United Health Services is governed by representatives from our community who volunteer to serve on its boards of directors, and on those boards’ committees and work groups. These are caring, dedicated individuals who give generously of their time, energies and talents.

United Medical Associates
Gregory Seguino, MD, Chair
James Jewell, MD, Vice Chair
Leonard Anderson, MD, Treasurer
Frank Eder, MD
Mahl Hassoun, MD
David Karle, MD
Alex Miller, MD
Michael Givens, MD

Eldad Meniger, Executive Director

United MedManagement, Inc.
Pete Gertha, Chair
Pete McCollo, MD, Vice Chair
Gregory Seguino, MD, Treasurer
Leonard Anderson, MD, Secretary
Sean Brady
John Caroll, MD
James Jewell, MD
Brenda Marneron
Michael Rinker

Eldad Meniger, Executive Director

United Health Services Foundation
Stephen Boekel, Chair
Robert Grimes, Vice Chair
Bob Helm, Secretary
Vic Nanteman, Acting, Secretary
Peter Newman, Treasurer
Yanis Khandjian, Member at Large
Lawrence Anderson
Jeffrey Rangi
John Ross, Esq.
Greg Geiseler
Kenneth Christian
Floria Cirillo
Dan Goldstein
Pete Gertha
Joseph Karban

Michael N. McGinn, Treasurer

United Health Services, Inc.
Maria Motsa, President and CEO
The report is produced by the Community Relations Department:

Michael Doll, Vice President; Christina Boyd, Director of Marketing; William Michael, Communications Coordinator. For more information, call 607.762.2336.

Very Good • Good • Excellent

2 0 0 4 Annual Report
while Delaware Valley

From the Chairman and the President

Getting to Very Good

We first began talking about Some-thing Special at our Excellence Campaign for

lent provider all of the time? Since

of the time to being a truly excel-

H advantage of our system.

United

United Health Services

from commercial payers, the

revenues of $430 million. This

very much to rest in the hands of

from government, discontent

Our $2.65 million surplus at the end of the year stands as the hallmark of our financial performance. The system’s financial health is the result of our continued focus on developing market share, controlling costs, and maintaining competitive pricing. We have been able to achieve significant gains in outpatient visits and inpatient days, and we have continued to expand access to primary and specialty care services. Despite an increasingly diffi cult fi nancial climate and the region’s aging population, our system remains fi nancially sound.

At November’s leadership gath-
ering, nationally respected service expert Mary Malone talked with nearly 400 United Health Services managers and supervisors about how their work and the services they create can make “Wow!” moments. Hospitals nationwide have been successful in raising patient satisfaction scores by providing services like valet parking and communica-
tion boards, and we’ve had suc-
cess with those ideas here too.

Best of all, we can point to success stories in connec-
tion with our patients’ relationship with our or-
ganization – the kind of experience that makes them say “Wow!”

At the same time, the system provided a record $32.6 million in uncompensated care and fi nancial aid to the medically indigent and poor, ensuring that all those who need it have access to essential health care.

They showed the kind of commitment that can take an organization like ours from Good to Very Good in every facet of its mission.

They showed the kind of commitment that can take an organization like ours from Good to Very Good in every facet of its mission.

Peter V. McCann, Ph.D.
President and CEO

while Delaware Valley

something Special.

getting to excellent

City of Ozarks.

One of the most important service

is our commitment to helping those

who are the most vulnerable in our

community. We are committed to

providing care that is compassionate,

enogetic and focused on the needs of

are committed to making a
deep impact in the communities we

serve through a comprehensive and cost-effective regional health system.”

2004 Stewardship

Despite an increasingly diffi cult fi nancial environment throughout the health care industry, United Health Services’ member organizations continued in 2004 to pro-

vide outstanding care and service to thousands of patients while maintain-

ing the record for sound stewardship over the system’s resources.

Over the summer, our patients and associates demonstrated in 2004. We

are proud to say that all of our members and affiliates were com-

mented on their efforts to connect people with

United Health Services Hospitals – Chenango Memorial Hospital

and Twin Tier Home Health recorded small operating surpluses, while United Health Services Hospitals continued to develop as a regional leader in tertiary care and hospital-based services.

