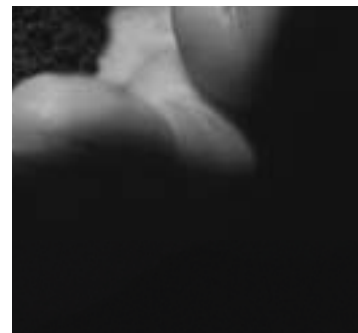
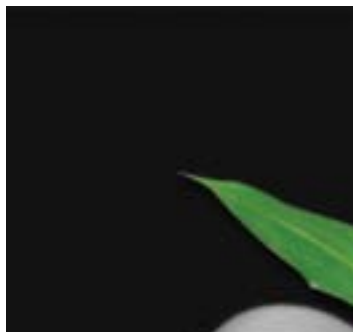


**United** *Health Services*

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GROWING  
AS ONE

2008 ANNUAL REPORT



# FULFILLING ONE PURPOSE



**Matthew Salanger**  
*President and  
Chief Executive Officer  
United Health Services*



**Michael Scullard**  
*Chairman,  
Board of Directors  
United Health Services*

The signature strength of United Health Services is its unity, the willingness of its member and affiliate organizations to proudly display the same identity and work together toward the same goals.

As we look around our system today, we see evidence of this unity everywhere. It shows up in the positive teamwork that occurs when three or four individuals help each other meet an unexpected need, or when five or six departments join forces to streamline care and make it more efficient.

During 2008, we saw practical examples of this unity as we drew closer together, resulting in common departmental leadership structures and the consolidation of many key services across the system. And we all felt it more tangibly as we began thinking of ourselves as representing not just our own corner of the system, but the system as a complete organization.

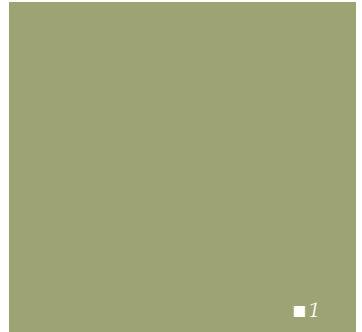
Also during the year, we were able to point with pride to some really impressive success stories in which we all can share, from the opening of a state-of-the-art emergency department in Walton to more rapid treatment of heart attack patients in Johnson City to a program that teaches kids all across the region how to stay physically fit.

We expanded the scope of the CyberKnife Center of New York to begin treating prostate cancer with robotic radiosurgery and launched a program to help the elderly avoid falls in their homes. Specialists at our hospitals

became the first in the region to offer sinuplasty, which uses high technology to relieve sinus pain, and we started a simple, low-tech program that ensures stroke patients get follow-up calls after they are discharged.

These are great advances, reflecting great passion and commitment. We are striving for results that benefit one and all. In spite of the economic challenges facing health care organizations, we remain steadfast in our plans to become a more closely integrated system, with all branches working cooperatively to provide quality care.

This is our vision, and it will guide us as we move forward with our strategic plan and as we look with optimism toward 2011. In the way we believe in the dignity of the individual, the art and science of healing and the importance of teamwork, we are united and we are one.



# LEADING AS ONE

*What makes a health care organization great? Experts say it's an internal culture of excellence, the commitment on the part of everyone to improve service, reduce infections, advance the survival rate of high-risk patients and pioneer new forms of diagnosis and treatment. At United Health Services, our priority is to make clinical quality, patient safety and customer service integral to the culture of everything we do. In 2008, we focused on enhancing emergency care and strengthening the communication connection between inpatient, long-term and home care, and on expanding information technology to support our clinical, service and financial resources. Through job fairs, career camps and recruitment efforts, we sought to attract and keep outstanding health care professionals so that we can have a sustainable workforce in the future.*

## **WE'RE LEADING THE WAY IN CLINICAL EXCELLENCE**

During 2008 we focused on enhancing our clinical capabilities to address a wide range of conditions, from heart disease to cancer. We took the care of heart attack patients to a higher level, expanded the use of digital technology to read X-rays and enhanced the use of confidential electronic record-keeping for vital medical information about patients. Through these actions and others, we achieved distinction in clinical quality, patient safety and the delivery of services across our region.

