

Judy McKee Dr. Kwaitkowski Thank Phone Call Courteous Appointment Answer Super Accommodating
Respectful Play Intake Dr. Bennett Dr. Rosman Enjoy Dr. Bradley Hart Primary Care Dr. Matta
Dr. DeGuardi Ambulatory Chenango Reception Customer Service Staff Member
Short Information Manner Big Dr. Hopkins True Knee Surgery Dr. Jimene
Gail Jones Comfortable People Friendly Sweetheart Dr. Trexle
Treat Awesome Pharmacy Nurse Easy
Dr. Shady Grandpa Helpful Therapist Timely Gina Considerate Hand Quickly Emergency
eck Effect Hospital Gina Knowledgeable Patient
Physician Endicott Jill Hill Doctor General Team Rus
Office Staff Happy Trust Listen Baby Nicole Welcome Chi
Charlene Greer Wonderful Memorial Grow Find Thanks Erica Clean Kind UHS Describe
Dr. Liu Thorough Grateful Alyssa Kind Dr. Adler Amanda Debl Absolute Effect Glad
Efficient Concerned Recommend Explain Right Nice Pleasant Turn Family Ashley Care Call Help Experience Provi
Dr. Caulkin Will Staff Hope Totally Teamwork Condition Trip Today
Bonnie ER Service Job Love Real Exam Busy Surgery Dr. Ali Excellent Word Minut
Quick Receptionist Amazing Innovation Polite Dr. Barton
Calm Pleased Dr. Taber Everyone Dr. Kumar Recovery Figure Dr. Bouali Caring Binghamton Perform
Osterhout Pediatrician Dr. Sweet Urology Dr. Nichols Nursing Staff
Hopefully Adorable Dr. Nelson Exceptional Dr. Castello Position Mother Dr. Shey Waiting Room Phenomenal
Vaccination Daughter Hardly Medical Competent Saturday Procedure Reveal Reasonable Quick Service

Our Values lead the way

A Message from the Chairman and the CEO



Jerry Canny, left, and John Carrigg

Our healthcare system has always been defined by a number of core Values. These are statements that express who we are and how we create an outstanding patient experience. They describe and illuminate the ideas and attributes that motivate us as members of the UHS team.

In 2019 a group of leaders within UHS began meeting to talk about rewording our Values statements and descriptions. Our goal was to express characteristics and forms of conduct that are

clear, relevant and meaningful. The words must reflect the tenor of the times and the authentic behaviors we look for in ourselves and each other.

We received insights from a wide range of sources, including employees, providers and leaders. We chose positive language to describe the passion and drive that reflect our character, empower our relationships and make our colleagues, patients and communities feel valued.

COMPASSION

We create a healthy and healing environment by instilling hope and practicing caring, kindness and empathy that comes from the heart.



Celebrating lifesaving decisions



Welcomed and comfortable

“I had my last chemo treatment yesterday. The whole staff is awesome. They help one another and they were quick and efficient to my every need. And they do it with compassion and always with a smile. It’s clear that they love their jobs. They made me feel welcome and very comfortable while there.”

Adopted by the Board of Directors, the Values are:

Compassion – We create a healthy and healing environment by instilling hope and practicing caring, kindness and empathy.

Trust – We build empowered relationships based on safety, expertise, reliability and honesty.

Respect – We make everyone feel valued by listening and reacting promptly in a positive and courteous way.

Teamwork – We work together to provide an outstanding patient experience, embrace our unique perspectives and support one another, UHS and the community we serve.

Innovation – We drive sustainable change by being forward-looking, continuously learning and challenging ourselves.

These core ideas are familiar because they have always been part of the framework and lifeblood of our organization. Yet, starting in 2019, they took on new life.

All of them are realized in the thoughts, motivations and actions of all of us on the UHS team. In our everyday work, we are the face of UHS that is seen by our patients and community. To the extent that we live our Mission, Vision and Values, our care and service are safe and effective, authentic and trustworthy.

In the pages of this report, you will find statements of praise from patients thanking one or more people at UHS for extraordinary care—a type of care that demonstrates one or more of our Values. You will also see our financial report and read about our achievements of 2019, all of which reflect the net result of our System members’ and their teams’ efforts to put our Values into action.

