



**Making
Healthcare
Better.**

Right Now.

The people of the Southern Tier are the heart and soul of everything we do at UHS. In every care setting, all across our healthcare system, they are the foundation of our mission, our entire reason for being.

This is true whether we serve people in a hospital or a doctor's office, a nursing home or their own home. It's true whether the person providing care is a physician or nurse, a therapist or technician, a pharmacist or allied health professional. It's true every day, 24 hours a day: Our ultimate goal is to provide high-quality, patient-centered care.

Formed in 1981 through the consolidation of three struggling community hospitals, UHS has grown to become the region's largest healthcare system and leading private employer. Today we are a sound, integrated system offering a wider range of life-saving and life-enhancing services than ever before, right here in our own six-county area.

In the intervening years, we have received many honors from national, state and local agencies for the quality of our clinical care and the commitment we have shown to the highest standards of modern medicine. Most importantly, we have been recognized by our loyal patients, residents, customers, caregivers and supporters.

People have put their trust in us for primary care and emergency care, surgery and therapy, diagnosis and treatment, help and healing. They rely on us when they are starting a new family early in life and when they are caring for a family member at the end of life. They place their confidence in us, and for that we are grateful.

On the cover: Warm, caring members of the UHS team, such as Anna Hoag, L.P.N., of UHS Primary Care Sherburne, are proud of the work they do and of UHS' commitment to make healthcare better by putting patients first.



Mr. Salanger, left, and Mr. Scullard

We also are proud that, as we have grown and expanded, we have established long-term relationships with our communities, and that our system name has become synonymous with our mission: **To Serve.**

Today our name, our brand, UHS, is proudly linked with those of our member-organizations, and often it appears followed by a message: **Making Healthcare Better. Right Now.**

That's because our chief goal is to make healthcare, for every patient, resident and guest, a positive, memorable experience, every time. The standards we have set for ourselves are simple, yet they are vitally important: **We will listen to you. We will show you respect. We will give you hope.**

A handwritten signature in black ink, appearing to read "Matthew J. Salanger".

Matthew J. Salanger
President and CEO

A handwritten signature in black ink, appearing to read "Michael A. Scullard".

Michael A. Scullard
Chairman of the Board

NYS
Designated
in Trauma, Stroke
and Neonatal
Care

UHS is the recipient of a number of awards, honors and official designations, all reflecting our commitment to providing outstanding care.



A Better Experience

We've all heard that better healthcare is coming. But we can't wait for it to get here.

So...we're not waiting.

We're creating the healthcare system of the future. Today. In Greater Binghamton.

We're UHS, and we're Making Healthcare Better. *Right Now.*

We're making it better every day, at each of our 60 locations around the Southern Tier.

We're making it better in every way, through the use of the latest technology and the application of the most compassionate care.

We're making it better for every patient, wherever their care and service take place.

We can't wait for healthcare that's more accessible, more convenient and less complicated. We can't wait for the government or the economy to improve the quality of care.

So we're taking steps right now to provide our patients and communities with care that is affordable, available, efficient and beneficial. Care that enhances the healing process. Care that creates a positive, memorable experience.

Our mission is to serve and our goal is to provide high-quality, patient-centered care.

We're making our part of the healthcare world better. *Right now.* For you.

UHS' employees, management, volunteers and medical staff are known for contributing to their community, especially in times of natural disasters or crises. During devastating floods in Greater Binghamton in 2006 and 2011, the people of UHS selflessly donated time, energy, money and supplies to help those in the region who had lost their homes and possessions.

UHS is the Southern Tier's largest and most comprehensive provider of healthcare services. For more than 30 years we have led the way in developing and expanding these services to meet the changing needs of our patients and communities. A locally owned, not-for-profit system, we are governed by an all-volunteer Board of Directors composed of residents of our communities. A teaching hospital, UHS is a major affiliate-sponsor of Upstate Medical University in Syracuse, through the Clinical Campus in Binghamton.

