

THE
Spirit
OF SERVICE



2005
ANNUAL REPORT

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On the cover

Marie Dollmetsch, R.N., and her teammates at the Renal Care Center hit another home run, raising \$3,000 in 2005 toward Relay for Life. Marie's team is perennially the top fundraiser among United Health Services groups participating in Relay to benefit the American Cancer Society. As many as 50 people, including employees, relatives and friends, join the Renal Care squad each year. Marie organizes pre-walk activities like bake sales, can-recyclings, raffles – even a softball game – to raise money. A compassionate person who lost a grandmother and several friends to cancer, Marie always seeks to serve others, on and off the job. Said her supervisor, Elyn Sulger, R.N., Director of the Renal Care Center, "Marie is dedicated to her patients and her family, and to the well-being of people in our community." In "The Spirit of Service," many United Health Services teams in 2005 raised substantial amounts to help local charities, including a total of \$13,700 for Relay; \$13,000 toward Making Strides Against Breast Cancer; and \$20,000 in the Heart Walk.

Judy and Pete join a group of United Health Services employees for an informal coffee-and-conversation session.



Serving others, with spirit

Today, nearly all work is people work. Interacting with others isn't just part of the job – in many cases it *is* the job. Service isn't just important to an organization's mission – often it *is* the mission. Years ago, it was possible to go to work and not have much contact with others. You could show up, perform one task very well and go home. But today, the people on the other end of whatever you do expect much more. They're looking for an exceptional level of service – and rightfully so.

Nowhere is this truer than in health care. With new therapies, technologies and procedures available at every turn, patients have more options than ever before. For a health care provider to really stand out, he or she must offer extraordinary service that makes a genuine difference in people's lives. At United Health Services, that's OK with us. In our organization, service has always been of the utmost importance. After all, the word is part of our name. And our motto, adopted when our system was formed in 1981, is the Latin word *Ministrare*, meaning "To Serve." More importantly, our hospitals, clinics, nursing facilities and other members and affiliates have always attracted a special kind of physician, employee and volunteer – the type of person who loves nothing better than serving others.

These individuals who provide truly memorable service have a common trait: We call it "The Spirit of Service." In keeping with our Campaign for Excellence, we define it as a sincere personal desire to serve others in a special way, a passion to make a difference in the lives of patients and their families. We've built the Campaign on the belief that when we allow ourselves to unleash this spirit, we engage each other and our patients in a special and meaningful way.

In each *United Health Services Annual Report*, we look back on the successes of the year. This time, every story has one element in common – the journey began with someone's desire to do something special for someone else. In these few pages, we can show only part of the picture, highlight only a few people and departments who represent so many more who also live the passion every day. But it's because these stories are good examples that they are so inspiring. They encourage all of us to cultivate the personal desire to make a difference for others, to strive, in every interaction, to unleash the spirit.

A handwritten signature in black ink that reads "Peter V. McGinn".

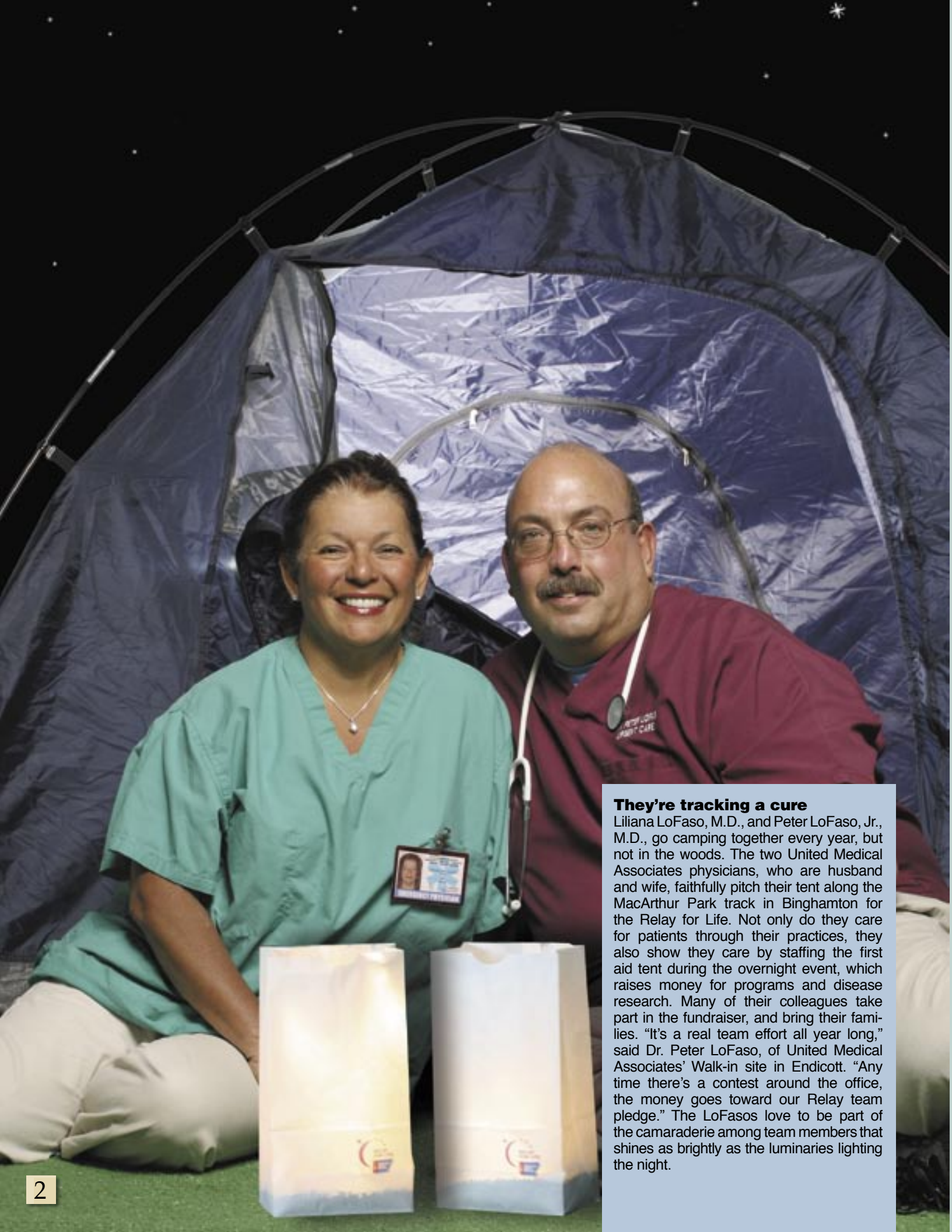
Peter V. McGinn, Ph.D.
President and C.E.O.

