



Compassion in a Year Like No Other

2020 UHS SYSTEM ANNUAL REPORT



Our Vision Remained Strong

A Message from the Chairman and the CEO

We as leaders of UHS often speak of how proud we are to be associated with an organization made up of such caring people. That sense of pride was underscored in 2020, as we faced our greatest challenge in the form of a pandemic, completed a once-in-a-lifetime transition to the Epic system and forged ahead with a transformative facility master plan.

COVID-19 changed the world and brought pain, suffering and tragedy to the lives of many individuals and families. Yet it also brought out the best in our community and in Team UHS.

For all of us, 2020 was a year of unimaginable challenges. But the UHS family was inspirational in meeting the healthcare needs of our community, even in the darkest days. We recognize that many on our team made personal sacrifices in order to perform their duties. They worked through a year of intense change and uncertainty.



Jerry Canny, left, and John Carrigg

Through it all, the year gave evidence that UHS is a true cornerstone of this community. There was no question of the commitment of Team UHS to the Values of our organization: Compassion, Trust, Respect, Teamwork and Innovation. Those values shone through every day in the way our patients and residents were cared for, and the way everyone cared for each other. Beyond treating the victims of COVID, our people also showed great commitment to bringing hope, in the form of vaccines, to our region.

In spite of the unprecedented pressures on our organization in the face of the pandemic, we remained steadfast in our commitment to adopt a new electronic health record and revenue cycle system across our enterprise.

The switch from many fragmented systems to Epic represented our opportunity to provide ever-better care to our patients, to be a better institution for clinical outcomes and to manage our populations better in terms of overall health. Epic's implementation was successful, and it has already proved its value through better care, higher quality and greater collaboration, plus strong patient engagement via MyChart.



For the people of UHS, and the people we served, 2020 was a time of challenge—also one of gratitude and hope.

An integral part of our 2020–2022 Strategic Plan is a facility master plan that calls for a major expansion of our UHS Wilson Medical Center campus, as well as the development of the Chenango Medical Neighborhood at UHS Chenango Memorial Hospital. The goal of both of these projects is to create an exceptional patient experience.

Facing Main Street, the six-story, 183,000-square-foot tower of the Wilson Project will be the front door to UHS' services going forward. The Chenango Medical Neighborhood has already seen the opening of a new Women's Health Center and the groundbreaking for a new Emergency Department and Walk-In Center. As the demands of the COVID-19 pandemic clearly demonstrated, our organization must always be ready to meet the

challenges of a changing world and provide access to safe, high-quality care for the Southern Tier community.

Throughout 2020, the stresses of COVID-19 called for an incredible amount of courage, determination and resilience on the part of everyone in healthcare. Across our System, the people who compose Team UHS stepped up and provided excellence in care and service under the most difficult of conditions. Our leaders, providers, employees, volunteers, board members, donors and supporters worked tirelessly in the face of enormous risk and uncertainty to sustain our organization and ensure that an outstanding patient experience never faltered.

As we look ahead, we continue to stay focused on providing the best care possible, on meeting the challenges of a new normal and on recommitting ourselves to living the Values that have served us so well and kept us unified, resilient and strong.

Jerome J. Canny

Jerome J. Canny
Chairman of the Board of UHS

John M. Carrigg

John M. Carrigg
President and Chief Executive Officer
of UHS

We Met the Challenge That Changed the World

The year 2020 has been called a year like no other, and rightfully so. None of us could have predicted the earth-shaking nature of the pandemic which has changed the world in ways that are still being sorted out.

At UHS, our entire organization heeded the call to respond to the COVID-19 pandemic, one of the greatest health challenges ever faced by humankind. As the leading healthcare organization in New York's Southern Tier, we were as prepared as we could have been, and our leaders, providers, employees, volunteers and supporters worked tirelessly in the face of enormous risk and uncertainty to deliver excellence in care.

Our commitment to patient safety and the total patient experience was our top priority. This was surely a time to live the Values of UHS, and our teams did so.