With 5,200 employees, a 500-member Medical Staff and facilities at 60 locations, we are the Southern Tier's largest healthcare system and leading private employer. UHS operates the Southern Tier region's only Level II trauma center, as well as a state-designated stroke center, located at UHS Wilson Medical Center. We are home to the CyberKnife Center of New York, a leading facility that uses stereotactic radiosurgery in the treatment of many forms of cancer.

Medical professionals like Henda Bouali, M.D., communicate with patients about every aspect of their care, from diagnosis and treatment to ways they can improve their health for a lifetime of wellness.

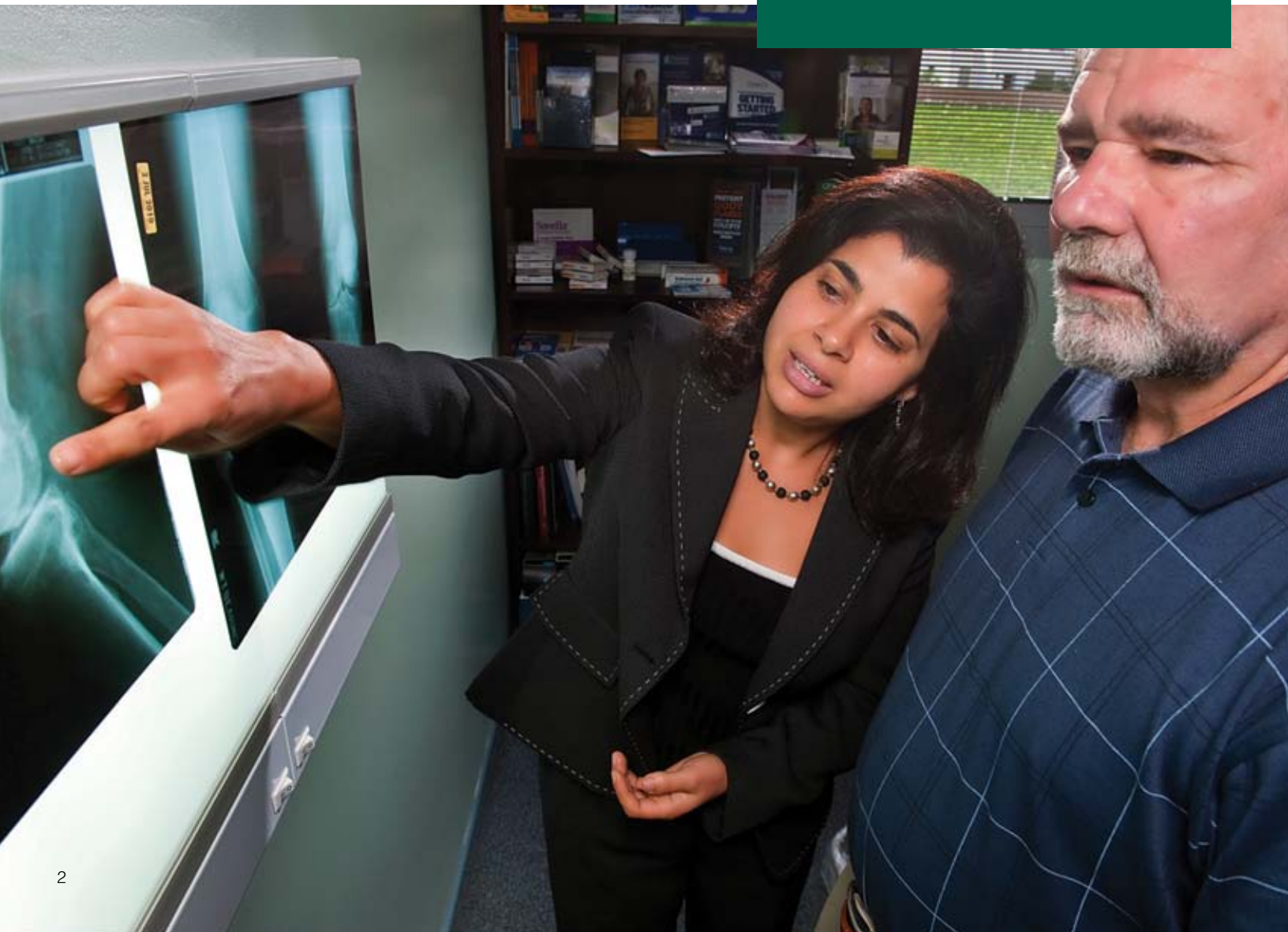
Lead

We will listen to you.
We will show you respect.
We will give you hope.

Our goal is to make you the center of everything we do, with your comfort, progress and healing our top priorities.

Every day, we strive to make your time with us the best healthcare experience of your life.

We are UHS.



Leadership

Since our founding in 1981, we have become a tertiary-care center and regional referral institution for a number of key medical and surgical specialties, including:

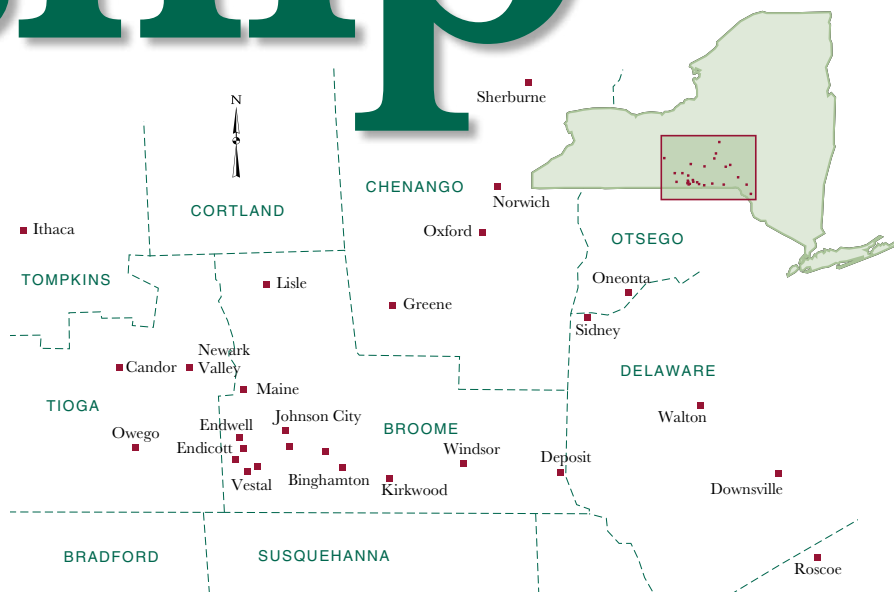
- Trauma care
- Heart surgery
- Brain and spinal cord surgery
- Cancer care
- High-risk obstetrics
- Neonatal intensive care
- Behavioral health
- Physical therapy and rehabilitation
- Orthopedic and reconstructive surgery
- Blood disorder care

UHS is owned by the people of the Southern Tier. We are a not-for-profit organization, operated solely for the public benefit. We guarantee that everyone in the community will receive the care they need, regardless of income or life circumstances. All leadership and management decisions are made right here at home.

UHS provides quality care and service, tailored to individual need, from prevention and physician care to hospital services, rehabilitation, long-term care and home care. Two out of every three hospital patients in Broome County come to us for care. In a typical year, we furnish care to more than 22,000 hospital patients and over 79,000 emergency patients, and perform nearly 19,000 surgeries. Our network of primary care, walk-in and specialty offices receive over 637,000 visits a year.

As people who love their work, we are committed to serving our region in ways that go above and beyond the usual definition of healthcare. We are a team of health and human service organizations dedicated to keeping others well, providing diagnosis and treatment for the most severe types of illnesses, and lending a hand when the Southern Tier is in dire need.

With both a responsibility and a desire to be an integral part of our community, we are proud to offer



jobs, charitable care, scholarships, civic volunteerism, physician training, medical research, preventive medicine, health education and many other resources that benefit thousands of residents in Broome and surrounding counties.