A handwritten signature in black ink that reads "Judith C. Peckham".

Judith C. Peckham
Chairman of the Board

THE Spirit OF SERVICE

*Here you will find people
who love nothing better
than serving others.*



They're tracking a cure

Liliana LoFaso, M.D., and Peter LoFaso, Jr., M.D., go camping together every year, but not in the woods. The two United Medical Associates physicians, who are husband and wife, faithfully pitch their tent along the MacArthur Park track in Binghamton for the Relay for Life. Not only do they care for patients through their practices, they also show they care by staffing the first aid tent during the overnight event, which raises money for programs and disease research. Many of their colleagues take part in the fundraiser, and bring their families. "It's a real team effort all year long," said Dr. Peter LoFaso, of United Medical Associates' Walk-in site in Endicott. "Any time there's a contest around the office, the money goes toward our Relay team pledge." The LoFasos love to be part of the camaraderie among team members that shines as brightly as the luminaries lighting the night.

United Medical Associates

84 Lusk Street
 Johnson City, New York 13790
Floyd Metzger, Executive Director

New physicians bring depth to multi-specialty group

The Greater Binghamton area and its largest medical group offer many attractions to doctors looking for a place to practice.



The Tier's quality of life helped the group recruit 15 new physicians in 2005.

While some physicians seek a big-city or Sunbelt environment, recruiters say, others are attracted to the Southern Tier because of its high quality of community life and the presence of Binghamton University. Moreover, United Medical Associates' position as a United Health Services affiliate means that doctors can work within a large, full-service health system and teach in the hospitals' medical education program. In addition, coding, billing and the bulk of paperwork are taken care of by United MedManagement, leaving physicians free to focus on patient care.

During 2005, United Medical Associates was successful in recruiting 15 physicians to become part of the team. And this successful recruitment resulted in more than just a net gain in the number of practitioners on staff. It also strengthened the group in several key specialties, reinvigorating important services for patients and giving doctors better depth of coverage to enhance care.

The specialties that expanded as a result of the new physicians joining the group during the year were Urology, Rheumatology, Nephrology, Endocrinology, Geriatrics, Obstetrics/Gynecology, Internal Medicine and Family Practice.

By adding new physicians and revitalizing key specialties, United Medical Associates was able to give Greater Binghamton better access to patient-centered care and service.



A total of 130 practitioners, comprising 25 separate specialties, make up United Medical Associates.



The new United Medical Associates Regional Sleep and Neurodiagnostic Center opened in a large renovated complex at 93 Pennsylvania Ave. in Binghamton. The center provides patients with the region's most advanced diagnosis and treatment for all sleep-related problems. The facility features eight bedrooms specially equipped for sleep testing, including a unit that accommodates parents of young children who undergo sleep evaluations. It is the only sleep center in the area accredited by the American Academy of Sleep Medicine.

As the demand for high-quality physical therapy services has grown in the Southern Tier, United Medical Associates has kept pace. Its third PT site opened in a portion of the Chenango Bridge office.

The medical group in 2005 launched a retail pharmacy service for employees of United Health Services Hospitals, resulting in 60 hospital employees and their families to date taking advantage of this convenient on-site service.

Renovation work began at the Chenango Bridge site during the year to make the space more functional and patient-friendly, and walk-in and other services were expanded. At Chenango Bridge, United Medical Associates offers the services of walk-in physicians, pediatricians, a podiatrist, physical therapists and several physical therapy aides.

United Medical Associates was recognized as part of a North America-wide BlueCross BlueShield award for excellence. A two-year study, conducted in partnership with Robert Michaels, M.D., and other group physicians, has resulted in a reduction in the use of unnecessary antibiotics.