The combined hospitals of United Health Services provided in-patient care to nearly 26,000 patients during 2004, and more than 63,000 patients received emergency care. Nearly 18,000 procedures were performed at the hospitals, and over 240,000 visits were recorded at family health centers.

2004 Financials

The information listed is a preliminary fi nancial draft for the year 2004. Final numbers are not expected to change substantially.

2004 Hospital Services

Our $2.65 million surplus at the end of

the year stands as the hallmark of our

financial performance. The system’s fi

nancial health is the result of our continued focus on developing market share, controlling costs, and maintaining competitive pricing. We have been able to achieve significant gains in outpatient visits and inpatient days, and we have continued to expand access to primary and specialty care services. Despite an increasingly diffi cult fi nancial climate and the region’s aging population, our system remains fi nancially sound.

United Health Services is a family of health services organizations whose mission is to coordinate individual and family care and improve the health of the communities we serve through a comprehensive and cost-effective regional health system.”

While United Health Services’ two rural hospitals – Chenango Memorial Hospital and Delaware Valley Hospital – experi-

enced operating losses in 2004, each has set on a course that should restore their

ability to 2005. Chenango Memorial Hospital also received certifi cate-of-need approvals in 2004 to further develop its advanced cancer treatment center and expand its renal dialysis program in 2005.

The combined hospitals of United Health Services provided in-patient care to nearly 26,000 patients during 2004, and more than 63,000 patients received emergency care. Nearly 18,000 procedures were performed at the hospitals, and over 240,000 visits were recorded at family health centers.

* The information listed is a preliminary fi nancial draft for the year 2004. Final numbers are not expected to change substantially.
**For a worthy cause**

When teams line up to participate in charitable walks, runs and other events across the region, Greater Binghamton, you can be sure United Health Services will be well represented. As one of the community’s largest employers, it might be expected that we would turn out large contingents. But this year we had especially high levels of participation in such events as the United Way’s Day of Caring, the Heart Walk, Relay for Life and Making Strides Against Breast Cancer.

During a multi-week drive, United Health Services staff donated $126,192 toward the United Way’s annual campaign, a $10,000 increase over last year, raising the most money of any organization in Making Strides history, we are proud to say. And, for the second year in a row, our United Health Services walkers turned in the best results ever. In recognition of October as Breast Cancer Awareness Month, Delaware Valley Hospital launched “Healthy Cancers,” a promotion encouraging women to encourage other women to have mammograms. Women in the community were asked to talk to at least one or more female friends about the importance of the annual diagnostic screening protocol. The results were impressive. Women in the community were asked to talk to at least one or more female friends about the importance of the annual diagnostic screening protocol. The results were impressive.

Not only was there a stay in the hospital meant to improve the experience of hospitalized patients to Pamela Reislow, a physical therapy assistant at Binghamton General Hospital. Pam, who has worked on Memorial 6 and Krembs 4, was the recipient of the Sue Bakke Award for dedication for the care of orthopedic patients. Pam helped orient many new employees to the care of orthopedic patients and the complexities of the CPM machine, a device that exercises the knee after joint replacement.

In 2004, United Health Services Hospitals hosted a workshop designed expressly for unit assistants that included activities oriented for unit assistants that included activities like laundry, cooking and using tools.

**Bon appetit!**

As leader of Food & Nutrition, “And it was always clear, polite and smartly executed. Not feeling well, you probably won't have a lot of say in what you want to eat, when you want it. It's just like ordering room service in a hotel. Nationwide, the practice is catching on in many hospitals, and United Health Services Hospitals is proud to be the first in this region to offer the change didn't occur over night. “We started out with some positive responses, “It will never work here,” said Tony DeSanctis, director of Food & Nutrition. “And it was a slow process to bring it all to together. It took about 22 months in total.” But, with the cooperation of nursing and excellent team work between food service and nursing staff, the new approach to dining is showing signs of being a real patient-pleaser.