A comprehensive healthcare system, UHS has a wide range of patient care facilities across a multi-county area of New York's Southern Tier.

All of us are proud of the leadership role we play, and of our devotion to "Making Healthcare Better. *Right Now.*"

Members of UHS

- UHS Hospitals:
- UHS Wilson Medical Center
 - UHS Binghamton General Hospital
 - UHS Primary and Specialty Care
 - UHS Chenango Memorial Hospital
 - UHS Delaware Valley Hospital
 - UHS Senior Living at Ideal
 - UHS Home Care

Affiliates of UHS

- UHS Medical Group, P.C.
- UHS Foundation



Quality is assured at UHS in many ways. Nurses work together and share information across the organization via a System Nursing Practice Council. UHS uses Lean Six Sigma, a method of reducing unnecessary steps in any work process to bring about more efficient results.



How do we define quality at UHS? The quality healthcare experience today draws on many resources to assure patient safety, convenience and comfort, and to bring about the best possible medical outcomes. We care for patients in a way that returns them to a high level of function and a top quality of life. Healing is the goal.

To ensure quality, we follow national guidelines established by the Joint Commission, Institute of Medicine, Institute for Healthcare Improvement, Center for Medicare and Medicaid Services and other recognized agencies. We continually study and work to improve certain core measures of quality. These can include access to care, timeliness of care and the use

of medical treatments that are based on solid scientific evidence. These can also focus on preventing such occurrences as pneumonia, heart failure, infections, falls, bedsores, complications after surgery and unnecessary readmissions after a patient has been released. And we're always striving to keep healthcare costs down.

To improve the efficiency of care, we've adopted Lean Six Sigma, a proven method of enhancing care and service everywhere in our system. Nurses at UHS use new computer software that reconciles prescription medication with the patient's identification bracelet, ensuring that the right patient gets the right dose of medicine at the right time. Staff at each system location work with those at other sites to ensure that the quality of bedside care is uniform across the organization. The goal is for patients to have the same outstanding experience, no matter where they are cared for at UHS. At all of our facilities, nurses make rounds on a carefully designed schedule, asking patients about their pain, comfort and convenience, and ensuring that their rooms, beds and overall environment are clean and pleasing. If a patient's condition suddenly takes a turn for the worse, anyone — a doctor, nurse or patient's family member — can make a lifesaving call that brings a Rapid Response Team immediately to the bedside.

All of this translates into lives saved and patients who are more thoroughly satisfied with every aspect of their care. Our aim is to do everything right the first time, and to make sure that care is centered on the patient and their needs.

Quality



Soarian, to new heights

Technology can bring better care to everyone. So we have embarked on a journey to transform clinical, financial and technical information and the way our entire healthcare team communicates. We are replacing scores of computer programs with the latest in clinical, financial and technical software. The healthcare consumer won't notice it at first, but eventually there will be a very positive effect.

Appointments will be easier to make, and bills easier to understand. Medical records will follow patients from one care setting to the next. And our care providers will be able to follow our patients' progress with the touch of a computer key.

It's called the Soarian project, and we are among a very few healthcare institutions in the country applying all of the Soarian tools developed by the Siemens corporation, at one time. More than just adding extra technology, the project will replace systems that will soon become outdated, and it will bring the UHS organization closer together. This information of the future will be more in sync with the quality of care we already provide. And those we serve will benefit.

All healthcare organizations today are being held more accountable for their care. At UHS we welcome this emphasis on higher standards, and are proud to be a leader in responding. For example, we maintain state-designated trauma and stroke centers, and our ability to provide heart patients with balloon angioplasty in a timely manner exceeds the national average. We screen for high blood pressure and diabetes, and see to it that when people leave our organization, they have the right information about what medications they should take when they get home.

Treating everyone as a unique individual — and caring for them the way we would want a member of our own families to be cared for — is the central idea that motivates all of our actions.