System Highlight

A record 225 United Health Services employees and their friends and relatives pitched in to work as volunteers during the 2005 Day of Caring, the United Way's annual civic improvement and 9/11 remembrance event. The willing workers rolled up their sleeves to paint, clean, rake, landscape and otherwise spruce up a wide range of charity venues around town.



Therapy with a spark

Patients who come to the C.V. Stratton Center for Therapies always find Bill VanKuren in a good mood. A physical therapy assistant at the Chenango Memorial Hospital center, Bill guides them through therapeutic routines that improve their quality of life following illness or injury. And he sets a good example, keeping himself in top condition by competing in triathlons for charitable causes. "Conveying a positive attitude can be every bit as helpful to patients as the exercises themselves," said Bill, who credits the other members of the therapy team at C.V. Stratton with creating a special atmosphere that encourages patient success. "There is a spark about the center that sets it apart," said Linda Lewis-Moors of CMH Community Relations. "Bill is one of the people who make that happen. He's a great guy with a big heart."

'Best Little Hospital' turns the corner



Friendly service helped CMH achieve a solid financial turnaround over the past two years.

"The Best Little Hospital in Central New York" had one of its most productive and successful years ever. Thanks to a commitment to service and constant hard work by everyone on the Chenango Memorial Hospital team, the not-for-profit facility experienced a major financial turnaround. It finished the year with an estimated \$1.1 million surplus, and projected a 2006 bottom line of \$1.2 million.

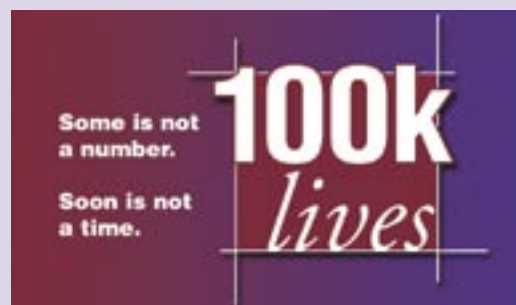
The spirited turnaround, which had its origins in 2004, was due largely to efforts to attract more patients and control expenses, as well as to the advantages of the hospital's

partnership with United Health Services. The facility's advancement is impressive, especially given the challenges faced by small-town hospitals in general and those in New York State in particular.

During 2005, inpatient visits grew by 9.8 percent, emergency department use was up by 7.1 percent and ancillary service use jumped by over 10 percent. The Residential Health Care Facility remained nearly at capacity. When The Hospital in Sidney, a nearby community, closed during the year, CMH was able to provide care for many patients from that area and to offer employment to many displaced workers.

CMH leaders are convinced that their institution is well positioned for the future. As a longtime member of United Health Services, CMH will be able to play an ever more meaningful service role in meeting its community's needs.

The "100,000 Lives Campaign" at United Health Services' four hospitals is an effort to keep hospital patients safe and respond quickly to their needs.



chenango
memorial hospital

Highlights

Chenango Memorial Hospital

179 North Broad Street
Norwich, New York 13815

Frank Mirabito, President and C.E.O.

In 2005, Frank Mirabito, longtime President and Chief Executive Officer of the hospital, announced his retirement. In total, Frank has served for 37 years with the organization. The Board of Directors launched a nationwide search for a replacement. (The search culminated in 2006 with the selection of Drake Lamien, M.D., a member of the CMH team, to be Frank's successor. Dr. Lamien has served as Vice President for Medical Affairs and as Executive Vice President and Chief Operating Officer.)

CMH performed impressively in its mission of community outreach, helping more school-aged children get a healthy start in life. Its School-Based Health Centers program now serves more than 4,500 children, with a 2005 expansion to the Bainbridge-Guilford School District. In the Norwich district, CMH introduced dental services to the elementary schools.

At the start of the year, CMH opened its new Heart Care Center. The expanded cardiology services include stress-testing and short- and long-term heart monitoring.

CMH's Residential Health Care Facility adopted the "Fish Philosophy," a method of reinforcing the Campaign for Excellence Standards of Performance. It fosters a passion for one's job and respect for co-workers by four means: having fun, creating special memories, giving others one's full attention and choosing to have a positive attitude.

System Highlight

United Health Services' four hospitals signed up for the Institute for Healthcare Improvement's "100,000 Lives Campaign," a mission to reduce unnecessary deaths among hospitalized patients across the United States. Hospitals began implementing up to six care practices that have been shown to improve patient safety and medical outcomes. Among other steps, United Health Services piloted Rapid Response Teams, which are deployed to respond immediately when a nurse or other caregiver calls for assistance.



Tender loving caregiver

Louise Martin always takes time to give that extra bit of personal attention to patients, like Irene Kennedy, and their loved ones, like Irene's husband Donald. A certified nursing assistant at Delaware Valley Hospital, Louise believes that if people feel good about themselves, they'll start feeling better all the way around. "She routinely makes time to give a patient a shave or do their hair when the person has been too ill to do so before being admitted," said Vicki Conkling, R.N., Director of Nursing at the Walton hospital. "Even on our busiest days, she takes time to make sure each room is clean and each patient comfortable." Her co-workers say Louise is always on the lookout to make their lives easier, too, even if the task isn't in her job description. She assists Housekeeping staff in turning around rooms between patients, and helps incoming shifts by taking vital signs before she leaves for the day. "Her cheer and energy are contagious," said one colleague. "Her attitude spreads to the rest of the staff."