The impact of the coronavirus was great. The Supply Chain team and other staff sprang into action early on, making our own plastic face shields when they couldn't be obtained from suppliers, and using innovative and creative thinking to scour the country for as much personal protective equipment (PPE) as could be found. Over the course of the year and with incredible support from Laboratory Services, we conducted tens of thousands of COVID tests under the UHS Vestal dome, at Apalachin and in Chenango and

Delaware counties. As the pandemic surged, we created well over 200 negative-pressure rooms across the System to care exclusively for coronavirus patients. These rooms in the emergency department and on the patient care units were altered so that air-handlers vented stale air to the outdoors and brought in double-filtered, fresh air, to curtail the spread of aerosolized germs.

These treatment areas were all retrofitted by members of UHS' own work force, including people from Engineering, Environmental Services,

Security and other departments. COVID rooms at UHS' hospitals were set up with anterooms where our physicians, nurses, technicians, therapists and other clinical staff could put on and take off PPE before entering and after leaving each patient's room, ensuring a sanitized environment for care. Remote monitors were also purchased and put into use. During the year, virtual health options became more important and saw greater use by patients and providers, signaling a trend for the wider use of telemedicine as a key

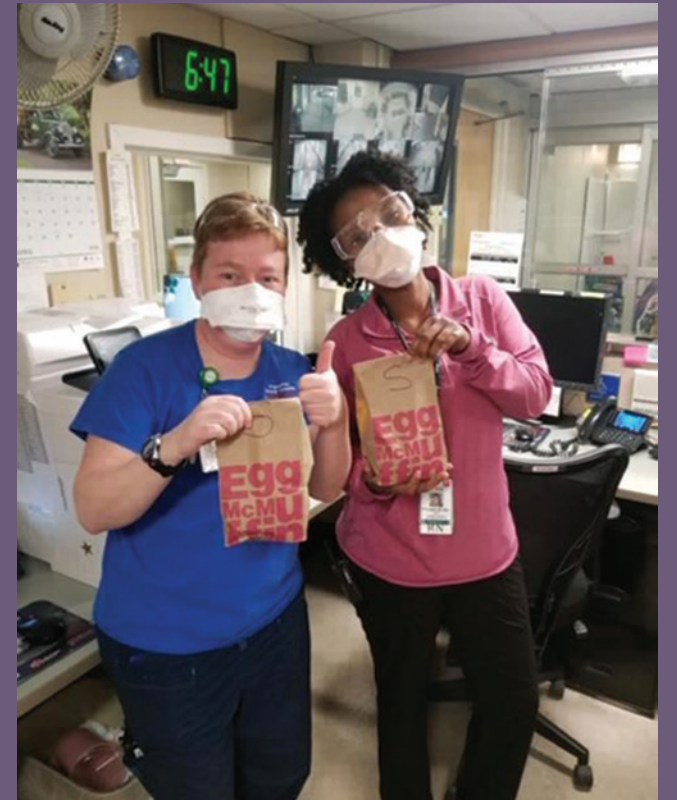


UHS created well over 200 negative-pressure rooms System-wide.

Our people made all the difference

The compassion, commitment and resilience of Team UHS, demonstrated throughout the challenges of COVID-19, were remarkable. The people of UHS did whatever was necessary, sometimes at great personal sacrifice, to care for patients and protect our community. The team showed courage under fire, dedication to the work at hand, support for co-workers and deep compassion for the patients and residents served.

In turn, the community took notice. During 2020, the Southern Tier came together to support health workers in especially heartfelt ways, whether through a donation of food delivered to our front door, chalk messages on a nearby sidewalk or a tribute parade with lights and sirens. Especially touching were messages sent to individual members of our team, expressing such sentiments as: "You are the reason my family and friends feel safe." "Thank you for caring for our community with grace and compassion." And, "You inspire us to keep going, even when it gets tough." These statements of appreciation from the community reflected the positive difference our team made and continues to make in so many lives.



component of the modern healthcare experience. A medical command center was set up to coordinate COVID-related matters at UHS.