A quality learning experience means hands-on training at UHS Delaware Valley Hospital for Deja Stukes, a nursing student from the State University of New York at Delhi.



**Featured
at Two National
Conventions on
Nursing Quality**



The focus is on caring

Caregiving focuses on individuals, but it goes far beyond as well. UHS is the originator or supporter of many efforts to change the lives of entire patient populations for the better. We have special programs to educate people with diabetes on how to manage their disease, so that they can avoid being hospitalized. We seek to reduce hospital visits due to heart failure, and work with parents and schools to cut the rate and risk of childhood obesity. And we operate such programs as the community's most wide-ranging behavioral health program, treating mental illness and chemical dependency.

As the trend toward outpatient care continues to increase across the country, UHS is home to a state-of-the-art ambulatory surgery center and pre-admission testing facility at UHS Wilson Medical Center. And significantly, we operate one of the largest networks of primary and specialty care offices in upstate New York, offering the services of physicians, physician assistants and nurse practitioners at a number of care locations.

As the definition of an outstanding caregiving experience continues to change, UHS will be ready to provide a meaningfully better experience, for every patient.

Caregiving

Patients receive outstanding care at UHS from a wide range of healthcare professionals, such as technical associate Carl Zimmerman, who works in the Operating Room at UHS Binghamton General.

Every moment of care begins with listening. At UHS, our caregivers take the time to listen and to understand each person's needs, concerns and goals. They do this for the patient, and make sure that family caregivers — the patient's loved ones — are part of the recovery, rehabilitation and healing process as well.

Our healthcare teams know that it all starts with caring, and being prepared to care in the right way for every stage of life. Our aim is to help people to get a good start in life, and to live every day of their lives to the fullest.

Over the past 50 years, healthcare in America has changed dramatically. There are more medicines, more

technologies, more treatment options than ever before. But one aspect has remained constant — the human interaction of care is still most important. At UHS, we call this patient-centered care, making sure the patient comes first.

Today, consumers are better informed, and expect more from their doctors, hospitals, nursing homes and home care providers. They make decisions based on clinical quality and personalized service. Not only are we judged by the community, the government and insurance companies regarding our care — we judge ourselves. We believe that ours is a high calling, and that we have a responsibility to treat every patient as an



Accredited
in Primary Care
by the National
Committee for
Quality Assurance



individual, a person of value whose life is precious and meaningful.

In every care setting, we ask the question, “Is this how I would want my spouse, my child or my parent to be treated?” All across our organization, nurses, therapists, doctors, technicians and other specialists are finding new ways to work together. They want care that is safer, more comfortable and more effective for those they serve. Our goal is that those who come to us for care will find strength, healing and wellness in the most beneficial environment possible.

At UHS, we want you to have the best healthcare experience of your life.

Caring professionals like Patricia Ferrante, R.N., right, know how important it is for babies to get a good start in life, which is why UHS offers a full range of services for expectant mothers like Ashley Tierney and their newborns, like Tanner Nicholas Tierney.



Jon-Marc L'Eplattenier, R.N., of UHS Home Care in Vestal, defines service as getting to his patients' homes with all the equipment he needs, no matter the weather. And during mild weather, he shows up in style, arriving on his Honda motorcycle. His bike-and-trailer combination is always a hit with patients. As one commented, "It broke the ice. I knew he was someone I could relate to."

Over the past few years, UHS has been talking with members of the community about what they would like from their healthcare system. In meetings, discussions and focus groups, we asked patients and their family members what they're looking for throughout the entire healing process — how they personally define service.

First, they want a hospital, nursing home or other health institution to listen to them, to treat them with respect and to give them hope. Second, they want high-quality care that is affordable, convenient and easy to access. And third, they're looking for a healthcare experience that meets their real needs.

These insights from healthcare consumers have enabled us to develop new programs, services and benefits that are improving the way people receive care.