We ended 2019 on an optimistic note, anticipating the go-live of Epic. As 2020 got under way, the impact of the coronavirus changed everyone’s plans and caused us to redeploy our resources in unprecedented ways. But now we look ahead to a new decade. We will stay focused on providing the best care possible, on meeting the challenges of a new normal and recommitting ourselves

to living the Values that have served us so well. That dedication is what will keep us unified and strong.

John M. Carrigg
John M. Carrigg
President and CEO of UHS

Jerome J. Canny
Jerome J. Canny
Chairman of the Board of UHS

Our Values guide our achievements

30 years, with heart

In March, UHS celebrated an important milestone in the history of medicine in New York's Southern Tier: the arrival of open heart surgery three decades before. UHS marked the 30th anniversary of the start-up of the invasive cardiology and cardiac surgery program at UHS Hospitals. The arrival of this life-saving service had followed a lengthy state approval process that featured

a groundswell of community support for UHS' endeavor. In 1989, the UHS program became the first one approved in the Empire State in 15 years.

First for da Vinci

In 2019 surgeons at UHS performed the first operation using the new da Vinci XI robotic surgical system. Co-led by Nick Liu, MD, and Christian Tvetenstrand, MD, the Robotic Surgery Program is staffed by surgeons who are specially trained and credentialed to perform robotic

surgery with the da Vinci XI. The program supports a variety of procedures, including those in urology, oncology, and general and colorectal surgeries, with more specialties planned.

New graduates

The UHS Nurse Residency Program held its first graduation ceremony during the year. A total of 95 nurses graduated on Sept. 17 after successfully completing the year-long program. The graduation event gave the residents an opportunity

TRUST

We build empowered relationships based on safety, expertise, reliability and honesty.



Top physicians, nurses and support staff

Engaged in my well-being

"My family nurse practitioner and the staff in the office are the absolute best. I've been a 'customer' there for over 20 years, and every employee is smiling and truly concerned about and engaged in your health and well-being. My FNP and my doctor both have my 150 percent trust in their management of my challenging health needs."

to display posters they created in the area of evidence-based process improvement. The ceremony was also an opportunity for senior leadership, nursing management and nurse educators to celebrate the many accomplishments of the nurse residents during the first year of their careers.

Pharmacy Summit

Members of the Pharmacy team at UHS held an open house in July to formally introduce the new UHS Retail Pharmacy, Summit Building, Binghamton General, to the public. The pharmacy is on the first floor of the Summit Building, at 33 Mitchell Ave., across from UHS Binghamton General Hospital. The new full-service pharmacy accepts prescriptions from

all providers and is open to UHS patients and the public.

Walk in on Robinson

UHS opened its fourth Walk-In Center in Greater Binghamton in April. UHS Walk-In Robinson Street is located at 160 Robinson St. on Binghamton's East Side, sharing a building with UHS Primary Care Robinson Street. The facility is in a portion of the Weis Markets plaza, and was renovated with the express

purpose of accommodating both walk-in and primary care offices. UHS' other walk-ins are at Vestal, Endicott and Chenango Bridge.

Gateway readied

Throughout 2019, Johnson City was the scene of steady progress on demolition and remodeling work at the site of the old Picciano Building and its repurposing as the new Gateway Building at

UHS Wilson Medical Center. When completed and opened in 2020, the building blossomed into an attractive, user-friendly, four-story facility that hosts a brand-new kitchen, retail food service and dining space, as well as offices, conference rooms

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Dr. Rosman

RESPECT

We make everyone feel valued by listening and reacting promptly in a positive and courteous way.

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and supply-chain functions. Gateway is a first major step in the long-term facility master plan for the UHS Wilson campus.

Quality gains

UHS Senior Living at Ideal experienced great success in increasing its scores on the "Nursing Home Compare" website. The site gives nursing homes in the United States ratings between 1 and 5. Ideal finished up 2019 by increasing its score from 4 to 5 on quality measures and from 3 to 4 overall, an impressive achievement.