“Gift of Life” program, the boy was born without a nose or right eye. With the help of an Albany Rotary's “Gift of Life” program, the boy was born without a nose or right eye. With the help of an Albany Rotary’s “Gift of Life” program, the boy was born without a nose or right eye.
Connecting with resources

At United Health Services, our mission is
to provide essential hospital services to those in need,
regardless of their ability to pay. To help ensure that people
have access to all resources for which they may be eligible, we
employ a team of dedicated patient financial advocates. Their
primary role is to help patients who have no health coverage but
require medically necessary care.

Many patients are eligible for state or federal programs, such as Medicare, Medicaid, Family Health Plus, Healthy NY or Child Health Plus. Members with such eligible conditions will be contacted by a financial advocate to determine eligibility and discuss options to ensure financial assistance.

energizing the financial team

Financial advocates help patients access the safety net they need. This allows them to continue care from other providers as well, which in turn can prevent future hospitalizations and help patients improve their well-being.

In 2004, the Patient Financial Advocacy program at United Health Services Hospitals brought in more than $9 million in Medicaid reimbursement that might otherwise have gone uncollected. The advocates’ caring efforts assisted patients while also helping the hospitals stay financially sound.

Efforts like those of the advocates are important if hospitals and other providers in New York State are to remain solvent. As declining payments from government and commercial carriers become a larger issue, these individuals will be ever more important to maintaining the financial stability of the health care system.

By working cooperatively with the patient, the family and outside agencies, the advocates are able to connect individuals with the safety net they need. This allows them to continue care from other providers as well, which in turn can prevent future hospitalizations and help patients improve their well-being.

A happy team

When employees in 2004 were asked about their opinions on work at United Health Services, they showed up in large numbers to let their views be heard. The result was that 84 percent of employees system-wide – 4,082 individuals – took the survey administered by the firm of Baird & Borling Associates. That’s well above the average response rate of 36 percent among similar large health systems nationwide. At systems across the country, both general satisfaction and survey participation scores have been falling since 1987, while ours have steadily risen.

And how do we? In terms of general satisfaction, employees’ opinions were so positive that they placed United Health Services among the top 10 percent of all systems in the United States,” said Michael McNally, vice president for Human Resources. “When asked to rate overall job satisfaction, employees turned in a score of 5.7 on a 1-to-7 scale, well above the national norm of 4.99. This also is an improvement over our 2003 score of 5.67. Notably, Professional Home Care’s score of 6.25 was the highest ever recorded by Baird & Borling among home care agencies, and Ideal Senior Living Center’s 5.96 was the second-highest ever among skilled nursing facilities. At United Health Services Hospitals, all departmental scores were above the national norm. Because the survey has a high enough percentage of staff took the survey system-wide, the results are considered a reliable indicator of actual satisfaction.

In the coming months, all team members will be involved in using the survey results to build on our best attributes and seek to improve those areas needing attention.

Finance...

• Delaware Valley Hospital applied for and received critical access hospital status, a special designation that could bring the facility as much as $100,000 a year in additional Medicare revenue. Critical access hospitals are recognized by the government as providing essential medical services to areas that would otherwise go without them, thereby qualifying for federal reimbursement.

• Chenango Memorial Hospital received a $100,000 federal grant to begin dental screening and medical assistance at the school-based health site in Chenango County. Both programs will be featured in 2003 CMS operated outreach school-based centers in three school districts in the county, serving nearly 3,000 students. In 2003-2004, the sites recorded 17,365 patient encounters.

• Critical access hospitals stay financially sound.

• Chenango Memorial Hospital received a $200,000 federal grant to begin dental screening and medical assistance at the school-based health site in Chenango County. Both programs will be featured in 2003 CMS operated outreach school-based centers in three school districts in the county, serving nearly 3,000 students. In 2003-2004, the sites recorded 17,365 patient encounters.

• Employees in 2004 were asked about their opinions on work at United Health Services, they showed up in large numbers to let their views be heard. The result was that 84 percent of employees system-wide – 4,082 individuals – took the survey administered by the firm of Baird & Borling Associates. That’s well above the average response rate of 36 percent among similar large health systems nationwide. At systems across the country, both general satisfaction and survey participation scores have been falling since 1987, while ours have steadily risen.

