



Home care patient Molly Darville,  
right, with Christy Hubbard, RN

**“You made a difference.”**

2014 ANNUAL REPORT

## YOU MADE A DIFFERENCE

# “She has a loving care for people.”

Molly Darville of Walton is always looking out for other people in her community. She makes quilts and fixes sewing machines for her neighbors. But in 2014, she needed someone to take care of her.

In March, she was admitted to UHS Delaware Valley Hospital with a severe lung infection and, after being released, received visits from UHS Home Care. Later she went to the Infusion Center at UHS Wilson Medical Center for a special intravenous line, which delivered the powerful antibiotics she needed.

All during her care and treatment, she was under the watchful eye of UHS Home Care's Christy Hubbard, RN, her nurse and

case manager. Ms. Hubbard has always been impressed with Ms. Darville's spirit, positive outlook on life and giving nature. “She is a very caring person for people in the community,” Ms. Hubbard said.

Ms. Darville feels the same way about her nurse, whom she credits with saving her life by helping her with her medications and being alert to when she needed hospitalization.

Ms. Darville noted: “I can ask Christy anything, and she will either give me the answer or find the answer. She is genuinely concerned about her clients, and helps us in any way she can. She is one of those individuals who just has a loving care for people.”

Molly Darville, left, and Christy Hubbard, RN

## Making a Difference with Excellence and Stewardship



Matthew Salanger, left, and Michael Scullard

A meaningfully better health-care experience. That's our goal at UHS. In every interaction with our patients, our residents and their families, we are committed to listening, showing respect and giving hope. When people seek us out for care, they are at their most vulnerable. They rely on our knowledge, skill and personal attention to see them through. They need our understanding and compassion. They

are looking to us for answers, and for the best possible outcomes. This is true whether the person is cared for in one of our hospitals, in a physician office, in a nursing home or in their own home. We deliver on our promises through a system-wide commitment to quality which we call Service Excellence.

This guiding principle took many forms during 2014. In a year when we were dealing with the complexities of the

Affordable Care Act and facing the challenges of significant cuts in reimbursements from third-party payers, we continued to position our organization for success. In the pages of this report, you'll find heartwarming examples of patients who experienced our culture of excellence. Their lives were touched by the care, service, recognition, respect and compassion they received from members of the UHS team. At a time of great need, someone

with a UHS badge was there for them, providing effective care and adding that extra bit of warmth that can be so memorable.

While the year proved difficult from a financial point of view, we were able to weather millions of dollars in reimbursement cuts while delivering a positive bottom line. Importantly, we remained focused on opportunities for cost reduction, primary care development, better care

coordination and a steady course of service improvement. Our actions included involvement in a regional organization that will benefit Medicaid patients, an association with a consulting partner that has helped us reduce unnecessary costs and the combining of our cardiovascular services under the efficient banner of the UHS Heart Institute.

We're proud of our team, and thankful for our community's support, as well as for the vision

and leadership of our governing boards. Today, our integrated system stands as a model for others. Our efforts center on our ability to create a great experience, every time. In the stories in this report, and in countless other examples around our organization, there is evidence of this exceptional level of patient-centered care. As a result of professional skill and personal dedication, the UHS team has

heard, with great satisfaction, the words of those we serve: “You made a difference.”

Michael A. Scullard  
Chairman of the Board

Matthew J. Salanger, FACHE  
President and CEO



Marcia Eckerson, left, with Ideal's Shannon Michaletz, LPN

## YOU MADE A DIFFERENCE

# "She held Mom tightly in her arms."

Irene Chmielewski was 93 when she was admitted to the Rehabilitation Unit at UHS Senior Living at Ideal. She went on to reside in the Assisted Living and Nursing Center areas of the geriatric campus until her passing at age 94. The care and attention she received was so outstanding, all five of her daughters wrote a letter of thanks to 20 Ideal employees.

One daughter, Apalachin resident Marcia Eckerson, said her mother's care was the very definition of excellence in service: "The wonderful staff always kept us apprised of Mom's changing situation, provided invaluable advice and listened to our concerns. Even now, if we see one of her caregivers at the mall, we stop and give them a hug."