Walton facility gains Critical Access status



Fifteen years ago Delaware Valley Hospital began a journey to better match its services to the real needs of its community. The hospital closed some units and reduced its number of beds, while at the same time bringing on board new technologies and placing a greater emphasis on outpatient care. It also has worked with other United Health Services members to provide links to specialized care in the areas of greatest demand.

Critical Access status means DVH can concentrate on providing outstanding community-hospital care for the 31,000-population area it serves.

Through these actions, the hospital began moving in a direction that ran parallel to the Centers for Medicare and Medicaid Services' definition of a Critical Access Hospital.

Hospital leaders applied for Critical Access status and, following an on-site survey, were notified in 2005 that they had been approved.

The designation makes DVH stronger, and a stronger hospital means better service for the 31,000 people in the region. As a Critical Access site, DVH now has a total of 25 beds for medical, swing and addiction-treatment patients.

The Critical Access designation helps small rural hospitals provide basic hometown care. It's especially significant for DVH, which serves an area where 47 percent of families live at the poverty level and 53 percent of individuals are age 65 or older. As a Critical Access site, it has begun receiving increased reimbursement for Medicare patients at one percent over its cost of care, contributing to the positive bottom line in 2005.

Good planning, with an eye to matching services provided with services needed, has made DVH a successful small-town institution and a resource Delaware and Sullivan County residents can count on.



Patients have high praise for the quality of care and service they receive in DVH's Emergency Department.

delaware valley hospital

Highlights

Delaware Valley Hospital

1 Titus Place
Walton, New York 13865
David Polge, President and C.E.O.

At Delaware Valley Hospital, management and staff are always on a spirited campaign to create patient-pleasers. One way the hospital succeeded in making the patient experience better in 2005 was by remodeling the medical unit. As part of the Campaign for Excellence, the hospital has been able to achieve high patient satisfaction scores, in part because of the attention to detail in rooms, which have new beds, new furnishings and photos taken by DVH staff.

Hospital staff are justifiably proud of their patient satisfaction numbers, which have been impressively high for the past three years. With a greater emphasis on the appearance of the hospital and a renewed spirit of quality service, the hospital posted outstanding numbers in 2005. The courtesy of the staff in the Emergency Department, for example, was rated at the 99th percentile in the most recent patient satisfaction survey, and those responding also had high praise for how quickly they were seen by a physician after arriving at the ED. The majority of respondents gave DVH's overall care the highest rating.

DVH's new Financial Services Building, conveniently located on West Street in the village of Walton, has become an important point of service for the community. The building affords more space, a more pleasant environment for finance staff and an easily accessible location for people who want to pay their bills in person. In 2005, DVH opened a handicapped-accessible Wellness Education Room in the building, creating a place where community residents can come for health education classes and wellness programs.

System Highlight

All three United Health Services hospital organizations hosted MASH Camp students in 2005. Delaware Valley Hospital was a MASH site for the first time, and United Health Services Hospitals and Chenango Memorial Hospital each participated in the event for the third year in a row. At MASH Camp, middle and high school students spend two days engaging in hands-on learning as a way of exploring possible hospital careers.



He's an artist in oak

When Wilson Auxiliary members decided the Gift Shop at their hospital needed renovating, they didn't have far to look for someone with the talent and spirit to make it happen. They simply called on Frank Martin, Skilled Mechanic in Wilson Engineering, to tackle the job. Frank, whose forte is cabinet-making, spent more than 120 hours creating a new environment in oak and glass. "Frank worked with me to design the lovely new display cabinet, counter and oak-paneled wall of shelves for candy and gifts," said Linda Kocik, Manager of the Gift Shop. "He then built it all, which involved his coming in on two separate weekends for the installation. Without his ability, creativity and willingness, this project wouldn't have been possible." Said Terry Rendell, Frank's supervisor in Engineering, "He goes above and beyond. He can do just about anything."

CyberKnife's arrival underscores quality of care



CyberKnife is so precise it gives physicians the ability to remove cancerous tumors without damaging surrounding healthy tissue.

United Health Services Hospitals' position as regional leader in lifesaving medical care was confirmed once again with the 2005 opening of the CyberKnife Center of New York – the first in the Empire State.

The \$4 million unit on the Wilson campus represents a collaborative effort between United Health Services Hospitals and two physician groups – Southern New York NeuroSurgical Group and University Hill Radiation Oncology.

CyberKnife is one of the most advanced weapons surgeons have in their cancer-fighting arsenal. Mounted on a 3,000-pound

robotic unit, the radiosurgery device can zap tumors in the brain, spine and other areas of the body with beams coming from 1,200 different angles.

