



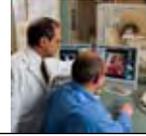
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BERDINE ADAM P BERDZINSKI BARBARA P BERDZINSKI OKSANA I BERZHNAVAYA MARILYN M BERG PEGGY A BERGEN-PAVELKA JENNIFER L BERGER RITA BERGVEIN DAWN M BERGMAN SHAWN BERKOWITZ SHAWN A BERKOWITZ DIANE E BERNARD DONNA BERNSTEIN MOHAMED A BERRI JULIE B BERRY KIM L BERTHOLF KEESA BESS DONNA J BESSETTE DANIEL R BETKE SHARON BEUTH ANNE M BEZEK BRENDA L BIDWELL LAUREN BIDWELL DORIS B BIEBER GAIL E BIEL EFELD JAMES E BIGART DEIDRA D BIGELOW JASON W BIGELOW GERALD T BIGG BARBARA J BILKA ROGER D BILLIG SARA L BILLINGS JESSICA L BINELLI MARY BINKEWICZ KAREN BIR MARCELA BIRCH KAREN BIRCHALL MARK G BIRD RAYMOND BIRD RAYMOND J BIRD SHIRLEY A BIRD TRACIE BIRD MARGARET BISHOP PAULA A BISHOP KRISTEN M BISSONNETTE LETTIE V BIVIANO MICHELE BIVIANO SHARON M BLABAC MARGARET L BLACHEK JANICE M BLACK CHRISTINE K BLACKMAN AMY L BLACKWELL CAROL BLACKWELL SANDRA J BLAIR VIRGINIA M BLAIR DIANNE A BLAISURE-HUDDOCK JASON R BLAISURE DOROTHY ABLAKE MARGARET BLANCHARD-SCHULTES BRYAN R BLAND AMANDA L BLANFORD CAROL A BLAZEY JENNIFER M BLAZEY PAUL B BLAZICEK RITA L BLEIER DOROTHY BLEND KELLY N BLINCOE KATHLEEN M BLINKOVITCH TAMMY BLISS CHRISTINE A BLONSKI CHRISTINE A BLONSKI SANDRA S BLOOM NANCY K BOATMAN DIANE M BOBAL TERRI A BOBAL MARY BETH BOBIK-KADYLAK JUDITH BOBROWSKY SHYRLIE BOCKVUS LORRAINE J BOCCULAK LORRAINE M BODE REGINA M BOGERT RUTH E BOGERT KATHY A BOHNDORF BRIAN A BOHUNICKY AMY J BOICE KRISTEN M BOICE ELIZABETH K BOLAND JAMIE BOLCAVAGE JAMIE L BOLCAVAGE JAN M BOLT KIM BOMYSOAD PAMELA R BONACCI AMY A BONAVITA JUNE R BONCZEK MELINDA R BONKER PATRICIA BONNELL ERIC BONSELL EDNA K BOONE MARY S BOOTH TERESA L BORCHARDT DIANA R BOREFFI-DUGAS NANCY C BORGSTROM KATHLEEN A BORN LISA BOSKET JAMES E BOSSONG ANNETTE BOSTICK MELISSA A BOTSFOORD SARA E BOUCHER SUSAN D BOUCHER WILLIAM J BOUDREAU CHEROKEE B BOURN KATHY L BOUSQUET ERIC BOWEN PAETA B BOWEN BRENT F BOWERS BONNIE BOWIE ALANNA BOWMAN BRIANNE BOWMAN GARY BOWMAN KIMBERLY S BOWMAN TAMMY BOWMAN ROGER BOYCE CHRISTINA R BOYD DAWN K BOYER JOAN M BOYER DIANE BOYLE NICOLE A BOYLE SHAWN BOYLE KIM R BRADLEY TERESA N BRADLEY ANN M BRADY CARIANN S BRADY DAWN M BRADY FAY O BRADY KIMBERLY D BRADY HELEN A BRAGG KATHRYN M BRAINARD VIVIAN L BRAME-GARDNER CHRISTOPHER J BRANCA JENNIFER M BRANISH JOELLE E BRANNING JULIE A BRANT RALPH E BRASSARD JR SUSAN D