



a great experience

2013 Annual Report





**Matthew Salanger,
left, and Michael
Scullard**

...to a great experience

Every year, UHS receives hundreds of thank-you notes and letters from people we've cared for. Many are from patients, expressing appreciation for a bright smile, a gentle touch, a kind word, an extra bit of encouragement. Some are from a patient's loved ones, thanking a member of the UHS team for being there in a time of need.

These compliments mean a lot to the people who receive them, and to all of us who live the UHS mission of serving others. They are an indication that those who seek us out for care are indeed having a positive experience. The messages also keep us on our toes. They remind us that people do notice and appreciate even small kindnesses and value quality in every act of service –

from the way a bed is made to how the food tastes to whether they have tissues on their nightstand.

We regard these thank-yous as testimonials to the great effort put forward by the people of UHS and the great impact it has on the lives of those we serve. We are deeply committed to our strategic goals: To improve our care, to manage our costs and to grow our market share – as well as to our promise to patients and the community: We listen, we show respect, we give hope.

Enabling us to consistently achieve all of these is our capacity to make every patient's experience memorable. This happens whenever we turn a difficult situation into one that is strengthening, caring and encouraging. As one of our patients summed it up during the past year: "Even though a number of people cared for me, I never felt like a number."

Michael A. Scullard
Chairman of the Board

Matthew J. Salanger
President and CEO

Chairpersons of the boards as of the end of 2013 are as follows:

UHS: Michael Scullard

UHS Hospitals: Michael Scullard

UHS Chenango Memorial Hospital: Robert W. Nassar

UHS Delaware Valley Hospital: Helen Johnston

UHS Senior Living at Ideal: Sam Lupo

UHS Home Care: Linda Best

UHS Medical Group: Peter LoFaso Jr., MD

UHS Foundation: Peter Newman

We are committed...

... to respect and response

If something needs doing, Jackie Vetri gets it done. So when the 46-year-old dynamo's mammogram raised suspicions, she wasted no time making an appointment with the UHS Breast Center in Vestal. In less than 24 hours, biopsy results showed breast cancer. "Dr. Camelia Lawrence saw right away that I'm not someone who waits around," Mrs. Vetri said. Respecting her patient's drive to survive, Dr. Lawrence performed a bilateral mastectomy 20 days after diagnosis, and today Mrs. Vetri is cancer-free. That respect for her wishes, coupled with efficiency and effectiveness, translate into a great healthcare experience. "What's amazing is that many people took care of me, yet I never made a single appointment myself," she said. "The Breast Center team took care of everything. What a blessing that was!"

UHS Hospitals:

● The Soarian journey took another step forward in 2013 with the go-live of Soarian Clinicals and computerized physician order entry.

Jackie Vetri said:
"My Breast Center team took care of everything. You have no idea what a blessing that was."



● UHS Hospitals was named the only "Top Performer on Key Quality Measures" in the Southern Tier by the Joint Commission, America's leading accreditor of hospitals and healthcare organizations. UHS Hospitals was lauded for outstanding performance in using evidence-based clinical processes that are known to improve care.

... to a positive attitude

If you ask Margaret "Idell" Elsier for an example of a great experience at UHS Chenango Memorial Hospital, she'll tell you it's UHS Senior Living on the hospital's second floor. Mrs. Elsier selected UHS Chenango Memorial as her new home so she could be close to her daughter, Norwich resident Kathy Jo Duncan. Mrs. Elsier is the type of person who generally takes responsibility for her own happiness. But whenever she's not feeling tip-top, she can always count on her nurse to brighten her

Testimony to a Great Experience

For the second year in a row, UHS was named among the best hospitals in the country by the national news magazine *U.S. News & World Report*. The publication's 2013–2014 "Best Hospitals" rankings list UHS as 31st among 250 New York State hospitals, up from 34th place the previous year. Of the 45 Central New York hospitals evaluated, UHS was one of only two meeting the magazine's standards for strong performance.

day. "Usually I'm the one going around trying to cheer up other people," she said. "But Eileen Fischer, RN, always seems to understand how to lift my spirits."

UHS Chenango Memorial:

- Improved workflow was the hallmark of the new patient experience in 2013 at UHS Chenango Memorial Hospital's Emergency Department. The changes in the ED eased the wait for patients and included a new approach to heart-attack triage.
- The hospital also opened new practice space for orthopedic care in its Newton Avenue building.