Shannon Michaletz, a licensed practical nurse who was one of Mrs. Chmielewski's caregivers, said the Ideal staff understands that families need to be part of the caring experience. "We focus on the health, safety and well-being of the resident," she said. "But families also are very important in the process."

Mrs. Eckerson noted that staff members ministered to Mrs. Chmielewski as if she were their own mother: "On Mom's last day, Shannon asked her if she needed a hug. Mom could barely nod 'yes.' Shannon reached out and held her tightly in her arms, and Mom's weak arms reached up and held her tightly in return. What a gift she gave Mom - and all of us - in that moment."

## "In the pouring rain, they changed my tire."



From left, Jim Winans, Mike Layton and Gayle Klein

Sometimes providing Service Excellence means helping a co-worker so they can help patients. Friendly teamwork and cooperation can make a world of difference.

Such was the case when Gayle Klein, R.Ph., made one of her first trips from Johnson City to Walton to open the new Pharmacy at UHS Delaware Valley Hospital.

It was raining hard when she pulled her van into the parking lot, only to discover that a pothole she'd hit had ripped open one of her tires. Not knowing where she could get a new tire in Walton, she asked Marc Arnold,

maintenance manager at the hospital. Two of his team members, Mike Layton and Jim Winans, quickly volunteered to help.

"They removed the flat tire, took it to a local shop, replaced it with a new one and bought a jack," Ms. Klein said. "Then, in the pouring rain, they came back and changed the tire."

"I'd been having doubts about accepting that post way out in Walton," she said. "But when I saw how supportive Mike and Jim were, I made up my mind to take it."

## "He was a ray of sunshine."

Darrell Oliver is the kind of guy who's known by everyone in the hospital. He says hello to everyone, and always has a witty comment or a kind word. He's famous for his friendly smile.

An aide who has worked in Environmental Services and Internal Transportation, Mr. Oliver also has a knack for recognizing when a patient or visitor seems forlorn, and understands how to cheer them up in a calm, unobtrusive way.

As one patient said in a letter to UHS about Mr. Oliver: "I was feeling down because all I wanted to do was to be home with my family. But Darrell made my day. He came in to clean my room and ended up being a ray of sunshine."

Whether tidying up a room or taking a patient to a lab test via wheelchair, Mr. Oliver makes the most of his time with each individual.

"You never know the person's circumstances, so you try to make their day a little brighter," he said. "It's more than just taking them from one place to another. You always want to be attentive."

The patient who wrote in agrees that Mr. Oliver was committed to anticipating and attending to every request: "He wanted to make sure I had everything I needed. He couldn't have been more thoughtful and kind."



Darrell Oliver

## YOU MADE A DIFFERENCE

# “She was an angel in our time of despair.”

Jim and Connie Pratt have endured the unthinkable. Their son Jonathan was 35 in 2012 when he died after being hit by a car in Binghamton.

In the Emergency Room at UHS Wilson Medical Center, his nurse was Carisa Darling, RN, whose duty it was to tell Jonathan’s parents that he hadn’t made it. But quietly, compassionately, she also told them something else they hadn’t known. Jonathan was a tissue and cornea donor. In death, he would give a legacy of love and hope to others.

“Carisa was an angel sent to us in our time of lowest despair,” Mr. Pratt said. “Her calmness had a great deal to do with our being able to cope with what had happened.”

An emergency room nurse for 15 years,

Ms. Darling has had to give patients’ families good news and bad many times over. But those encounters have never become routine. As a professional, she is always mindful that what she says, and how she says it, can have a lasting effect.

“You can never forget that anything you say or do may always be remembered by the patient or their loved ones, and may make all the difference in their ability to handle what they’re going through,” she said. “What they’re facing on a given day may be the most crucial or life-changing event in their lives.”

During a news conference at UHS in 2014, the Pratts and the Center for Donation and Transplant in Albany publicly recognized Ms. Darling for her compassion, respect and support.



From left, UHS’ Carisa Darling, RN, with Connie and Jim Pratt

## “When I was so scared, he was awesome.”



David Bayne, MD

Facing surgery is never easy, but a kind, approachable and understanding provider can remove a lot of the fear and nervousness.

