in a governance presence that lasted from 1985 to 2007. The Francis J. Gilroy, MD, Auditorium at UHS Binghamton General Hospital, formerly the Doctors' Auditorium, is used for physician meetings, staff education and community gatherings.



UHS is a comprehensive regional healthcare system whose mission is to improve the health of those we serve through our commitment to excellence in all that we do. Based in Greater Binghamton, N.Y., the system is composed of providers and supporting organizations serving primarily New York's Southern Tier and surrounding areas. It is a locally owned, not-for-profit organization, governed by a volunteer Board of Directors made up of citizens of the community. UHS' hospitals, long-term care facilities, home care agencies, primary and specialty care offices, and affiliated medical providers are dispersed throughout Broome, Tioga, Chenango, Delaware, Tompkins and Sullivan counties.

www.uhs.net

"A New Age of Caring" is the 2012 Annual Report of the UHS healthcare system, based in Binghamton, N.Y.; Matthew J. Salanger, President and Chief Executive Officer. It is produced by the UHS Community Relations Department, 10-42 Mitchell Ave., Binghamton, NY, 13903; (607) 762-2336; Christina Boyd, Vice President for Community Relations; Jon Tooley, Director of Community Relations; William Michael, Communications Editor.

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