UHS adjusted medical and surgical services and operations to meet the critical needs of patients, while at the same time assisting staff in caring for themselves and their families. At one juncture, hospitals in New York State were directed to discontinue all elective procedures and, out of an abundance of caution, UHS also temporarily closed some outpatient services.

Some employees were redeployed from their usual work sites to other areas where the needs were greatest, with the goal of keeping as many

people productively engaged as possible and preparing for anticipated surges. To assist the teams within UHS, the organization established a Staff Resilience Support Program, offering free, confidential counseling for those coping with the anxiety and distress of caregiving during a pandemic. An emergency drop-in child care center was created, along with special respite lodging and meal programs for front-line workers.

As soon as coronavirus vaccines became available, New York State government established 10 hubs, each led by a hospital system responsible for regional vaccine distribution. The state chose UHS as the leader of the

Southern Tier Regional Vaccination Hub, an area made up of Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga and Tompkins counties. Within a few months, the Southern Tier hub achieved a milestone by administering more than 250,000 first doses of the vaccine.

In a special message in 2020, John M. Carrigg, president and chief executive officer of UHS, thanked staff for their commitment. "Each day we say a silent gratitude for acts of Compassion, Trust, Respect, Teamwork and Innovation," he said. "We are seeing our Values come into play as never before."

We Embraced Epic for Greater Innovation

After years of planning and hard work by many teams of staff, providers and leaders, UHS in 2020 became powered by Epic. At 4:30 a.m., on Sept. 12, UHS successfully transitioned to the nation's most widely accepted electronic health record and revenue cycle system. This was truly a historic day at UHS. Leaders thanked everyone on the Epic team for advancing the organization to this high point.

The new system immediately began transforming how patients engage with their physicians, other care providers and the UHS healthcare organization as a whole. Epic touches every patient interaction and every task performed at our hospitals and practice sites, uniformly helping us to respond quickly to patients and improving their experiences in obtaining care.

Go-live on Sept. 12 was just the beginning. That moment was the culmination of many years of considering how to simplify and advance our healthcare recordkeeping, and reflected our long-term technology strategic planning.



Employees in many disciplines became proficient in Epic, which went live across the System in September 2020.

The involvement of our Board of Directors and the assembling of all of the people needed to implement Epic was exciting and monumental. It involved the creation of an Epic team, a command center structure and the cooperation of clinicians, revenue and operational experts, and information technology professionals. All of their efforts came together when we flipped the switch to go live.

Epic brings everything together, connecting all of our clinical work to our billing and coding work, as one unified system. We unplugged some 40 old computer systems that had been cobbled together over the years through work-arounds and interfaces. We had made those systems work, but it was fragmented, and the new system allows for much better transitions between care settings.

MyChart put the patient in the driver's seat

The MyChart feature of Epic is an incredibly important and useful tool, the centerpiece of the Epic experience for the patient. UHS MyChart is a secure, online health management tool designed to give patients access to their health record, and their ability to manage their care, around the clock.

The safe, secure, confidential portal connects patients to their UHS healthcare team and gives them access to important information from their medical record, free of charge from their home computer, laptop or mobile device.

When a person creates an account, they can very quickly see how powerful MyChart is, how much information is there and how it will dramatically change, for the better, their relationship with their provider. All of the information is there at their fingertips—a patient can ask questions, request an appointment and understand much better everything that's going on with their health.



Once Epic became a reality, we immediately began seeing benefits in our ability to recruit top professional people to our organization. We already had the best teams, and our facility master plan calls for creating the best facilities as we move forward. Now we also have the best computer system. If a world-class provider is being recruited to come to our community and our organization, we can proudly say that we offer a world-class electronic health record and revenue cycle system for them to use.

Our teams became proficient with Epic very quickly. Training continued after go-live and, as we learned, we made some adjustments to the system. Soon, using it became second nature. It is very intuitive, and allows us to provide better care across many locations.