- Our median time for assuring that heart attack patients receive angioplasty after they come through our emergency room door was faster than the national guideline of 90 minutes. This means that our team consistently provided angioplasty to heart-blockage patients faster than at many major hospitals across the country.

- Doctors began using a new technique to locate and diagnose lung disease in its early stages, when it's most treatable. Using an electromagnetic navigational bronchoscopy system, similar to a global positioning system, lung specialists reach tiny lesions in remote sections of the lung.
- A new Imaging Center opened at Delaware Valley Hospital as part of a \$7.5 million project to expand emergency and diagnostic services. The center includes a 16-slice CT scanner and other new imaging equipment.
- Stay Healthy launched a stroke and mini-stroke prevention program aimed at helping patients receive better follow-up care after they go home from the hospital. After a person is discharged from an emergency room following either a stroke or a transient ischemic attack, they receive regular phone calls from a NurseDirect nurse to find out how they are doing.
- A bariatric surgery pilot program for the obese, featuring the lap-band procedure,

was developed in partnership with Christian Tvetenstrand, M.D., and the Southern Tier Surgical Clinic. The lap-band approach has the advantage of allowing for adjustment over time, in the event the patient's needs and condition change.

- Twin Tier Home Health launched In Balance, a new fall-prevention program for home care clients. Once a client has been referred, a physical therapist visits to conduct a comprehensive assessment of the client, the home and the risk of falling.



# SERVING AS ONE

*United Health Services seeks to be the leading provider of health care services in the Southern Tier region by increasing its market share for such key clinical services as heart and cancer care, neurosciences and orthopedic surgery. In addition, we worked in 2008 to strengthen our relationships with physicians, community agencies and patients, which will help us to support future growth. We began expanding our network of primary care sites, so that people living in any area – urban, suburban or rural – can find a family doctor they will be comfortable with. By addressing the ever-changing health care needs of the people we serve, we are building a partnership with our community that will last for years to come.*

## **WE'RE GROWING TO BETTER SERVE OUR REGION**

Through market growth in 2008, we were able to strengthen our competitive position, enhance our ability to serve the public, find new opportunities to partner with other health providers and have a positive effect on the health status of our communities. We expanded the use of CyberKnife and other technologies, opened a new emergency center and offered hundreds of people the chance to receive potentially life-saving screenings. All of this is part of our mission and our commitment to serving the entire region.

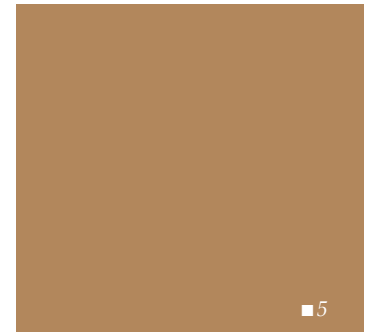
- In the summer, United Health Services co-sponsored "United Against Cancer," a media campaign and month-long series of cancer prevention, education and screening events offered in Johnson City, Owego, Windsor and Norwich. Working with community partners, we administered 740 cancer screenings to 385 people, and reported 122 positive findings.

Patients received referrals to primary care physicians and follow-up contacts from the cancer nurse coordinator.

- Medical teams began treating prostate cancer in a new way, using the robotic radiosurgery of the CyberKnife Center of New York. The treatment works well for many patients. Because there is less discomfort and fewer side effects, it can be a good alternative to traditional radiation or surgery.
- Ear, nose and throat specialty medical services were introduced in Chenango County. Oneonta otolaryngologists John Paul Sweet, M.D., and Binghamton's C. Henry Larson, M.D., see patients at an Eaton Center office and perform surgery at Chenango Memorial Hospital.
- In July, dozens of Delaware County residents toured the new, state-of-the-art Emergency Center at Delaware Valley Hospital. The 8,800-square-foot facility, bearing the look, feel and capabilities of a top-flight emergency room, features seven beds, five enclosed

treatment areas, a decontamination entrance and the latest in digital X-ray technology.