CyberKnife provides the latest addition to United Health Services Hospitals' comprehensive cancer program, which features diagnostic tools like flow cytometry, MRI, PET/CT-scan, mammography, ultrasound and intravascular imaging instruments. In treatment, the program includes an on-site radiation oncology facility equipped with a linear accelerator and intensity-modulated radiotherapy, an advanced cancer-fighting technology. Cancer care staff use some of the best treatment plans, clinical protocols and procedures available for outstanding patient care.

The CyberKnife Center of New York is the exclusive site for CyberKnife surgery in a 43-county area of upstate New York and northeastern Pennsylvania.

The hospital's program has received a three-year approval with commendation from the Commission on Cancer of the American College of Surgeons, placing Wilson among the best programs nationwide.

united health
services hospitals

Highlights

United Health Services Hospitals

Wilson Regional Medical Center
Binghamton General Hospital
33-57 Harrison Street
Johnson City, New York 13970
Matthew Salanger, President and C.E.O.

In 2005 Wilson was designated a Stroke Center by the state Department of Health, making it the first central New York hospital to earn the identification and the facility of choice for fast, life-saving stroke care. That means emergency squads know that Wilson is the place to take patients suspected of suffering a stroke, also called a brain attack.

Doctors began performing a new, high-tech procedure to treat aneurysms in the brain. With coil embolization, or coiling, tiny wires are inserted into an aneurysm, a potentially deadly bulge in a blood vessel, said interventional neuroradiologist John Brunson, M.D.

Physicians also began using stents to treat blockages in the carotid arteries, the two large arteries in the neck that supply blood to the brain, said vascular surgeon Leonard Anderson, M.D. Wilson is the first hospital in the region to offer this revolutionary procedure, designed for patients at high risk for conventional surgery.

The Renal Care Center's new off-site dialysis unit in the Orthopedic Associates building conducted 200 treatments in its first week of operation. The 7,000-square-foot unit increased the center's total number of treatment stations from 24 to 39.

The HIV Grant Program at United Health Services Hospitals received high praise from the state following a site visit by the administrator of state HIV grants. In a presentation to program staff following her review, Linda Walko described the program as "one of the best in the state."

System Highlight

Employees were particularly generous to the United Way, donating a record total of \$151,180 to the 2005 employee campaign, reported Linda Sebesta, principal organizer of the employee drive. There were more than 100 new donors, and over 100 staff members increased their level of giving. United Health Services was one of only six companies to receive the Platinum Award of the United Way's Thomas J. Watson Society for pledging \$100,000 or more in the successful drive to help the charity raise over \$4 million.



They're on a roll

Jennie Gifford, Home Health Aide, left, and Anne Reade, Certified Nursing Assistant, roll out the RED CARPETSM at Ideal Senior Living Center – figuratively and literally. They treat everyone like a very important person, which is why colleagues, residents and residents' family members nominated them for the 2005 RED CARPETSM Awards. The two awards are presented annually in the spirit of RED CARPETSM, the warm-welcomes program at Ideal. "Everybody's day in Lily Court is always better when Anne is here," said one of her nominators, a co-worker at the Ideal Nursing Center. "She demonstrates a willingness to make personal sacrifices to improve the lives of others." One of Jennie's nominators, a Long Term Home Health Care patient, said, "She is so dedicated and loyal that there's no task, request or wish too trivial to command her immediate attention."

Long-term care has been Ideal for 15 years



Ideal was featured in "The Spirit of Excellence," a book about 120 great health care organizations in America.

Kindness, compassion, exceptional nursing skill, warm welcomes at every door – these are the hallmarks of Ideal Senior Living Center. In 2005, Ideal celebrated its 15th anniversary as a long-term care center, with staff and residents observing the milestone at an enjoyable ice cream social in the fall.

Ideal began serving Southern Tier residents as a community hospital in 1927. In 1990 the campus was converted into a full-service senior living environment. Over the years, it has grown to include a 150-bed skilled nursing facility, a 33-unit independent living apartment complex, a 47-bed adult-home area and a 23-bed assisted-living area. It also features a certified Long Term Home Health Care Program that is a model of success, providing a wide range of home services at 60 percent of the cost of nursing home care.

Significantly, Ideal's success is measured not just in the scope of its services, but in the depth of its service spirit. The center is in the vanguard of long-term facilities nationwide, redefining the term "nursing home" at every opportunity. Among its major innovations during its first decade and a half have been the adoption of the Eden Alternative home-like living environment and the introduction of RED CARPETSM warm welcomes.

Ideal has a reputation for quality service by offering "the right care at the right time in the right setting." Families know their loved ones receive compassionate, personalized care that promotes the highest level of health and functioning.



Ideal includes pets, plants and visits from young people to enhance the nursing home's living environment.

ideal.
senior living center

Highlights

Ideal Senior Living Center

508 High Avenue
Endicott, New York 13760
Maria Motsavage, President and C.E.O.

Ideal placed a major focus on employee safety in 2005. The effort paid off, as the center ended the year with no lost work days due to employee injury, a great achievement for a skilled nursing facility. Ideal developed an Injury-free Task Force to address employee and resident safety by evaluating resident care, policies and equipment with an eye to safety.