One patient who experienced that kind of Service Excellence from David Bayne, MD, of UHS Urology and the UHS Medical Group, wrote in to compliment the physician on the compassion and encouragement he demonstrated.

“My husband and I first met Dr. Bayne in the Emergency Room,” she said. “When giving me my diagnosis, he was to-the-point, but compassionate, and explained every option.

He continually asked if we had questions and encouraged us to seek a second and third opinion.”

In her letter to UHS, the patient noted: “On the day of surgery, when I was so scared, he was awesome. Following surgery, he took the time to see me every day, talk to me and make sure my needs were being met.

“Words cannot express the kindness, understanding and compassion that Dr. Bayne showed me, my husband, and other members of our family – at our hardest and weakest moment. I can’t imagine having any other doctor.”

## “She listens to me and shows me respect.”

Albert Dunham gets the most out of life at UHS Senior Living at Chenango Memorial Hospital. He relishes interesting conversation and table-bowling at every opportunity.

But most of all, he likes the way employees like Crystal Barrows, certified nursing assistant, listen to his requests and treat him with dignity. He’s always been a private person who conducts himself with a professional manner, and appreciates those same

characteristics in Ms. Barrows.

“She is a dedicated worker and her behavior is outstanding,” he said. “She does her job while offering me privacy. I have shared things with her and I appreciate that she has kept those things private. We respect each other.”

The dignity of every patient in the facility is always highest on Ms. Barrows’ list of priorities. And she believes it’s very important to demonstrate a positive attitude along with it.

“You should always go in with a smile and show everyone the same kind of respect,” she said. “You present yourself positively to every resident, regardless of the situation you encounter or how your own day is going.”

Mr. Dunham said, “Crystal is a good example of the kind of people we have here. I can share my ideas and offer suggestions, and know I’ll be heard.”



Albert Dunham and Crystal Barrows, CNA

YOU MADE A DIFFERENCE

# “He took away the stress and anxiety.”

Trying to figure out hospital and doctor bills is hard enough for anyone, but when you’ve had a traumatic brain injury, wading through the complexities can produce a special kind of tension.

“A person who has had a TBI often experiences anxiety when dealing with complicated issues,” said David Brown of Windsor, a TBI survivor who was cared for at UHS Binghamton General Hospital. He was referred to Alan Goetz, a patient financial advocate at UHS Hospitals, who went into action to help Mr. Brown sort through his bills and determine health coverage eligibility. “Alan has been nothing but helpful,” Mr. Brown said. “He relieved me of the stress and worry.” Mr. Goetz

found that Mr. Brown qualified for Medicaid and for funding from UHS’ own financial assistance program for those who are uninsured.

Mr. Goetz puts Service Excellence into action with every patient encounter. He says it’s important to fully comprehend each individual’s needs and respectfully help them find the right plan. He and other financial advocates at UHS are certified application counselors for the Affordable Care Act. During 2014, they helped 550 people navigate the healthcare marketplace in New York State. To Mr. Brown, Mr. Goetz’s knowledgeable assistance has been a lifeline. “Alan is phenomenal, and has helped me more than I could ever have expected,” Mr. Brown said. “He’s a very pleasant and considerate individual. He’s gone out of his way for me.”



David Brown, left, with UHS Hospitals’ Alan Goetz



**DSRIP  
CHOSEN TO LEAD**

## Investing in reform

UHS became the lead agency in the Southern Tier for a program that will be among those which will reinvest \$8 billion in federal savings from Medicaid redesign reforms. The Delivery System Reform Incentive Payment (DSRIP) program promotes community-level partnerships and offers financial support to providers to help them better meet their region’s needs.

## Accomplishments

UHS made a significant, positive difference in the life of its communities during 2014 through a series of achievements and accomplishments that underscored its position as the healthcare leader in the region. Among these were the following:

**An institute with heart** – All cardiac services provided by UHS have been integrated into the UHS Heart Institute, based at UHS Wilson and extending across the healthcare system. The advancement brings together all heart-related activities under one umbrella.