To ensure that providers and staff had all the support and practical assistance they would need to become comfortable with the new system, the Epic team created a dedicated website accessible through the UHS Intranet. This site features a self-service portal and support resources for any staff members anywhere across the enterprise who use Epic, plus specific information related to training upgrades, inpatient and outpatient care, home health, ancillary services and billing.

The Epic company bestowed on UHS an "Epic Good Install Award" for the exceptional job Team UHS did in planning, preparation and go-live. The award highlights best practices that are instrumental to successful Epic installs, and recognizes healthcare organizations that adopt those practices for positive outcomes. As with any milestone at UHS, a sense of teamwork pervaded the entire project, along with a sense of anticipation of what was to come. As the system came online and everyone adapted to it, there was also a great sense of accomplishment. Everyone knew they had a part in making ours a better organization, and making a difference in patient care and service.

We Fulfilled Our Mission Across the System

The year 2020 was one of transition and coping with the new demands of COVID-19, the switchover to the Epic health record system and alterations to programs and services in the context of lower revenues.

In spite of the challenges of an unimaginable year, UHS System members and teams accomplished much in our ongoing commitment to enhancing access to quality care. Among the key developments of the year were these:

NEW GATEWAY

UHS Hospitals

The Gateway Building on the campus of UHS Wilson became a completely renovated structure in 2020, one that truly is a gateway to the UHS organization, campuses and services. The building is an important strategic development, and exciting first step in UHS' overall facility master plan for our Johnson City campus. The user-friendly, four-story facility includes a new kitchen, retail food service and dining space, as well as offices, conference rooms and supply chain functions.

In addition:

The UHS Outpatient Pharmacy at Wilson Place, 52 Harrison St. in Johnson City, began providing around-the-clock pharmacy services as of Nov. 9. This allowed the UHS Pharmacy Department to offer needed services to more outpatients and our own employees. In addition, it enabled UHS to provide key niche services, such as meeting the

needs of the discharged patient, while at the same time providing greater availability to meet other types of outpatient care needs.

SURPASSING \$6 MILLION

UHS Chenango Memorial Hospital

UHS Chenango Memorial launched the largest and most ambitious concentrated investment in its facility and campus in 50 years with the start of the Chenango Medical Neighborhood project. During the year, UHS Chenango Memorial opened a new Women's Health Center and broke ground for a new Emergency Department and Walk-In Center. Community giving to the capital campaign for the project surpassed \$6 million during the year.



UHS Chenango Memorial was named Chenango County's "Nonprofit of the Year."

In addition:

UHS Chenango Memorial was named Chenango County's "Nonprofit of the Year" by Commerce Chenango, and UHS Senior Living at Chenango Memorial received a five-star rating from the Center for Medicare and Medicaid Services.

AT THE PINNACLE

UHS Delaware Valley Hospital

The Emergency Department at UHS Delaware Valley Hospital was named a 2020 Pinnacle of Excellence Award winner by Press Ganey. The award recognizes top-performing clients from healthcare organizations nationwide on the basis of extraordinary achievement and consistently high levels of



In spite of the challenges of 2020, UHS continued to enhance clinical care and service.

excellence in patient experience for at least three years.

In addition:

During the year the hospital upgraded equipment in two X-ray rooms and added a new chemistry analyzer and rapid COVID-testing equipment in the Laboratory. A new gastroenterology clinic was added, with a specialist from UHS Hospitals visiting twice a month to perform endoscopies, colonoscopies and GI consults.

STAYING THE COURSE

UHS Senior Living at Ideal

Facing the unparalleled pressures brought to bear on skilled nursing facilities nationwide by COVID-19, Ideal was able to maintain its exceptional five-star rating for quality from the Centers for Medicare and Medicaid Services' Nursing Home Compare evaluation. The geriatric campus in Endicott provided outstanding care to all of its residents, while coordinating the changes in family visitation mandated by the state and

internally conducting 14,000 staff tests to screen for COVID.