The center won the Outstanding Service to the Healthcare Community Award presented by IPRO, one of the largest health care quality review and improvement organizations in the country. Said IPRO C.E.O. Theodore Will: "We are delighted to acknowledge your outstanding work in three quality measures – pain, pressure ulcers and the use of restraints." The center also earned an Honorable Mention in the Healthcare Association of New York State's Pinnacle Award competition for excellence in pressure-ulcer prevention.

Ideal developed a new partnership with St. Ambrose Church of Endicott to help feed the hungry. Once a month, the Food and Nutrition Department at Ideal prepares and delivers meals to the church's soup kitchen for the 80 to 100 individuals who dine there on a regular basis.

New York Assemblywoman Donna Lupardo presented a legislative resolution to Ideal acknowledging National Red Hat Society Day in July. At the center, a group of female residents, the Queens of the RED CARPETSM, get together once a month. Not to be outdone, male residents, the Blue Bandanas, also hold monthly get-togethers.

System Highlight

Three members of the United Health Services family were featured in a book edited by nationally known health care consultant Kristine E. Peterson. United Health Services Hospitals, Delaware Valley Hospital and Ideal Senior Living Center were among 120 organizations highlighted in "The Spirit of Excellence: How Healthcare Organizations Are Achieving Service, Quality and Satisfaction." The members' "Walk In My Shoes," HeartWorks Plus and RED CARPETSM programs were singled out for praise.



Now that's sweet

Every time Melissa Pollack serves others at Professional Home Care, she offers them a choice – chocolate, vanilla or something more exotic. On her own time in the evenings, Melissa makes a cake for any co-worker who's celebrating a birthday. She's been doing this for quite some time – she baked 44 cakes for colleagues during 2005 alone. And one flavor doesn't fit all. Melissa, Senior Customer Service Technician, finds out what the person's favorite type of cake is, then creates it, complete with non-flammable, frilly toothpicks instead of candles. Both Johnna Wright, who enjoyed a banana split cake on her birthday, and Heather Sanderhoff, who was treated to a white number filled with homemade raspberry jelly, described the desserts as "awesome." Of course, the main difference between a store-bought confection and one by Melissa, said co-worker Maria Tinklepaugh, is that "Melissa's is baked with love."

Home team innovates to better serve region

Professional Home Care and Twin Tier Home Health built on the success of their community outreach endeavors and sought new ways to meet patient needs – whether using computers at the bedside, employing telemedicine to report daily vital signs or providing the latest in mobility equipment at a convenient location.

PHC enlarged its service area during 2005 by opening a durable medical equipment operation at Delaware Valley Hospital in Walton. It offers the full array of medical equipment, such as wheelchairs, commodes, lift chairs, canes, walkers and shower chairs, plus incontinence, ostomy and wound-care supplies, oxygen and nebulizers.

Another service enhancement was the launch of the Rehabilitation/Technology Department at the home care agencies' headquarters on the Vestal Parkway, providing wheeled mobility and adaptive seating systems, the latest in power wheelchairs, stand-and-drive power chairs, scooters and custom seating systems.



*Dave Wright and
Karen Pierce of PHC
Walton*



*Point-of-care computers
have been a real success at
Twin Tier.*

Twin Tier celebrated the first full year of success for its latest venture in using technology to improve care and service: a point-of-care computer system that manages both the clinical and financial aspects of its operations, with field staff using laptop computers at the bedside to directly enter patient information.

PHC and Twin Tier's goal is to help people remain in their homes by offering dependable services and equipment that improve the quality of life and provide security and peace of mind.

Highlights

Professional Home Care Twin Tier Home Health

4401 Vestal Parkway East
Vestal, New York 13850

Joseph Cerra, President and C.E.O.

Professional Home Care and Twin Tier Home Health ended the year with patient satisfaction in the top quartile as compared to Press-Ganey national benchmarks. This was a focus of the Patient Satisfaction Team.

To recognize "The Spirit of Service" among employees, PHC and Twin Tier implemented special awards such as "Going the Extra Mile," "The Power of Team," "Above and Beyond" and "Making a Difference." Employees were recognized during the year based on these themes. In addition, Employees of the Quarter were recognized for exceptional service, and other employees received the prestigious "Feed the Cat" Award. Under the direction of the Rewards and Recognition Team, a "Turn Me In" program was introduced.

PHC billing staff have attained best practice as reported by RemitData. PHC was in the top 10 percent of agencies nationwide during the third and fourth quarters.

Major renovation of the Vestal Parkway offices was completed to consolidate services, provide for program expansion, improve staff lounge space and create a better work environment.

With innovative programs at Twin Tier, such as Wound Care, Telemonitoring and IV services, clinical outcomes were excellent as measured and reported by Medicare, placing Twin Tier well above the state average on selected clinical outcomes.

Entering its second year, the Rehab @Home program continues to serve patients in need of intense physical rehabilitation at home and boasts excellent outcomes and patient satisfaction. The program was expanded to include pulmonary and cardiac rehabilitation services at the end of 2005.