**Migrating to Soarian** – A new computerized financial system, Soarian Financials, went live across much of UHS, improving the patient billing experience and overall revenue cycle process.

**Saving dollars** – UHS continued its association with the performance improvement organization Prism Healthcare Partners, enabling the healthcare system to eliminate millions of dollars in operating costs for the 2014 and 2015 fiscal years.

**Certified to care** – UHS primary care locations in Maine, Johnson City, Oxford, Sherburne and Sidney were certified as Patient-Centered Medical Homes, joining 16 other UHS sites in achieving this National Committee on Quality Assurance designation.

**Tied to the sky** – UHS Chenango Memorial introduced its new helipad site to the community, offering emergency transport of critically ill patients via medevac helicopter.

**The right Rx** – UHS Delaware Valley opened its new Community Pharmacy on the hospital’s campus, offering convenient hours, competitive pricing, price-matching and no charge for mailing prescriptions.

**Finding a new home** – UHS Home Care relocated from the Vestal Parkway to 601 Riverside Drive in Johnson City. The state-of-the-art building, featuring ample parking and an expanded showroom, is headquarters for the agency’s presence in four counties.

**Rolling out Excellence** – Service Excellence became the prevailing culture at UHS during 2014, as more than 3,600 staff members completed training in listening, showing respect and giving hope.

## MAKING A DIFFERENCE THROUGH LEADERSHIP

# Excellence in service in a time of challenge

In 2014, UHS continued to align its actions with the goals of its three-year strategic plan, all against a backdrop that included a weak economy, declining reimbursements and the complexities of the Affordable Care Act.

Early in the year, historical consumer patterns were disrupted, as high-deductible health plans caused patients to delay the start of care. This pushed volumes toward the latter half of the year, causing financial pressure as UHS adapted its cost structure to the “new normal.”

As the year progressed, leadership created processes and information systems to help UHS better position itself to maintain Service Excellence and add value to the patient experience. The system took forceful steps in cost reduction, through-put enhancement, care

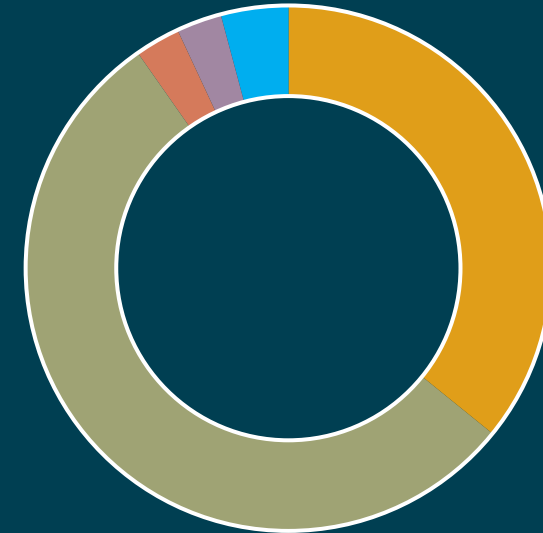
coordination, performance improvement and primary care development. UHS migrated toward a reimbursement model tied directly to outcomes.

Through astute planning and cost-reduction strategies, UHS began to see improvements in revenue, cash flow and fiscal performance. The system implemented cost-reduction tactics in labor, productivity and non-labor expenses, and improved clinical operations.

Despite the challenges from many directions, the organization furthered its commitment to its strategic goals: *Improving Our Care, Managing Our Costs and Growing Our Market Share*. As the year drew to a close, UHS posted a \$1.5 million surplus on revenues of \$659 million and contributed a record \$55 million in uncompensated care to those in need.