- Ideal Senior Living Center enhanced its ability to serve those individuals who are seeking nursing home placement but who are extremely obese. Construction was completed on a new bariatric room in the Skilled Nursing Center that better serves the severely overweight and also protects those who must move and care for them. The United Health Services Foundation contributed funding for such bariatric items as a special bed, lifting machine and room furnishings.





# RECOGNIZED AS ONE

*United Health Services received a number of grants, awards and recognitions over the past year, reflecting the outstanding care and service provided by the system and each of its members. From national recognition for our cancer and home care programs to praise from state and local leaders for our efforts to make our community more walkable, we have received positive attention for the dedication shown by our physicians, employees and volunteers.*



## **WE'RE RECOGNIZED AS A SYSTEM OF QUALITY**

- The American College of Surgeons' Commission on Cancer granted three-year approval with commendation to the cancer program at United Health Services. This national designation assures patients that they have chosen an institution where the quality of the cancer care provided is among the best available anywhere in the United States.
- For the 10th year in a row, United Health Services was recognized with a platinum-level Thomas J. Watson Award by the United Way of Broome County for raising more than \$100,000 during the employee drive of the United Way's 2007 Campaign. United Health Services employees generously contributed \$150,000.
- The story of Ideal Senior Living Center's development of its Red Carpet program for residents and staff is featured in a new book by customer service speaker and author Donna Cutting. Ideal is one of the companies featured in *The Celebrity*

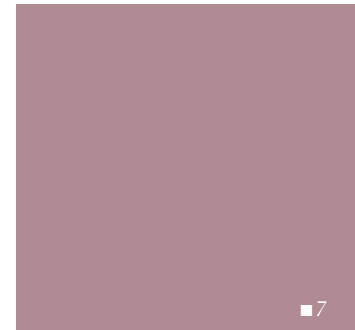
- Experience: Insider Secrets to Delivering Red-Carpet Service*, In the book, Ms. Cutting profiled major corporations and smaller organizations that treat their patients and customers like very important persons.
- Twin Tier Home Health was ranked among the top 10 percent of home care agencies nationally. Twin Tier received a HomeCare Elite Award, based on an evaluation by Outcome Concept Systems. A 2007 ranking put Twin Tier in the top 25 percent of home care agencies across the country, and the 2008 rating moved the agency up to the top 10 percent.
  - Chenango Memorial Hospital was recognized by a nationwide patient safety organization for its information technology and culture of safety measures. IPRO placed Chenango Memorial among a select group of New York State hospitals committed to advancing safety and computer technology.
  - Delaware Valley Hospital was featured as a Pinnacle Award winner in *Quality/Leading the Quest: Profiles in Quality and Patient Safety*, a book published by the Healthcare



Association of New York State. Delaware Valley was profiled for its quality treatment of patients with heart conditions and pneumonia and for preventing patient falls. The hospital also earned an IPRO Quality Award.

- Our remarkable care of one of the few women to ever have delivered a healthy baby while undergoing dialysis got worldwide attention. The editors of the internationally circulated *Nephrology Nursing Journal* featured the case in their July issue. The article was written by members of the renal care and maternity care team that enabled a woman on dialysis to deliver a healthy baby.

- Excellus BlueCross BlueShield awarded a \$100,000 grant to the children's asthma program at StayHealthy. The money was used to help fund the ongoing program, which shows youngsters and their parents and teachers how to manage asthma at home and at school.