• United Health Services Hospitals brought in more than $9 million in Medicaid reimbursement that might otherwise have gone uncollected. The advocates’ caring efforts assisted patients while also helping the hospitals stay financially sound.

• By working cooperatively with the patient, the family and outside agencies, the advocates are able to connect individuals with the safety net they need. This allows them to continue care from other providers as well, which in turn can prevent future hospitalizations and help patients improve their well-being.

Special Contributions

• Members with such eligible conditions will be contacted by a financial advocate to determine eligibility and discuss options to ensure financial assistance.
United specializes in the latest laparoscopic pro-
tech operating room at Wilson, which
open house was held for the new high-
Minimally Invasive Surgical Suite. An
Greater Binghamton’s most advanced
in 2004 at the amazing technology of
• The community got its first look
bed facility. A 10-exam-room clinic will
will expand from a four-bed to an eight-
Avenue west of the hospital. The center
now located in the Summit Building
Disorders and Neurodiagnostic Cen-
• United Medical Associates
wth
Health Services
...
“The good that we do becomes truly Excellent when we add that extra touch of warmth and caring.”

Peter V. McGinn, PhD, President and CEO, United Health Services

United Health Services is definitely the hospital of choice. I just love that place.

Jordan Masciarelli, age 15

United Health Services

Congratulations on the outstanding, professional way you do your jobs, and the patient care advocacy you display.

Lori VanVleck, RN

United Health Services Hospitals

You are an outstanding family of caregivers. You show kindness, compassion and genuine caring.

Mary M. McPhillips, Middletown

Professional Home Care

“You have served me well and with a lot of compassion and understanding. You have certainly enriched my life, not only medically, but you have touched my heart.”

Marguerite Clark, Endicott

United Medical Associates

“Your physician assistant treated me with gentle kindness and a little bit of humor, and by that time all my anxiety was gone.”

Pauline Buchta, Binghamton

United Health Services

We feel very fortunate to live in an area with such professional ER staff – caring, thoughtful and very thorough.

Tom and Mary Davis, Norwich

Ideal Senior Living Center

“We have a gold mine in the Rose Court employees. They have become part of our family.”

The Family of Julia DelVillano

Twin Tier Home Health

“You ability to treat Mom as a person, not just a patient, was extremely meaningful to all of us.”

Cindy Gitchell, Binghamton

Delaware Valley Hospital

“You were an outstanding family of caregivers. You show kindness, compassion and genuine caring.”

Mary M. McPhillips, Middletown

United Health Services Foundation

“The new van you have funded is just what we need. It’s very practical and comfortable for our residents.”

Steve Slater, Director of Facility Services, Ideal

Chenango Memorial Hospital

“We feel very fortunate to live in an area with such professional ER staff – caring, thoughtful and very thorough.”

Tom and Mary Davis, Norwich

United Health Services Foundation

“You have served me well and with a lot of compassion and understanding. You have certainly enriched my life, not only medically, but you have touched my heart.”

Marguerite Clark, Endicott

United Medical Associates

“The good that we do becomes truly Excellent when we add that extra touch of warmth and caring.”

Peter V. McGinn, PhD, President and CEO, United Health Services
“The good that we do becomes truly Excellent when we add that extra touch of warmth and caring.”

Peter V. McGinn, PhD, President and CEO, United Health Services

United Health Services

United Health Services Hospitals

“Congratulations on the outstanding, professional way you do your jobs, and the patient care advocacy you display.”

Lori VanVleck, RN

Delaware Valley Hospital

“We are an outstanding family of caregivers. You show kindness, compassion and genuine caring.”

Mary M. McPhillips, Middletown

Chenango Memorial Hospital

“We feel very fortunate to live in an area with such professional ER staff – caring, thoughtful and very thorough.”

Tom and Mary Davis, Norwich

“I am very fortunate to have such a wonderful ER staff – caring, thoughtful and very thorough.”

Tom Davis, Norwich

United Health Services Foundation

“The new van you have funded is just what we need. It’s very practical and comfortable for our residents.”

Steve Slater, Director of Facility Services, Ideal

Ideal Senior Living Center

“You have a gold mine in the Rose Court employees. They have become part of our family.”