... to a warm welcome

Being met at the front door by smiling faces and a compassionate welcome spells a great experience to Bill Stevens of the Walton area. Following a long trip by van from another hospital after knee surgery, Mr. Stevens was admitted to UHS Delaware Valley Hospital, where he would stay for several days in the Inpatient Physical Rehabilitation Program. "They made my wife and me feel like a queen and a king," Mr. Stevens said. "When they found out we hadn't had lunch, they brought us a table and meals so we could sit right there and have lunch together." Mrs. Stevens said everything about her husband's time at UHS Delaware Valley was wonderful. She said: "I just can't say enough about how special they made us feel when we entered the doorway of that hospital."

UHS Delaware Valley:

- UHS Delaware Valley was one of the 13 critical-access hospitals in

the Empire State to be named recipients of the 2013 IPRO Quality Awards. The awards recognize professionals and organizations for being committed to New York's Medicare beneficiaries.

- The Walton hospital also opened two new private rooms on the Medical Floor; thanks to a donation from volunteers Dale and Cindy Carlson. UHS Delaware Valley further expanded its clinical capabilities by recruiting new providers for UHS Primary Care Walton.

... to real fellowship

Owego native Annie Lewis is so pleased with the life she and her husband Richard enjoyed together at UHS Senior Living at Ideal, she donated a work of art to the center's Tulip Court. Richard passed away in 2010, and, as a tribute to the care he received, Mrs. Lewis made a contribution to the décor of the Nursing Center, commissioning an oil painting depicting a garden of tulips by Owego artist Bob Merwin. "It's like a family here, and Richard and I were always able to have meals together in the dining room and enjoy our life together. What a good time we had!"

Thank-you notes are a testament to the great effort put forward by the people of UHS to provide a memorable healthcare experience.



We seek to consistently create a great patient experience by listening, showing respect and giving hope.

Ideal:

- Residents of UHS Senior Living at Ideal are able to ride in greater comfort than ever when they go shopping, thanks to the purchase of a new bus in 2013.
- Access to a modern, electronic health record is just as important to residents of a geriatric campus as to any other patient, so Ideal took a major step forward during the year by adopting the SigmaCare system.

... to a happy holiday

Sometimes a great experience is greatest when it's unexpected. That was true during 2013 for a Vestal couple.



When the husband's sleep apnea machine malfunctioned in the middle of the night, he and his wife had little hope of getting it repaired. It was a holiday, and they weren't sure they would be able to connect with someone to fix or replace it. The husband called UHS Home Care. "Later that morning he had a brand-new machine," the patient's wife said. "We were just so appreciative of that kind of response during a holiday." She noted that both she and her husband were able to sleep peacefully the next night. "The truth is," she remarked, "when my husband doesn't sleep well – neither do I."

UHS Home Care:

- UHS Home Care announced that it will soon be bringing its Broome County-based home health services to the residents of Chenango, Delaware and Tioga counties as well. The home care agency won state approval to expand into the three additional counties.

- The agency in 2013 unveiled plans to renovate a former UHS medical building at 601 Riverside Drive in Johnson City into its new headquarters.

... to coordinated care

Aaron Conklin is only 5, but he's already had a great experience with care and service from the UHS Medical Group. When Aaron's parents, Heather and Tom Conklin, noticed that he had delayed speech, they took Aaron to pediatrician Mary DeGuardi, MD, where they found answers and reasons for hope.

Dr. DeGuardi worked with an audiologist, a speech therapist and an ear-nose-throat specialist – even with Aaron's school – to coordinate his care. Today

Aaron is progressing rapidly, and is more comfortable with speaking and communication. "At the start of all this, Aaron had said to me, 'Never mind, Mommy,'" Mrs. Conklin noted. "But after he got the care he needed, he told Dr. DeGuardi, 'Thank you for helping.' It was such a sweet sound."

UHS Medical Group:

- The UHS Medical Group became the first healthcare organization in the country to pilot a clinical program developed by the Centers for Disease Control and Prevention to prevent falls among the elderly. Under the direction of internist Frank Floyd, MD, and nurses Bridget Talbot, RN, and Amy Roma, RN, the program was rolled out at UHS and is being adopted nationally.

- Over the past year, the UHS Physician Practices staffed by members of the UHS Medical Group added a location in Owego. The group also added a number of new providers.

Aaron's doctor worked with an entire team to coordinate his care and make a difference in his life.