Medical records have gone electronic. Nurses all across the system make more frequent rounds to check on the condition and comfort of patients. We have also added the option of paying bills online, and getting help from special on-site advocates when the patient is facing a financial challenge.

At many of our primary and specialty care offices in Broome and surrounding counties, patients are now able to call for same-day appointments, and hours have

Our services are myUHS

Thanks to technology and UHS' commitment to seeking higher levels of service, Southern Tier residents find it easier than ever before to take charge of their health.

UHS has developed "myUHS," a free online connection to hospitals and doctors and a host of other patient care services. The portal on the World Wide Web is safe, secure and confidential. With the website, the person's healthcare team is always available for consultation, via www.uhs.net.

Those who enroll can communicate directly with their physician and healthcare team from home, work or school, from anywhere in the world, whenever it's convenient. No waiting and wondering. No calling and sitting around "on hold." Members can make an appointment, get a prescription refilled or ask a non-urgent medical question.

It's fast, easy and hassle-free, and puts the patient in the driver's seat of their own health and wellness. People can sign up at www.uhs.net, or at any myUHS-participating medical practice.

It's another step toward outstanding, modern healthcare service, designed with the patient in mind.

NYS
Gold Stamp
in the Prevention
of Pressure
Ulcers



been expanded so that they get in to see a provider when it's most convenient, such as in the evening.

Beyond that, we've added some nice touches, like valet parking at our hospitals, informative baby showers for expectant mothers, and CaringBridge.com, so inpatients can communicate online with family members from their hospital room.

Anything we can do to make the care experience a better one for patients and their families — more memorable, more satisfying and more beneficial — is what we're all about at UHS.

At UHS, good service means more than quality medical care. It means good food, such as the dinners prepared in the hospital cafeteria. And it means a clean room, no unnecessary waiting and clear communication between patients and those providing their care.

Service

UHS professionals engage in medical research, conducted through the healthcare system's Office of Clinical Trials. UHS also maintains laboratory services at its facilities to advance quality and comprehensiveness in the diagnosis of disease. Education is an ongoing pursuit at UHS, with employees and practitioners attending seminars and teaching days designed to keep them current with changes in medicine.



At UHS, teaching and learning are a way of life. Doctors who have graduated from medical school come here from all over the world to complete medical residencies, one- to three-year training programs that give them hands-on exposure to the real world of caring for patients. The organization is an invited member of the nationally elite Council of Teaching Hospitals.

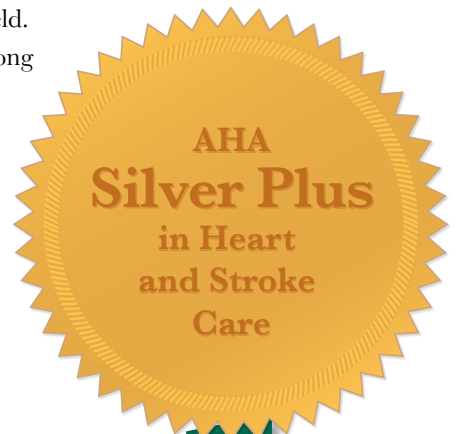
The residents learn directly under the tutelage of experienced physicians, maintain their own clinics, see their own patients and are held accountable for their own decisions. While they may attend lectures, most of their training is hands-on, as they often function as their patients' main source of medical care. Those who are studying primary care — either family medicine or

internal medicine — also practice with key specialists, so that they gain knowledge of such areas as heart disease, cancer, diabetes and lung conditions. Some 30 residents graduate each year from various educational tracks in family medicine, internal medicine, podiatry and osteopathy, and there are fellowships available in geriatrics and in sports medicine.

After graduation, a number of our medical residents go on to practice with major hospitals, medical centers, universities, agencies and clinics in many parts of the country and world — literally from New York City to the South Pole — while others elect to stay right here in Greater Binghamton. Some have remained to practice throughout their careers in the Southern Tier. In this way, graduate medical education offers a tremendous benefit to the community: providing our local area, which is regarded statistically as being in need of more doctors, with plenty of newly minted practitioners.