The Family of Julia DelVillano

“Your ability to treat Mom as a person, not just a patient, was extremely meaningful to all of us.”

Cindy Gitchell, Binghamton

Twin Tier Home Health

“Your physician assistant treated me with gentle kindness and a little bit of humor, and by that time all my anxiety was gone.”

Jordan Masciarelli, age 15

United Health Services

“United Health Services is definitely the hospital of choice. I just love that place.”

United Medical Associates

“Your physician assistant treated me with gentle kindness and a little bit of humor, and by that time all my anxiety was gone.”

Lori VanVleck, RN

Delaware Valley Hospital

“You are an outstanding family of caregivers. You show kindness, compassion and genuine caring.”

Mary M. McPhillips, Middletown

United Health Services Foundation

“The new van you have funded is just what we need. It’s very practical and comfortable for our residents.”

Steve Slater, Director of Facility Services, Ideal

Ideal Senior Living Center

“You have a gold mine in the Rose Court employees. They have become part of our family.”

The Family of Julia DelVillano

“Your ability to treat Mom as a person, not just a patient, was extremely meaningful to all of us.”

Cindy Gitchell, Binghamton

Twin Tier Home Health

“Your physician assistant treated me with gentle kindness and a little bit of humor, and by that time all my anxiety was gone.”

Jordan Masciarelli, age 15
Getting physical

As the demand for high-quality physical therapy services grows in the Southern Tier, United Medical Associates has successfully expanded its Outpatient Physical Therapy program to serve more patients. Launched in 1996, PT opened its first major office at the United Medical Associates-Endicott site in 1997. This office also houses the new Sports Medicine Clinic.

In 2003, the medical group contracted with the respected Drayer Physical Therapy Institute for management of the PT program and opened a second location at the Johnson City Traffic Circle site by year end. In 2004, PT began planning to launch a third site, to be opened in 2005.

“Contracting with Drayer helped us become what we’ve always wanted to be,” said Jim Lauer, director of Planning, Marketing and New Business Development for the group. “We’ve made a lot of progress in less than 10 years, and especially in the last three years. PT is one of our fastest-growing units.”

“When you look at the volume of activity, the extended hours of operation, the consistency of treatment outcomes and the satisfaction of patients, we have seen substantial growth in PT activity,” said Floyd Metzger, executive director of United Medical Associates. Patient visits jumped from 57,874 in 2003 to 101,361 in 2004, a 75 percent increase. The number of patients saying they would “recommend” or “highly recommend” the service soared from the 54th percentile to the 90th in 2004.

The practice’s leaders also decided to expand PT by creating the third site in a portion of the building previously occupied by the Chenango Bridge Medical Group. “When you look at the volume of activity, the extended hours of operation, the consistency of treatment outcomes and the satisfaction of patients, we have seen substantial growth in PT activity,” said Floyd Metzger, executive director of United Medical Associates. Patient visits jumped from 57,874 in 2003 to 101,361 in 2004, a 75 percent increase. The number of patients saying they would “recommend” or “highly recommend” the service soared from the 54th percentile to the 90th in 2004.

The practice’s leaders also decided to expand PT by creating the third site in a portion of the building previously occupied by the Chenango Bridge Medical Group. “When you look at the volume of activity, the extended hours of operation, the consistency of treatment outcomes and the satisfaction of patients, we have seen substantial growth in PT activity,” said Floyd Metzger, executive director of United Medical Associates. Patient visits jumped from 57,874 in 2003 to 101,361 in 2004, a 75 percent increase. The number of patients saying they would “recommend” or “highly recommend” the service soared from the 54th percentile to the 90th in 2004.

A national learning site

When a health care organization becomes known for quality care, that reputation extends beyond its own region. This year, United Health Services’ quality was recognized nationally when it became one of only four institutions in the eastern United States designated as “artificial disc learning sites.” Wilson Regional Medical Center was one of the sites where surgeons began learning how to implant the new artificial discs, recently approved by the U.S. Food and Drug Administration.