System Highlight

The outstanding results of the 2004 Employee Opinion Survey were announced in 2005, with United Health Services placing among the top 10 percent of health care organizations nationwide. In overall job satisfaction, employees scored the organization a 5.76 on a 1-to-7 scale, well above the national norm of 4.59. PHC's score of 6.25 (out of 7) was the highest ever recorded by Baird Associates, the national consulting firm administering the surveys.

professional home care
twin tier home health

Physical Medicine	2	
Plastic Surgeons of the Southern Tier	2	
Quality Management	2	
Registration/Admission	1	
Renal Clinics	2	
Reservations/Registration	2	
Sandford Rehab Unit	4	
Security	1	
Sleep Lab	1	
Sports Medicine	1	
Surgery/Recovery	2	
Surgery Waiting	2	
Telecommunications	2	
Twins/Tiers Eye Care	1	
United Occupational Medicine	2	
Vascular Lab	G	
Volunteer Services	1	
X-ray/Radiology	G	
Intensive Care Building	2	
Acute Building	A	
Outpatient Building	1	
Park	G	
Humana Building	1	
Support Building	G	
14 Mitchell Avenue	2	
Acute Building	1	
Acute Building	1	
Outpatient Building	3	
Acute Building	3	
Acute Building	1	



Service with smiles

When Dave McKeon was looking for something to do a few hours a week, he took a walk over to Binghamton General Hospital. There he met Jeanne Carangelo, Manager of Volunteer Services, whose job is to connect hospital volunteers with the departments that will benefit most from their unique skills. Jeanne goes a step beyond, striving to match volunteers with work that will bring sunshine into their own lives as well. In Dave's case, it was easy. His jolly smile and warm personality were perfect for the "Greeter Desk" near the hospital entrance. And his spirit seems buoyed whenever he talks with a patient or visitor. "I love cheering people up and helping them find where they need to go," said Dave, a former Binghamton police detective who had to go on disability after a brain aneurysm. "If I see a child crying or pouting, I can usually say something that brings out a smile." Commented Jeanne, "We give volunteers the space to be themselves, and soon everyone's life is brighter."

Donors serve by giving of their treasures and talents



Alice Whitcombe, left, and Nancy Granger are former United Health Services employees who returned after retirement to volunteer their time and energies as members of the Wilson Auxiliary.

In health care, those also serve who give of their time, talents and dollars. Philanthropic giving is more important in the health field today than ever before. And during 2005, the United Health Services Foundation was able to provide more than \$858,000 in grants to support innovation, service and quality at United Health Services facilities, thanks to the generosity of people throughout the community.

Whether it was a major contribution to the community campaign, an auction item for the Special Event or a handful of coins dropped into the "Positive Change" jar at the cafeteria cash register, donations benefitted patient care and service.

The Foundation put this generosity to good use – for such items as the At Your Request Room Service DiningSM program at United Health Services Hospitals, a transporter for the Neonatal Intensive Care Unit at Wilson, dialysis machines at Binghamton General, pediatric telemedicine, and renovation of the Labor and Delivery area.

Rent assistance was provided for Ideal residents and new telemonitoring and other equipment was purchased for Twin Tier.

All year long, "The Spirit of Service" was evident in the enthusiasm of every giver who opened his or her wallet – or dusted off a set of golf clubs – to find a unique and meaningful way to make a lasting contribution.



Telemedicine allows real-time, distant viewing of images of patients' conditions.

united health
services foundation

Highlights

United Health Services Foundation

10-42 Mitchell Avenue
Binghamton, New York 13903
Betsy Pietriyk, Executive Director

Bob Grace of the Savitch Agency, Inc. chaired a very successful annual appeal in the community that exceeded its goal. Proceeds from the fund-raising effort will be used to purchase electrophysiology and cardiac catheterization monitoring equipment for United Health Services Hospitals' heart program.

Proceeds from the ninth annual Women Fore Women Golf Classic purchased new ultrasound equipment that is used by the Breast Center at Wilson to detect breast disease in its earliest stages. More than 200 golfers from Greater Binghamton and beyond gathered at The Links at Hiawatha Landing for this ever-popular annual event.

The Wilson Auxiliary was recognized by the Healthcare Association of New York State for its commitment to supporting quality care at the medical center, and was selected for a HANYS 2005 Auxiliary Advocacy Award. The auxiliaries at both Wilson and Binghamton General raise money for their hospitals through gift shop sales and special events throughout the year.

An outside fund-development firm conducted a work audit of the United Health Services Foundation during 2005. Upon completion of the survey, the firm summarized its findings by describing the Foundation as "a well-run, cost-effective and productive enterprise."