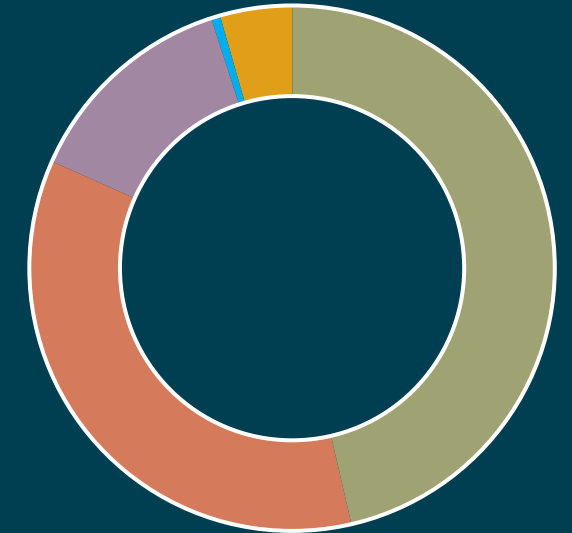
## Financial Profile

UHS System Revenue and Expenses (Thousands)*	
Total Revenue	\$659,129
Total Expenses	\$657,568
Net Surplus	\$1,561
Net Uncompensated and Charity Care	\$55,730



2014 Revenues (Thousands) \$659,129

Inpatient services	\$236,442
Outpatient services	\$358,779
Long-term care (ECF)	\$19,244
Home health care	\$18,606
Other operating revenue	
and non-operating revenue	\$26,058



2014 Expenses (Thousands) \$657,568

Salaries	\$305,473
Supplies and services	\$232,906
Employee benefits	\$86,369
Interest	\$4,024
Depreciation and Amortization	\$28,796

\* The information here is a preliminary financial draft for the year 2014. Final numbers are not expected to change substantially.

## Transitions



**New CFO** – David MacDougall was named the new senior vice president and chief financial officer of UHS. He succeeded Robert Gomulka, who retired in

2014. From 1998 to 2014, Mr. MacDougall held positions with Mid-Florida Medical Services and Winter Haven Hospital in Winter Haven, Fla., serving for the past 14 years as CFO. His experience includes posts with Florida First Health Plans, PricewaterhouseCoopers and Aetna Life & Casualty.



**Presiding at Delaware** – Paul Summers was named the new president and chief executive officer of UHS Delaware Valley Hospital. Mr. Summers,

who joined the Walton hospital in 2003 as chief financial officer, previously worked at hospitals in Oregon and Washington State and at The Hospital in Sidney, N.Y., as well as having served as comptroller at Moses Taylor Hospital in Scranton, Pa.



**Taking the helm** – Michele Gordon, RN, LNHA, was named administrator of UHS Senior Living at Ideal. In her new role, Ms. Gordon provides senior

leadership for the management of the Ideal campus and its programs and services on a day-to-day basis. She began her career with UHS as a unit assistant at UHS Wilson, and went on to fulfill a number of roles before joining Ideal in 2009 as a nursing supervisor.

## Making U.S. News



ONE OF  
U.S. NEWS & WORLD REPORT'S  
BEST HOSPITALS

For the third year in a row, UHS Hospitals has been named among the best hospitals in the country by the national news magazine U.S.

News & World Report. The 25th edition of the publication's "Best Hospitals" rankings lists UHS Hospitals as 29th among New York State's 240 hospitals, up from 31st place in 2013 and 34th place in 2012. Of 44 Central New York hospitals evaluated, UHS Hospitals was one of only three designated as meeting standards for "strong performance."

## Chairpersons of the Boards of Directors of UHS organizations as of the end of 2014:

- Michael Scullard, UHS and UHS Hospitals
- Robert Nassar, UHS Chenango Memorial Hospital
- Helen Johnston, RN, UHS Delaware Valley Hospital
- Sharon Yaple, UHS Senior Living at Ideal
- Linda Best, UHS Home Care
- Leonard Anderson, MD, UHS Medical Group
- Peter Newman, UHS Foundation



*"You made a difference"* is the 2014 Annual Report of the UHS healthcare system, based in Greater Binghamton, N.Y.; Matthew J. Salanger, FACHE, 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; Jon Tooley, Director of Community Relations; William Michael, Communications Editor.

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**Our Mission:**

*To improve the health of those we serve through our commitment to excellence in all that we do.*

**The UHS System**

MEMBERS:

- UHS Hospitals
- UHS Chenango Memorial Hospital
- UHS Delaware Valley Hospital
- UHS Senior Living at Ideal
- UHS Home Care

AFFILIATES:

- UHS Medical Group
- UHS Foundation

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