Doctors from the Southern New York Neurosurgical Group were selected to train neurosurgeons and orthopedic surgeons from as far away as Maine and Ohio. The teaching surgeons are Drs. Saeed Bajwa, Khalid Sethi, John Gartman and Daniel Galion. “We have been pleased that Wilson has been selected for this revolutionary type of surgical training,” said Matthew Salinger, president and chief executive officer of United Health Services Hospitals. “It’s the kind of medical advance that can vastly improve the lives of patients in our community and beyond.”

Dr. Bajwa said the artificial disc is one of the most promising surgical developments in recent years for treating severe low back pain. “It is designed to replicate the movement of the patient’s own disc,” he said. “Following surgery, patients have less pain, greater mobility and a better quality of life.”
Connecting with resources

At United Health Services, our mission is to provide essential hospital services to those in need, regardless of their ability to pay. To help ensure that people have access to all resources for which they may be eligible, we employ a team of dedicated patient financial advocates. Their primary role is to help patients who have no health coverage but require medical necessary care.

Many patients are eligible for state or federal programs, such as Medicare, Medicaid, Family Health Plus, Healthy NY or Child Health Plan, said Mary Petko, supervisor. “Those who aren’t eligible may qualify for the Financial Assistance Programs available directly through United Health Services as part of our commitment to our community,” she noted.

By working cooperatively with the patient, the patient’s family and outside agencies, the advocates are able to connect individuals with the safety net they need. This allows them to access care from other providers as well, which in turn can prevent future hospitalizations and help patients improve their well-being.

In 2004, the Patient Financial Advocacy program at United Health Services Hospitals brought in more than 89 million in Medicaid reimbursement that might otherwise have gone unspent. The advocates’ caring efforts assisted patients while also helping the hospitals stay financially sound.

Efforts like those of the advocates are important if hospitals and other providers in New York State are to remain solvent. As declining payments from government and commercial carriers are considered a reliable indicator of actual satisfaction, the advocates’ caring efforts assisted patients while also helping the hospitals stay financially sound.

A happy team

When employees in 2004 were asked their opinions about working at United Health Services, they showed up in large numbers to let their views be heard. The result was that 84 percent of employees system-wide – 4,082 individuals – took the survey administered by the firm of Baird & Borling Associates. That’s well above the average response rate of 56 percent among similar large health systems nationwide.

At United Health Services Hospitals, all departmental scores were above the national norm. Because such a high percentage of staff took the survey system-wide, the results are considered a reliable indicator of actual satisfaction.

And how did we do? “In terms of general satisfaction, employees’ opinions were so positive that they placed United Health Services among the top 10 percent of all systems in the United States,” said Michael McNally, vice president for Human Resources. “When you rate overall job satisfaction, employees turned in a score of 5.76 on a 1-to-7 scale, well above the national norm of 4.99. Also is an improvement over our 2003 score of 5.67.”

Notably, Professional Home Care’s score of 6.25 was the highest ever recorded by Baird & Borling among home care agencies, and Ideal Senior Living Center’s 5.96 was the second-highest ever among skilled nursing facilities. At United Health Services Hospitals, all departmental scores were above the national norm. Because such a high percentage of staff took the survey system-wide, the results are considered a reliable indicator of actual satisfaction.

In the coming months, all team members will be involved in using the survey results to build on our best attributes and seek to improve those areas needing attention.

Finance...

Delaware Valley Hospital applied for and received a critical access hospital, a special designation that could bring the facility as much as $37,100 in discretionary state funds, said Michael McNally, vice president for Human Resources. “Critical access hospitals are recognized by the government as providing essential community services in areas that would be underserved without them, thereby qualifying for higher reimbursement.”

“Chenango Memorial Hospital received a $200,000 federal grant to begin dental screening and medical health services at the school-based health site in Chenango County. Both programs will be implemented in 2005. CMSF operates one school-based center in three school districts in the county serving nearly 3,700 students. In 2002-2003, the site recorded 1,305 patient encounters.”

Special Contributions

• $37,100 in discretionary state funds to Delaware Valley Hospital, a critical access hospital that could bring the facility as much as $37,100 in discretionary state funds, said Michael McNally, vice president for Human Resources. “Critical access hospitals are recognized by the government as providing essential community services in areas that would be underserved without them, thereby qualifying for higher reimbursement.”