Huddling every day

Started at UHS Hospitals, safety huddles became daily practice across the UHS System, including at Ideal and UHS Chenango Memorial and UHS Delaware Valley hospitals. Huddles have proven extremely useful nationwide and are one step in the journey toward a truly high-reliability organization. Each huddle is facilitated by a senior leader with representatives from many departments attending. Each is a short meeting to share issues that have



Golden moment

In August, National Golf Hall of Famer Jack "The Golden Bear" Nicklaus visited the Southern Tier for the UHS Golf Expo Presented by Dr. Bai Lee. Mr. Nicklaus took the opportunity to tour the Neonatal Intensive Care Unit at UHS Wilson Medical Center. He spent time with senior leaders, NICU staff and new parents.

Treated with respect

"I can't say enough great things about my UHS specialist. He is one of the sweetest and most competent doctors I have ever met, and I could not be happier with how my surgery turned out. I was treated with the utmost respect and provided with every bit of information without even having to ask. He is very thorough, caring and wonderful."

A respectful experience from diagnosis to therapy



occurred within the preceding 24 hours, anticipate adverse conditions in the next 24, and review actions taken to achieve resolutions.

National appointment

UHS physician Frank Floyd, MD, was named to the Board of Scientific Counselors of the National Center for Injury Prevention and Control, part of the Centers for Disease Control and Prevention. He was invited to serve on the

board by Alex M. Azar II, the U.S. secretary of Health and Human Services. A fall-prevention program piloted by Dr. Floyd, UHS and Broome County has previously received high praise from the CDC.

Addressing traumas

UHS and the New York State Department of Health co-hosted a medical grand rounds in Binghamton in October on methods of helping people who have sustained adverse childhood experiences (ACEs). John M. Carrigg, president and chief

executive officer of UHS, joined Howard A. Zucker, MD, JD, commissioner of the Department of Health, in co-hosting the presentation. Panelists addressed best practices for healthcare organizations caring for people who have experienced ACEs, or traumatic events in childhood that have a lasting impact into the adult years.

Expanding telehealth

For the past few years, UHS has quietly expanded its telehealth offerings, allowing providers to bring the

individualized care of an in-person visit to a visit over the World Wide Web. Beginning with tele-mental-health services at UHS Delaware Valley Hospital, UHS continued with follow-up diabetes care, cardiology, endocrinology and dermatology, and brought telehealth care to its Walk-In Centers and to local schools. The groundwork laid by telehealth developments

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TEAMWORK

We work together to provide an outstanding patient experience, embrace our unique perspectives and support one another, UHS and the community we serve.

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in 2019 proved vitally important when the COVID-19 crisis hit in early 2020. The virtual option filled a critical need, with UHS encouraging patients to use their home computers or mobile devices to have virtual visits with

their providers. In view of social distancing and related precautions protecting both patients and staff, the virtual visit became the first way to access everyday healthcare. The Virtual Walk-In service and all aspects of telehealth emerged as an important healthcare tool, allowing the patient to see and hear their provider in real time on-screen through a secure online platform.

Advancing cardiology

A ribbon-cutting ceremony was held in July as UHS Chenango Memorial Hospital opened the greatly expanded Cardiology Department and newly developed Cardiac Rehabilitation facility. A key ingredient in the overall Chenango Medical Neighborhood project, the \$3.5 million renovation enlarges the former heart care location from three exam rooms to a more spacious, comfortable, 10-room unit. The new

site also features pulmonary services and a pacemaker clinic.

Fellowship launch

Future nurses began learning about a new nursing student fellowship that UHS launched with SUNY Broome Community College. The new program gives them a head start on their careers in the nursing field. The UHS Nursing Student Fellowship Program provides financial support for qualified applicants, as well as mentorship by experienced nurses in the field.

Staying in touch

As a result of the 2018 Employee Engagement Survey, the UHS Employee Advisory Committee in 2019 successfully launched a program called "Connecting Us." The initiative promotes two-way communication throughout the organization. Held monthly at various locations across the System, luncheons bring together employees and senior leaders for meaningful discussions on a wide range of topics.

Quality care offered by every department



Great coordination

"I couldn't have asked for a better experience. The nurse who administered my first dose of shingles vaccine was extremely professional and a delight. And they were able to coordinate my second vaccine appointment in their office with a mammogram and bone density test at the Breast Center the same day. Great teamwork from all involved!"

three-dimensional mammography arrived in Norwich, and UHS Primary Care Oxford reopened.