# INVESTING AS ONE

*As a not-for-profit, community-owned health care system, we have a duty to be financially strong and responsible, ensuring that the people of our region will have access to quality care for generations to come. In 2008 we gained considerable momentum in the standardization of practices and the consolidation of departments across the system. This included notably the consolidation of such functions as pharmacy, planning and market research, marketing and communications, risk management, corporate counsel and physician recruitment. We also began thinking as a system in the area of financial planning. By practicing good stewardship and finding cost savings, we were able to end 2008 with a track record of efficiency and a healthy bottom line.*

## **WE'RE INVESTING IN OUR COMMUNITY'S HEALTH**

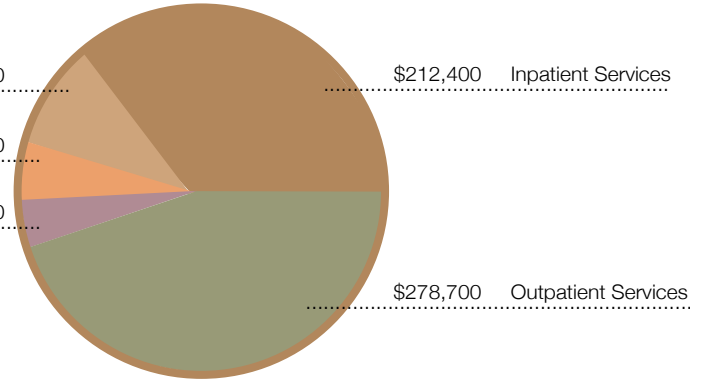
In 2008, we took steps to ensure our financial strength so that we can remain viable and effective, regardless of the economic uncertainties facing health care today.

- By taking a comprehensive look at medical supplies and other non-labor-related expenses, we were able to reduce expenses by \$5 million, exceeding our original goal of \$3.8 million. Medical/surgical supply costs were cut by over \$1.1 million and medical implant costs by over \$1 million, and hundreds of thousands of dollars also were saved in pharmacy, food and contract services.
- We furnished care to more than 23,000 hospital patients and 79,000 emergency patients, and performed over 18,000 surgeries. We also operate the region's largest network of primary care offices and clinics, recording over 620,000 patient visits.
- We provided \$29 million in uncompensated and charity care, up from \$22 million the previous year. We held scores of health screenings, fairs and disease management classes, and made hundreds of physician referrals.
- Our 2008 financial report shows a positive bottom line of more than \$8 million on revenue of \$522 million.
- Our direct and indirect economic impact on the local economy is \$750 million. We have 5,456 employees and a \$246 million payroll, with \$73 million in employee benefits. Our purchased services and supplies from vendors amount to \$219 million. The community also enjoys a \$16 million benefit from the goods and services purchased by medical residents from around the country who come here to enroll in our graduate medical education program.

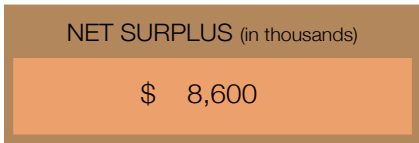
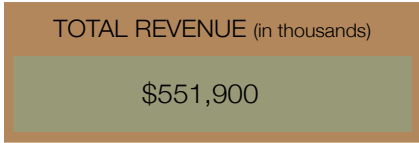
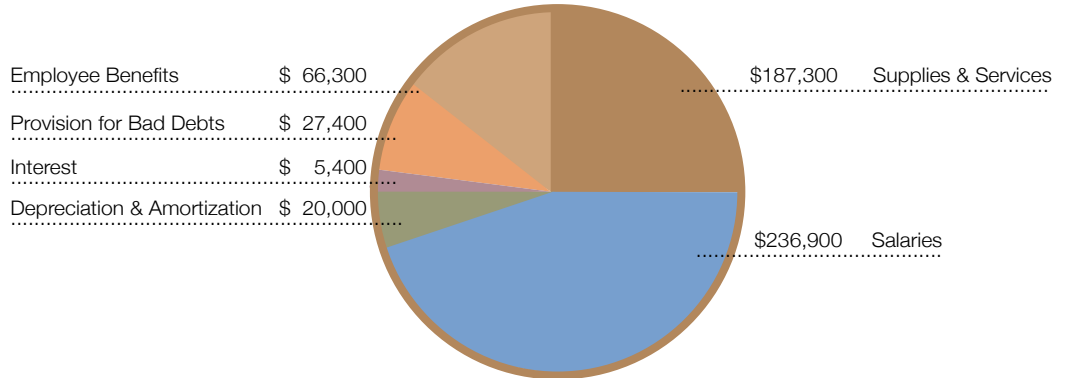