Photo above: Our financial advocates help patients access the safety net they need.
For a worthy cause

When teams line up to participate in charitable walks, runs and other events around Greater Binghamton, you can be sure United Health Services will be well represented. As one of the community’s largest employers, it might be expected that we would turn out large contingents. But this year we had especially high levels of participation in such events as the United Way’s Day of Caring, the Heart Walk, Relay for Life, and Making Strides Against Breast Cancer.

During a multi-week drive, United Health Services staff donated $126,192 toward the United Way’s annual campaign. During a multi-week drive, 180 employees took part in the United Way’s third annual Day of Caring, raising over $15,000 in pledges for the Heart Walk, our best results ever as an organization. Employees from all over the system, including many from Ideal, United Medical Associates, Wilson, Binghamton General, PHC and Twin Tier, joined in the effort.

In recognition of October as Breast Cancer Awareness Month, Delaware Valley Hospital launched “Healthy Choices,” a comprehensive program aimed at increasing awareness among women for early detection and screening. Changes in our community were asked to talk to women saying, “It will never work. People say, ‘It will never work. It will never work.’” The staff were engaged, doing a wonderful job.” The staff were engaged. The staff were engaged. The staff were engaged.

Not feeling well, you probably

For one worthy cause...
Getting to Very Good
From the Chairman and the President

Leadership Conference last June, although the health care business of our system has been part of our culture for years. At the conference, we defined Something Special as that extra measure of caring, service or thoughtfulness that makes a real difference in patients’ relationships with our organizations – the kind of experience that makes them say “Wow!”

At November’s leadership gathering, nationally respected service expert Mary Malone talked with nearly 400 United Health Services managers and supervisors about how their and their staff’s contributions can create “Wow!” moments. Hospitals nationwide have been successful in raising patient satisfaction scores by providing services like valet parking and communication boards, and we’ve had success with those ideas here too. Best of all, we can point to success stories in connection with our Pillars of Excellence. These include the room service dining at United Health Services Hospitals, the expansion of physical therapy at United Medical Associates, the introduction of Professional Home Care products and services in the Chenango and Delaware county areas and our devoted efforts to connect people with their Medicare and Medicaid benefits.

We also see evidence that our efforts are translating to our health care safety. The Very Good stewardship of our board, managers, employees and physicians is reflected in our positive fiscal performance for 2004; as we were able to end the year with a $2.65 million surplus on revenues of $430 million. This is encouraging at a time when revenues of nearly $440 million, a margin of just less than one percent. With two out of three New York hospitals reporting operating losses in 2004, the system’s performance is due in large measure to its ability to control costs while expanding needed services.

At the same time, the system provided a record $32.6 million in uncompensated care and financial aid to the medically indigent and poor, ensuring that all those in need receive essential health care. While United Health Services’ two rural hospitals – Cleary Memorial Hospital and Delaware Valley Hospital – experienced operating losses in 2004, each saw a $2.65 million surplus on revenues of $430 million.

They showed the kind of commitment that can take an organization like ours from Good to Very Good in every facet of its mission.

Despite an increasingly difficult financial environment throughout the health care industry field, United Health Services’ member organizations continued in 2004 to provide outstanding care and service to tens of thousands of patients while maintaining their record for sound stewardship over the system’s resources.

United Health Services finished the year with an operating surplus of $2.65 million on revenues of nearly $440 million, a margin of just less than one percent. With two out of three New York hospitals reporting operating losses in 2004, the system’s performance is due in large measure to its ability to control costs while expanding needed services.

At the same time, the system provided a record $32.6 million in uncompensated care and financial aid to the medically indigent and poor, ensuring that all those in need receive essential health care.

While United Health Services’ two rural hospitals – Cleary Memorial Hospital and Delaware Valley Hospital – experienced operating losses in 2004, each saw a $2.65 million surplus on revenues of $430 million.

They showed the kind of commitment that can take an organization like ours from Good to Very Good in every facet of its mission.