Critical access

At UHS Delaware Valley Hospital, a recertification survey for critical access hospitals conducted by the Centers for Medicare and Medicaid Services was conducted. The hospital was recertified, with no deficiencies identified. The survey validates UHS Delaware Valley's compliance with federal requirements set forth by Medicare, which covers patient care processes and the environment of safe care.

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Visitor management for safety

UHS Hospitals implemented visitor management at its public entrances, helping to ensure patient, visitor and staff safety. Upon entering a UHS Hospitals facility, the visitor is required to show their driver's license or other government-issued identification. Once the ID is validated, the person is given a temporary visitor pass to wear while on the premises.

Newly minted

Under the innovation, direction and guidance of two UHS nurse practitioners, Julie Barnes, FNP, and Deborah Giannone, MS, FNP-C, UHS launched a residency program expressly for advanced practice providers. The first class graduated at the end of 2018 to usher in the new year of 2019 as newly minted APPs. Designed for physician assistants and nurse practitioners specializing in primary care, the program is a 13-week practical orientation and course of study that

transitions the APP from the academic world to that of the hands-on provider. The program consists of weekly case reviews, lecture series and specialty rotations.

Restoring services

In 2019 several key services were restored at UHS Chenango Memorial Hospital. UHS worked with its partners at Broome Oncology to bring cancer care services back to Chenango County. In addition,

Dr. Barton Quick Ashley Emergency Staff Member Child Am
 Nelson Team Gina Desk Totally Provider Right Charlene Greer Dr. Castello Tu
 Bradley Hart Dr. Ali Big Appointment Patient Mother Reveal Hour Choice Minute Explain Rush Bing



INNOVATION

We drive sustainable change by being forward-looking, continuously learning and challenging ourselves.

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A measurable difference

Receiving accolades from patients such as "You make a difference in my life" and "You helped me to feel better and to accomplish my goals," UHS Home Care met

the challenges of providing care to a vulnerable patient population. During 2019 the agency earned a four-star quality rating and a four-to-five-star patient experience score from the Home Health Compare evaluation organization. The agency continues to meet or exceed Centers for Medicare and Medicaid Services standards for quality patient care outcomes.

New use of space

UHS Delaware Valley Hospital practiced Innovation and enhanced the patient

experience by converting former operating room space into a new Ambulatory Services area. This ambulatory area features five examination and procedure rooms for services such as endoscopy, colonoscopy and phlebotomy, plus consults in gastroenterology, cardiology and nuclear medicine. The unit also includes an office for visiting physicians, a nurses' station and a waiting room.

Expansion in Norwich

In addition to expansion of its cardiology and cardiac rehabilitation environment, UHS Chenango Memorial

Hospital moved forward with a number of other major clinical initiatives. These included the introduction of Outpatient Pulmonary Services, the opening of a new Laboratory, and the relocation and expansion of Nuclear Medicine. All of this took place against the backdrop of the hospital's launching of a highly successful capital campaign to fund the Chenango Medical Neighborhood Plan.