Stewardship for a Great Experience

In 2013 UHS continued its steady progress to meet its system-wide goals in clinical, service, market and financial performance. This occurred amid an increased migration of healthcare from a fee-for-service model to outcomes-based payment, prompting our organization to find a delicate balance between maintaining current capabilities and investing in the future.

We worked to ensure **Clinical Excellence** through a continued development of our primary care network, with specific attention on increased capacity, expansion of access and improved patient satisfaction. And we developed a comprehensive care management model to support the patient-centered medical home approach to coordinated care delivery.

To achieve **Service Excellence**, there was broad implementation of the Service Excellence training pilot to reliably fulfill the UHS brand promise. We sought enhanced patient engagement through an emphasis on care transitions, smooth registration and convenient specialist referrals.

We set a course for **Market Growth** by enhancing key specialties in the UHS Medical Group, aligning specialists to maintain strength in our signature services.

Amid the nationwide unpredictability of a sustained economic downturn and advancing healthcare reform, UHS held its position of **Financial Strength**, posting a respectable net surplus of \$9.6 million on revenues of \$648 million, and contributing \$48 million in uncompensated care to those in need.

UHS attained success through the dedication of our people and our shared commitment to making the patient the center of all that we do. Together we were able to collaborate around common, system-wide quality performance measurements, standardized processes and a devotion to listening, showing respect and giving hope.

Financial Profile

UHS System Revenue and Expenses*

(in thousands)

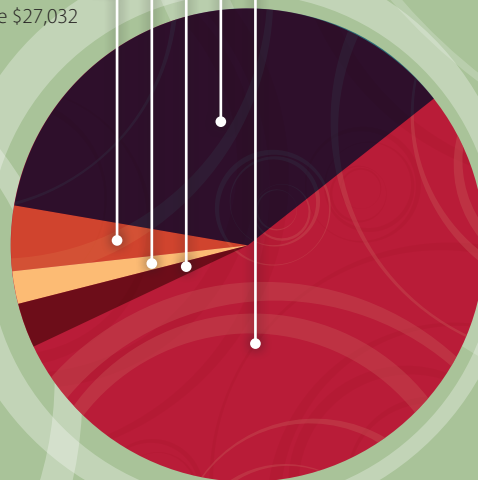
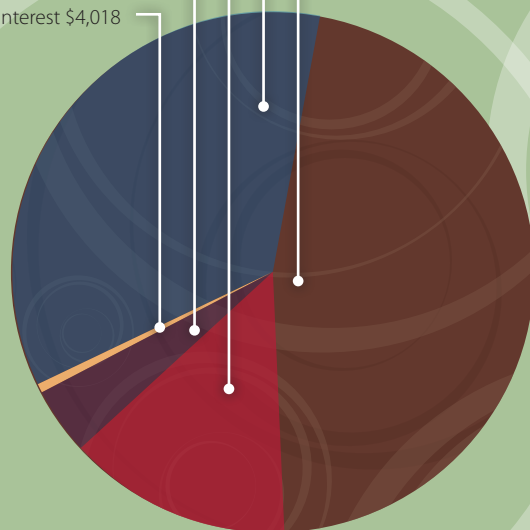
Total Revenue	\$647,670
Total Expenses	\$638,035
Net Surplus	\$9,635
Net Uncompensated and Charity Care	\$48,188

Total Revenue (in thousands) \$647,670

Outpatient services	\$346,804
Inpatient services	\$238,978
Long-term care (ECF)	\$18,906
Home health care	\$15,950
Other operating revenue and non-operating revenue	\$27,032

Total Expenses (in thousands) \$638,035

Salaries	\$297,343
Supplies and services	\$222,306
Employee benefits	\$87,931
Depreciation and Amortization	\$26,437
Interest	\$4,018



* The information here is a preliminary financial draft for the year 2013. Final numbers are not expected to change substantially.

"A Great Experience" is the 2013 Annual Report of the UHS healthcare system, based in Binghamton, N.Y.; Matthew J. Salanger, President and Chief Executive Officer. It is produced by the UHS Community Relations Department, 10-42 Mitchell Ave., Binghamton, NY, 13903; (607) 762-2336; Christina Boyd, Vice President for Community Relations; Jon Tooley, Director of Community Relations; William Michael, Communications Editor. Printed in the U.S.A. All rights reserved. © 2014 UHS