Peter V. McGinn, PhD
President and CEO

United Health Services System

2004Stewardship

2004Financials

United Health Services System Revenues and Expenses*

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>Operating Expenses**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insured Services</td>
<td>$268,045,142</td>
</tr>
<tr>
<td>Services to Other</td>
<td>$237,773,056</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$17,103,730</td>
</tr>
<tr>
<td>Total Operating</td>
<td>$423,654,928</td>
</tr>
<tr>
<td>Revenue</td>
<td>$423,654,928</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$406,851</td>
</tr>
</tbody>
</table>

United Medical Associates, Ideal Senior Living Center, Professional Home Care and Twin Tier Home Health recorded small operating surpluses, while United Health Services Hospitals continued to develop as a regional leader in tertiary care and hospital-based services.

United Health Services Hospitals also received certificate-of-need approvals in 2004 to further develop its advanced cancer treatment center and expand its renal dialysis program in 2005.

The combined hospitals of United Health Services provided in-patient care to nearly 26,000 patients during 2004, and more than 63,000 patients received emergency care. Nearly 18,000 surgeries were performed at the hospitals, and over 240,000 visits were recorded at family health centers.

To be a great place to work, a great place to practice medicine, and a great place to receive care as demonstrated by quality and satisfaction results consistently among the best of comparable health care organizations nationwide.”

* The information listed is a preliminary financial draft for the year 2004. Final numbers are not expected to change substantially.

2004 Hospital Services

Hospital Discharges: 23,945
Emergency Visits: 12,490
Dialyses: 3,466
Treatments: 17,984

- United Health Services is a family of health services organizations whose mission is to coordinate individual care and improve the health of the communities we serve through a comprehensive and cost-effective regional health system.
- To be a great place to work, a great place to practice medicine, and a great place to receive care as demonstrated by quality and satisfaction results consistently among the best of comparable health care organizations nationwide.”

2004 Stewardship

Leadership Conference last June, although the health care industry field, United Health Services’ member organizations continued in 2004 to provide outstanding care and service to tens of thousands of patients while maintaining their record for sound stewardship over the system’s resources.

United Health Services finished the year with an operating surplus of $2.65 million on revenues of nearly $440 million, a margin of just less than one percent. With two out of three New York hospitals reporting operating losses in 2004, the system’s performance is due in large measure to its ability to control costs while expanding needed services.

At the same time, the system provided a record $32.6 million in uncompensated care and financial aid to the medically indigent and poor, ensuring that all those in need receive essential health care.

While United Health Services’ two rural hospitals – Cleary Memorial Hospital and Delaware Valley Hospital – experienced operating losses in 2004, each saw a $2.65 million surplus on revenues of $430 million.

They showed the kind of commitment that can take an organization like ours from Good to Very Good in every facet of its mission.

Peter V. McGinn, PhD
President and CEO

United Health Services System

2004Stewardship

2004Financials

United Health Services System Revenues and Expenses*

<table>
<thead>
<tr>
<th>Operating Revenues</th>
<th>Operating Expenses**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insured Services</td>
<td>$268,045,142</td>
</tr>
<tr>
<td>Services to Other</td>
<td>$237,773,056</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$17,103,730</td>
</tr>
<tr>
<td>Total Operating</td>
<td>$423,654,928</td>
</tr>
<tr>
<td>Revenue</td>
<td>$423,654,928</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$406,851</td>
</tr>
</tbody>
</table>

United Medical Associates, Ideal Senior Living Center, Professional Home Care and Twin Tier Home Health recorded small operating surpluses, while United Health Services Hospitals continued to develop as a regional leader in tertiary care and hospital-based services.

United Health Services Hospitals also received certificate-of-need approvals in 2004 to further develop its advanced cancer treatment center and expand its renal dialysis program in 2005.

The combined hospitals of United Health Services provided in-patient care to nearly 26,000 patients during 2004, and more than 63,000 patients received emergency care. Nearly 18,000 surgeries were performed at the hospitals, and over 240,000 visits were recorded at family health centers.

To be a great place to work, a great place to practice medicine, and a great place to receive care as demonstrated by quality and satisfaction results consistently among the best of comparable health care organizations nationwide.”

* The information listed is a preliminary financial draft for the year 2004. Final numbers are not expected to change substantially.