In addition:

At the height of the pandemic, Ideal maintained resident and staff safety at a high level, passing eight separate infection control inspections by the New York State Department of Health with no deficiencies.

ALWAYS IMPROVING

UHS Home Care

Composed of Twin Tier Home Health and Professional Home Care, UHS Home Care started the year with a nursing shortfall but ended 2020 with one of its most successful recruitment years ever. Impressively, over the course of the year, Twin Tier cared for hundreds of patients, including those who were COVID-positive or quarantined, posting 46,650 visits.

In addition:

Performance improvement initiatives saw an acceleration in the speed with which plans of care are completed,

from an average of 11.2 days in 2019 to 7.5 days for the first three quarters of 2020. Urinary tract infections among patients dropped significantly, from an average of 1.95 percent to 1.37 percent.

FINDING SUCCESS

UHS Medical Group

In spite of the stresses and limitations brought on by the pandemic, the medical group had one of its most successful years recently in provider recruitment. Some of the hardest-to-fill posts were filled, with expansion in such specialties as emergency care, rheumatology, obstetrics and gynecology, pediatrics, dermatology and cardiothoracic surgery. In addition, hospitalists and specialists in internal, sports and physical medicine were also successfully recruited. The total number of providers in the UHS Medical Group now stands at over 450, representing a wide range of medical and surgical specialties.

In addition:

Against the backdrop of the coronavirus, virtual health was one of the real success stories of the year. At the height of the pandemic, 50 percent of patients' visits with UHS primary care providers and specialists were via telemedicine. A total of 104,495 virtual visits were recorded in 2020, as compared to just 200 in 2019, a dramatic increase.

We Looked to the Future with Ambitious Goals

The 2020–2022 Strategic Plan of UHS calls for the execution of the Wilson Project and Chenango Medical Neighborhood components of the Facility Master Plan. In 2020, progress was made on both fronts, making way for state-of-the-art clinical developments on the Johnson City and Norwich campuses that will enhance

the patient experience for many years to come.

The Wilson Project is an exciting development for UHS and for the community, as it will be the first major expansion of UHS Wilson Medical Center in more than 30 years. Long-range planning and early preparation work for this endeavor got under way in 2020.

When completed, the new structure will be a high-profile complement to Binghamton University’s Health Sciences Campus, which includes the university’s School of Pharmacy and Pharmaceutical Sciences and its Decker School of Nursing.

The new tower will be the front door to UHS’ services going forward, and will feature a new trauma center and emergency department, an MRI suite, four inpatient units with 30 private patient rooms each, a post-anesthesia care unit, a surgical support area and a new rooftop helipad.

The Wilson Project is an integral part of UHS’ overall strategic plan and facilities master plan. Our organization needs to be able to meet patients’ needs now and in the future, including the critical need for private hospital



In 2020 UHS forged ahead with the Wilson Project on the campus of UHS Wilson Medical Center.



The Chenango Medical Neighborhood is an investment in quality care for the future at UHS Chenango Memorial Hospital.

Our Strategic Plan led the way

At UHS, strategic planning goes beyond achieving business goals. It ensures that we create clarity, alignment and organization-wide engagement, and is the overarching way in which we define our Values, develop a cohesive vision, chart a direction over a period of years and set critical objectives for growth and service to our patient population.

During the year, we began the journey toward accomplishing the goals of the Strategic Plan, which are to do the following:

■ **Improve Our Care:** Improve outcomes in the quality performance measure set through engaged teamwork and focus on patient quality, safety and experience. Our mission demands that we resolutely pursue ways to improve our care, as we have been entrusted by our patients and community to care without harm.

■ **Optimize Our Team’s Potential:** Attract, develop and retain a Values-based, high-performing, patient-centered workforce. We empower every employee and provider to make a meaningful difference, and value our team’s dedication to creating a Just Culture.

■ **Manage Our Costs:** Keep healthcare affordable so that those we serve can experience the best possible quality of life. This means we are solidifying our financial capacity to anticipate and act on new ideas and to manage our resources effectively.