Nurses throughout the UHS system can take advantage of many continuing education opportunities, including those provided by an in-house Nursing Education and Research Department, the Mosby's Skills learning system, and nursing councils and committees that foster the sharing of knowledge among practicing professionals. Lifelong learning opportunities also are emphasized for therapists, technicians, pharmacists and other health professionals, so that their skills are always based on the latest information in the medical field.

UHS was among a handful of hospitals in the United States to pioneer medical residencies, especially in primary care,



Knowledge



more than 40 years ago — and in the hospitalist specialty more recently.

Many healthcare professionals in the community benefit from UHS' commitment to continuing professional education, which brings experts from around the world to Broome County for seminars, courses and teaching days on various specialized topics. Physicians, nurses and allied health professionals attend these conferences to stay up-to-the-minute on the latest developments in cardiac care, oncology, gastroenterology, trauma care, pediatrics and other specialties.

Contributing to the world of medical knowledge

UHS has long been devoted to expanding medical knowledge — knowledge that will benefit patients right here in our own community, and often around the world. That's why we work to make clinical research studies a vital component of our healthcare delivery capabilities. Through our Office of Clinical Trials, all the people residing within a 16-county area potentially can benefit from the search for new treatments, medications and procedures which these trials make possible.

Clinical Trials oversees research projects using UHS Hospitals facilities and resources. Physicians and staff work with pharmaceutical and other medical companies to conduct clinical research studies. With years of experience conducting complex clinical research and enrolling patients in the study of investigational medications and devices, the office follows careful processes to protect the best interest of research patients while at the same time adhering to federal and other regulatory guidelines for compliance.

Clinical research. It's another way UHS is contributing to the foundation of knowledge for modern medical care.

A high percentage of UHS Medical Residency graduates choose to remain right here in the Southern Tier to begin their practices. Physicians like these — from left, Maria Bertini, D.O.; Jay Bertini, D.O.; Betsy Koickel, M.D.; Cara Corpora, D.O.; Elizabeth Rosato, M.D.; and Michael Baba, D.O. — add to the community's supply of much-needed doctors and enhance patient care by bringing new knowledge and fresh perspectives to the practice of medicine.

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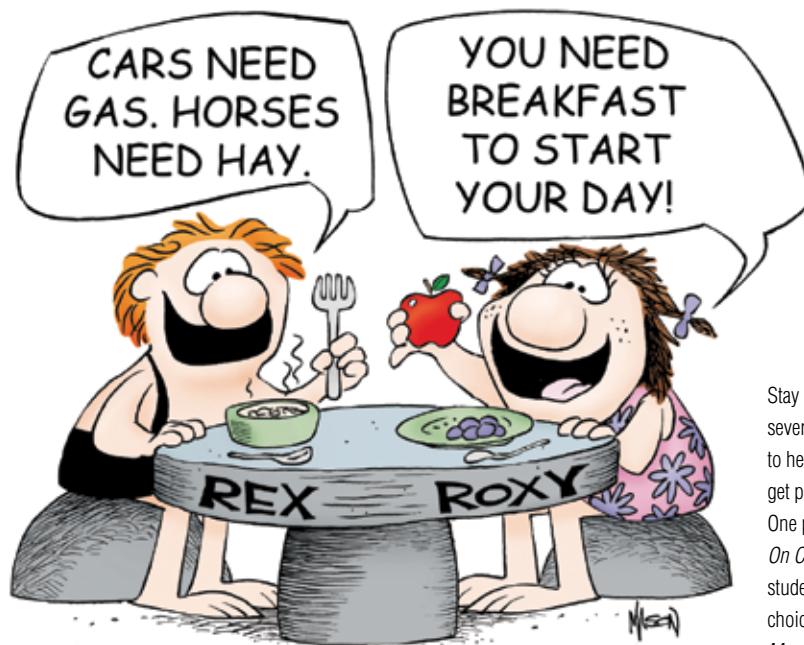
Impact

**Gold Seal
in Quality Care
by the Joint
Commission**

UHS is more than the healthcare cornerstone of its communities. It's also a force for good in the local economy, producing a positive effect on commerce, employment and socioeconomic stability. It does this by employing thousands of people who, in turn, spend dollars on goods, services and property, as well as pay taxes at the federal, state and local levels.