System Highlight

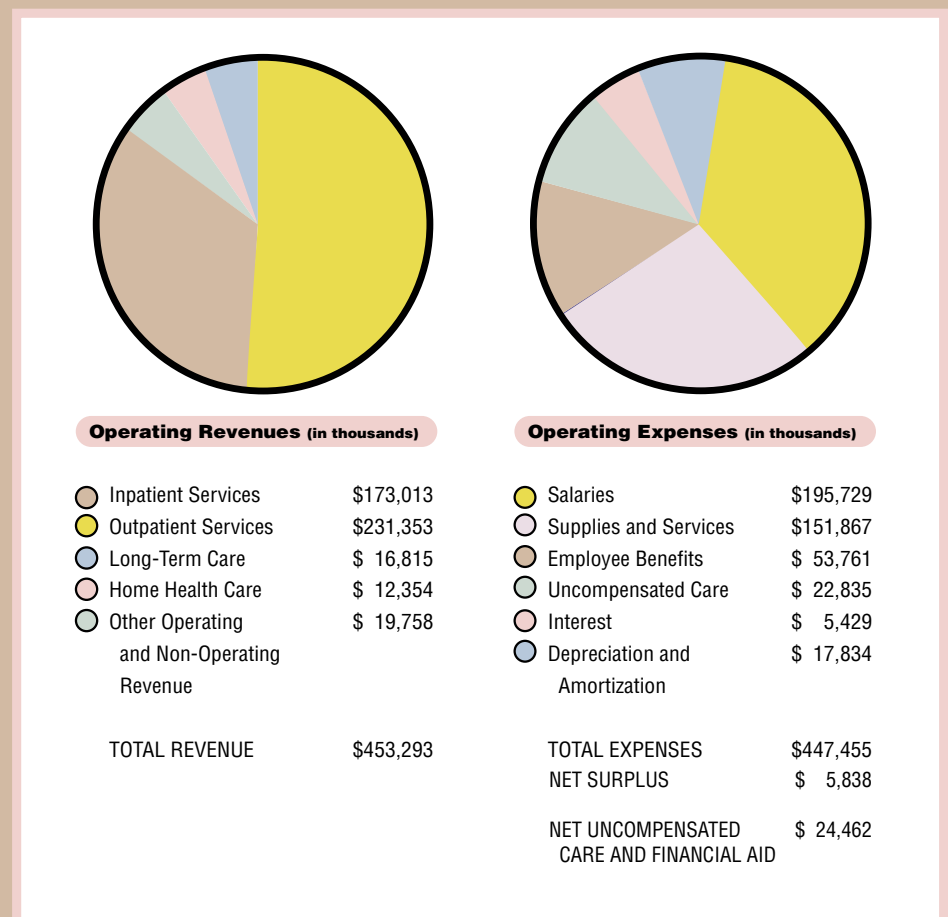
Patients and their doctors benefited from the latest developments in telemedicine, as the ClickTM Consultation Program was introduced at United Health Services' emergency departments and pediatrics center. Led by Cheryl Kerr, M.D., and Lawrence Kerr, M.D., an internal team of experts created the new tool, which enables specialists to securely view real-time images of patients' conditions at a distance. Using the latest in computer imaging and telecommunications, physicians can provide consultation and diagnoses from anywhere in the world.

In a spirit of fiscal responsibility

United Health Services posted one of its most financially successful years ever, ending 2005 with a net surplus of \$5.8 million on revenues of \$453 million. This was accomplished even as hospitals across the state and nation face an ever-challenging economic environment.

Health care providers continue to struggle with mounting pressures and high costs. To remain viable, they must keep up with emerging medical and information technologies, cope with lower government reimbursement and deal with shortages in skilled staff and the increasing needs of an aging population.

United Health Services was able to achieve a positive bottom line through a combination of sound financial planning, prudent use of resources and the outstanding financial performance of several system members.



The information here is a preliminary financial draft for the year 2005. Final numbers are not expected to change substantially.

United Health Services is governed by representatives from our community who volunteer to serve on its boards of directors, and on those boards' committees and work groups. These are caring, dedicated individuals who give generously of their time, energies and talents.

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**Congratulations Greg!
 2005 Mark T. O'Neil Jr.
 "Open Door" Leadership
 Award Recipient**



Gregory Rittenhouse, Vice President for Operations at Professional Home Care and Twin Tier Home Health, was the recipient of the 2005 Mark T. O'Neil Jr. "Open Door" Leadership Award. "Greg encourages employees and remains their faithful cheerleader," one of his nominators said. "To help staff, he has scrubbed wheelchairs, made supply deliveries, fixed flat tires and helped pull cars out of ditches." Joe Cerra, president of PHC and Twin Tier, said "Greg's effort and Greg's style" have helped take the organization to high levels of patient satisfaction.

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THE Spirit OF SERVICE

The Spirit of Service is a sincere personal desire to serve others in a special way, a passion to make a difference in the lives of patients and family members. The Campaign for Excellence is built on the belief that when we allow ourselves to unleash this spirit, we engage each other and our patients in a special and meaningful way.

our mission

United Health Services is a family of health care organizations whose mission is to coordinate individual care and improve the health of the communities we serve through a comprehensive and cost-effective regional health system.

our vision

To be a great place to work, a great place to practice medicine, and a great place to receive care as demonstrated by quality and satisfaction results consistently among the best of comparable health care organizations nationwide.

Amazing Technology. Extraordinary Care.

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United Health Services' 2005 Annual Report is a publication of United Health Services. Corporate offices are at 10-42 Mitchell Ave., Binghamton, NY 13903; Peter V. McGinn, Ph.D., President and Chief Executive Officer. The report is produced by the Community Relations Department: Christina Boyd, Senior Director of Marketing and Communications; William Michael, Communications Coordinator; and Carol Garrett, Art Director. For more information, call **607.762.2336** or visit www.uhs.net