■ **Grow Our Market Share:** Aspire to be the provider of choice for access, quality and experience. Our goals are to increase the number of patients connected to UHS, and to expand our value-based care offerings with insurers to provide the types of care and financing expected of us.



rooms and more space for emergency medical care. The project is funded by bond proceeds that are dedicated to the expansion of UHS Wilson Medical Center and are completely separate from UHS’ day-to-day operational budget and expenses.

The tower will benefit the entire Southern Tier community in many ways, improving the quality of care available and expanding UHS’ ability to recruit and retain outstanding physicians, nurses and allied health providers, while significantly advancing the

delivery of lifesaving care and service.

The Chenango Medical Neighborhood project moved forward in spite of the pandemic. This project represents a major investment in UHS Chenango Memorial Hospital’s mission of caring for Norwich and the Chenango County community.

All of the planning and progress reflects the goals of the 2020-2022 Strategic Plan, which focus on improving clinical and cost performance while managing generational projects. The foundation for these endeavors was

built with structure and discipline on the part of the UHS Board of Directors and leadership, showing a commitment to taking ownership of the patient experience and the engagement of staff and providers.

These major projects use our organization’s learning and experience to propel us forward, to be the best place to work and the best place to receive care. We set challenging but attainable goals that are destined to set us apart when achieved.

We weathered a financial storm

The impact of COVID-19 on UHS' clinical operations and financial performance across the enterprise has been unlike any challenge we have ever faced before. This impact materialized in the form of decreased outpatient volumes, increased expenses for personal protective equipment, vaccination efforts, caring for much sicker patients, and the very high cost of employing traveling nurses while some permanent staff were on quarantine. In addition, we were compelled to adjust to a temporary, government-imposed shutdown of elective procedures.

Yet going into the pandemic, UHS' solid financial

stewardship enabled the organization to fully embrace the transition to the Epic electronic health record and revenue cycle system. Our strong footing also positioned us to achieve an excellent bond rating for the funding of the future Wilson Project. The UHS System closed the fiscal year with a net surplus of \$8.2 million on revenues of \$946 million, while posting \$937 million in expenses. As an integral part of our mission, during the year we provided \$28 million in uncompensated and charity care to the benefit of the financially needy in our community.

FINANCIAL PROFILE

UHS System Revenue and Expenses (Thousands)*

Total Revenue	\$945,887
Total Expenses	\$937,624
Net Surplus	\$8,188
Net Uncompensated and Charity Care**	\$27,858

2020 Revenues (Thousands)

Inpatient service	\$239,326
Outpatient service	\$557,950
Long-term care	\$15,040
Home health care	\$14,822
Other operating revenue and non-operating revenue	\$118,749
Total	\$945,887

2020 Expenses (Thousands)

Salaries	\$411,054
Supplies and services	\$376,390
Employee benefits	\$111,182
Interest	\$3,883
Depreciation and amortization	\$35,190
Total	\$937,699

* The information here is a preliminary, unaudited financial draft for the year 2020.

** This includes financial assistance and bad debts expense.



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Chairpersons of the Board of Directors of UHS for 2020:

- Jerome Canny – UHS and UHS Hospitals
- Catherine Scarlett – UHS Chenango Memorial Hospital
- Helen Johnston, RN – UHS Delaware Valley Hospital
- Sharon Yapple – UHS Senior Living at Ideal
- Linda Best – UHS Home Care
- Leonard Anderson, MD – UHS Medical Group
- Sam Lupo – UHS Foundation

"Compassion in a Year Like No Other" is the 2020 annual report of the United Health Services (UHS) healthcare system of Greater Binghamton, N.Y. John M. Carrigg, President and Chief Executive Officer. The report is produced and published by the United Health Services Community Relations Department, 10-42 Mitchell Ave., Binghamton, NY, 13903; 607-762-2336. Christina Boyd, Vice President of Community Relations; Carrie Davis, Director of Community Relations; William Michael, Communications Editor.

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