Jenny English, R.N., left, encourages youngsters like Kayla McKercher to develop good fitness habits early in life. Ms. English is the asthma nurse coordinator at UHS' Stay Healthy Center in the Oakdale Mall.



According to the Healthcare Association of New York State, UHS is a major customer of local businesses and a substantial purchaser of goods and services, further contributing to the strength of the Southern Tier market. And by striving to keep people healthy, UHS enables local residents to be productive citizens.

The ripple effect of a large healthcare system on a local economy can be impressive, as revealed in the amount of money produced by UHS and its system members and the amount turned into measurable financial benefit for the community.

With payroll and benefits of \$340 million each year, the UHS system employs more than 5,300 people in Broome and surrounding counties. Our \$264 million payroll, by itself, is an economic stimulus package, supporting thousands of jobs and households.

Employees use their wages to buy goods and services, which creates income and jobs for other businesses locally, according to HANYS. Dollars earned by UHS employees are spent on groceries, clothing, appliances, automobiles, real estate, mortgage payments, rent, investments and other expenditures to the tune of \$420 million in a given year. While UHS is a not-for-profit system, its employees and their jobs generate \$32 million a year in state and local sales and income taxes, HANYS has reported.

To keep our system facilities operating, UHS spends \$200 million a year on medical supplies, medicines, purchased services, utilities and other daily expenditures, as well as \$20 million on buildings and equipment. Capital spending on the new facility on the Vestal Parkway alone was \$30 million during its construction phase.

All of this adds up to a total impact on the economy by the UHS system of nearly \$1 billion in a year's time, making UHS both an anchor and an engine of the Greater Binghamton economy.

Stay Healthy operates several programs designed to help kids eat right and get plenty of exercise. One program, the *Rock On Café*, helps young students make healthy meal choices in school. Another, *Mason on the Move*, provides motivational programs spearheaded by "B.C." cartoonist Mason Mastroianni and his clever cave characters, Rex and Roxy.

Keeping the Tier a healthy place to live

The healthcare professionals at UHS have always believed that they have a special job to do: keeping our community as healthy as possible, even though that may mean fewer people coming to see us. We have a duty to ensure that our region of the country stays as healthy as possible, and improves its health status to the highest possible degree.

That's why we've committed so many resources to developing our Stay Healthy program, widely known through the Stay Healthy Center at the Oakdale Mall and *Stay Healthy Magazine*, published as a newspaper supplement.

But we do more than just talk to folks about wellness. We give them the tools they need to make it a reality in their lives. In a typical year, we conduct Stay Healthy classes for 3,800 people, and another 1,000 attend our fitness courses. More than 3,100 people come to our health fairs and another 1,800 to our health lectures.

To make sure people have the opportunity to get tested for medical conditions before they have symptoms, we screen some 13,000 individuals annually. And we field 14,000 phone calls through our UHS Nurse Direct program, answering general health questions from the public.

Taken together, all of these actions help the residents of our area connect with the ideas they need to create a gameplan for better health.



Making Healthcare Better.
Right Now.



UHS/KB/12/05/12/K

Our Mission

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.

Our System

UHS is made up of providers and supporting organizations serving primarily New York's Southern Tier and surrounding areas. It is a not-for-profit organization and is not part of any national chain; rather, it is locally owned and governed by a volunteer Board of Directors, made up of citizens of the Greater Binghamton, N.Y., 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.

UHS is Making Healthcare Better. *Right Now.* For everyone in the Southern Tier. If you'd like to learn how we can make healthcare better for you, visit us on the World Wide Web at **www.uhs.net**

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