# UNITED HEALTH SERVICES REVENUE AND EXPENSES\*

Revenue (in thousands)

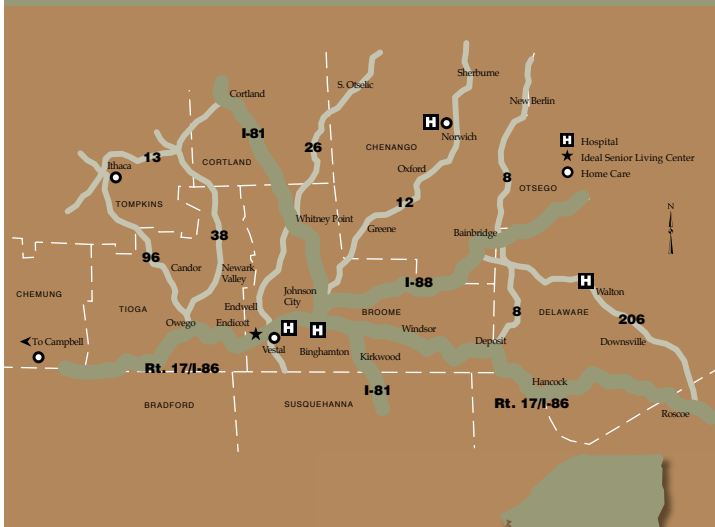


Expenses (in thousands)



\*The information here is a preliminary financial draft for the year 2008. Final numbers are not expected to change substantially.

## ONE IN SERVING YOU



WE ARE  
**ONE**

Vision  
Purpose  
Culture  
Future



## ONE IN GOVERNANCE

### UNITED HEALTH SERVICES

*Michael Scullard - Chair*

### UNITED HEALTH SERVICES HOSPITALS

*Michael Scullard - Chair*

### CHENANGO MEMORIAL HOSPITAL

*Thomas Emerson, Esq. - Chair*

### DELAWARE VALLEY HOSPITAL

*Edward Schott - Chair*

### UNITED MEDMANAGEMENT

*Sean Brady - Chair*

### UNITED MEDICAL ASSOCIATES

*James Jewell, MD - Chair*

### IDEAL SENIOR LIVING CENTER/ IDEAL SENIOR LIVING CENTER HOUSING CORP.

*Ann McNichols - Chair*

### PROFESSIONAL HOME CARE TWIN TIER HOME HEALTH

*Diane Brown - Chair*

### UNITED HEALTH SERVICES FOUNDATION

*Robin Mead - Chair*

## ONE IN VISION

By 2011, United Health Services will be a tightly integrated health care system recognized as the leading provider of health care services in our region and distinguished for superior quality in clinical care and service.

## ONE IN MISSION

United Health Services is a comprehensive regional health system whose mission is to improve the health of those we serve through our commitment to excellence in all that we do.

*Growing as One, the 2008 annual report of United Health Services, is a publication of the Marketing and Community Relations Department, United Health Services, 10-42 Mitchell Ave., Binghamton, NY, 13903. Christina Boyd, Vice President; Jon Tooley, Administrator of Public Relations; William Michael, Communications Coordinator; Carol Grassi, Art Director. For information, call 607.762.2336 or visit [www.uhs.net](http://www.uhs.net).*