The latest diagnostic and treatment options



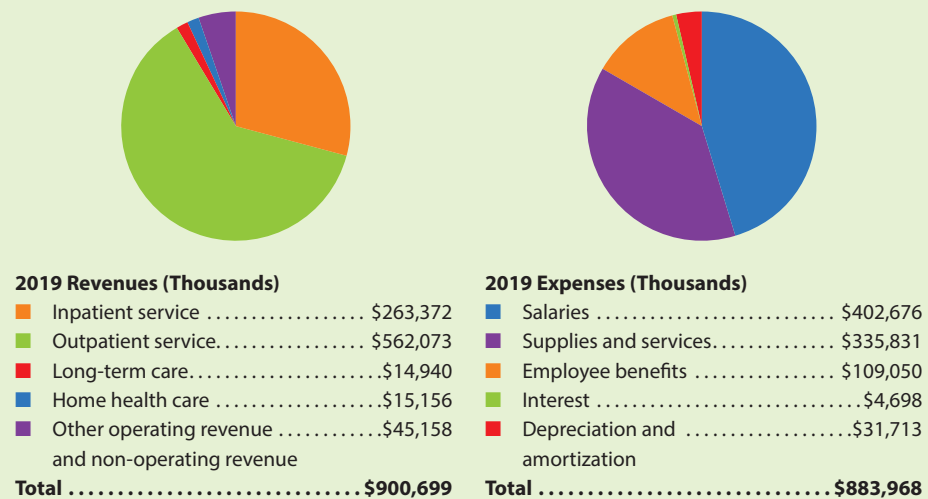
A good fit

"Although I had been trying to find nonsurgical options, da Vinci was really the only one that felt like a good fit. So I tried to be brave and get it done. Fortunately, the use of this innovation of robotic surgery turned the whole experience into a breeze."

FINANCIAL PROFILE

UHS System Revenue and Expenses (Thousands)*

Total Revenue	\$900,699
Total Expenses	\$883,968
Net Surplus	\$16,731
Net Uncompensated and Charity Care**	\$36,173



* The information here is a preliminary, unaudited financial draft for the year 2019.

** This includes financial assistance and bad debts expense.

Strength in numbers

Throughout 2019, UHS demonstrated solid financial stewardship to drive the earnings and cash flow necessary for investments in the workplace, patient programs, and clinical and support technologies.

We remained strong as we met our goals through a focus on quality care and the application of our UHS Values and best practices across the System. Total revenues continued to grow, as demand for care rose, most notably in outpatient and emergency settings.

The UHS System closed the fiscal year with a net surplus of \$16.7 million on revenues of \$901 million, while posting \$884 million in expenses. As an integral part of our mission, during the year we provided more than \$36 million in uncompensated and charity care to the benefit of the financially needy in our community.

Unprecedented

As 2019 drew to a close, our entire organization was poised to launch an unprecedented venture, the much-anticipated and well-planned transition to the Epic electronic health record and revenue cycle system. However, that project's original go-live was postponed several months because of another occurrence without parallel.

None of us could have predicted the earth-shaking events coming in 2020 in the form of a global pandemic. COVID-19 changed the world—and the world of healthcare—in ways that are still being sorted out. At UHS, we were as prepared as we could have been, and our lead-

ers, providers, employees, volunteers, supporters and friends worked tirelessly in the face of enormous risk, uncertainty and challenge to provide excellence in care.

Our commitment to care is our top priority at all times, and underscored in a time of crisis. As a result, the UHS Board of Directors and Senior Team reached a unanimous consensus to postpone Epic until later in 2020, using the extra time to fine-tune the application and enhance approaches to training.

COVID-19 is the greatest challenge UHS has ever faced, and one of the greatest that has ever befallen the world. But the people



Children enrolled in UHS' day care center during the COVID-19 crisis said thank you to Team UHS in a special way by drawing and sending in their own cards and posters.

of UHS rose to the occasion. This was surely a time to live the highest Values of care and service, and health-care workers everywhere delivered. Now, more than ever, we are thankful for

those who ensure a safe, reassuring and effective patient experience, and show our gratitude every day for acts of Compassion, Respect, Trust, Teamwork and Innovation.



Chairpersons of the Board of Directors of UHS for 2019:

- Jerome Canny – UHS and UHS Hospitals
- Catherine Scarlett – UHS Chenango Memorial Hospital
- Helen Johnston, RN – UHS Delaware Valley Hospital
- Sharon Yapple – UHS Senior Living at Ideal
- Linda Best – UHS Home Care
- Leonard Anderson, MD – UHS Medical Group
- Sam Lupo – UHS Foundation

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On the cover: This "word cloud" is made up of comments from patients and patients' families, praising the work of members of the UHS team. Included in the comments during 2019 were several references specifically to how our teams put our Values into practice.

"Our Values lead the way" is the 2019 Annual Report of the UHS healthcare system in Greater Binghamton, N.Y. John M. Carrigg, President and Chief Executive Officer. The report is produced and published by the UHS Community Relations Department, 10-42 Mitchell Ave., Binghamton, NY, 13903; 607-762-2336. Christina Boyd, Vice President for Community Relations; Carrie Davis, Director of Community Relations; William Michael, Communications Editor.

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