BRASSARD ROBERT C BREARLEY JO ANN BREDBENNER DALE E BREESE JENNIFER M BRENNAN KAREN A BRENNAN MARK J BRENNAN JOHN R BRERETON GREGORY BRETZ KATHRYN M BRETZ BOBBI J BREWER EILEEN BREY ERIC G BREY NICHOLAS H BREY STEPHEN J BREZNAY JANET M BRIHEL DEBRA A BRIAR JESSICA L BRIAR BRANDY G BRIDGES COLIN T BRIDGES JULIE A BRIDGES LUCINDA J BRIDGES LUCINDA J BRIDGES ANDREA L BRIGGS CAROLYN A BRIGGS JULIE A BRIGGS KARA M BRIGGS KAREN BRIGGS NANCY M BRIGGS PENNY D BRIGGS JANICE A BRIGHTMAN LORRAINE M BRINK CYNTHIA L BRISACK TERRY BROBST GINA M BRODBECK CHARITY M BRODIE COLLEEN BRONSON DAVID L BRONSON ALISON M BROOKHART REBECCA S BROOKS-WHITE JENNIFER M BROOKS KIMBERLY J BROOKS LORI M BROOKS MICHELLE L BROOKS SHERRY A BROOKS VICKI M BROUTY MARIE BROWER ANNE J BROWN BARBARA BROWN CATHY L BROWN CHRISTINE B BROWN DALE A BROWN DANIAL E BROWN FAITH J BROWN GALE M BROWN JENNIFER M BROWN JUDY M BROWN MANDY M BROWN MELISSA R BROWN NONA E BROWN RANDY S BROWN ROBERT M BROWN ROGER V BROWN RYAN C BROWN SARAH M BROWN STEVEN M BROWN SUSAN J BROWN TERRY L BROWN THERESA M BROWN WINTER E BROWN AMY BROWNE LOIS A BROWNELL BARBARA H BROZOVIC KELLY BROZZETTI DANIELLE M BRUCE ROBYN A BRUDER BETH A BRUET BETH A BRUET MARY ANN BRUET MICHELLE L BRUMMEL KRISTIE L BRUNDAGE PATTY M BRUNDAGE JUSTINE M BRUNETTI DOROTHY M BRUNICK DIANNE L BRUNNER NICHOLE E BRUNO KAREN BRUNOCCINI DAWN M BRUNZA MARILYN K BRUSH RICHARD D BRUTVAN MORTON F BRYANT SHERANN BRYANT PENNY J BUB JENNIFER L BUBEL WENDY BUCCI BESSIE M BUCHANAN LISA BUCHINSKI FREDERICK H BUCHLER JAMY F BUCK MICHAEL C BUCK EILEEN A BUCKINGHAM SANDRA H BUCKLEY TANYA BUDNEY MARK V BUCHE CAROL E BUFFUM JAMES A BUFFUM JOANNE BUFFUM LORETTA BUHOLSKI HANNAH BUJAK OLIVER BUJAK ANDREW BULKLEY SHERRY A BULLIS LORI A BULLOCK BEVERLY J BUMAN JENNIFER BUNAO LINDA BUNDY ROBERT C BUNDY BETTY JANE BUNNELL MARGARET A BUNNELL NICK BUNTS WILLIAM ZBURAN JENNIFER M BURCH JOAN BURCH COURTNEY L BURCHILL SUSAN C BURCHILL CHRISTINA BURDICK CHRISTINA A BURDICK LOWELL H BURDICK STEVEN J BURDICK ANITA M BURFORD CHARLES BURGER TAMARA L BURGER SUSAN BURGESS PATRICIA A BURGHER THOMAS A BURKE VANESSA M BURKE TARA A BURKUS JOANN P BURLINGAME RACHEAL L BURLINGAME NANCY BURNETT SONIA J BURNETT TIMOTHY R BURNS SCOTT BURNSIDE CHARLES A BURPEE DIVINA M BURR JOY BURR GAIL BURRELL DONNA M BURROWS MELISSA A BURT TERI L BURTCH BRIAN BUSCHMAN CAREN BUSH CHRISTINA F BUSSOM CATHERINE T BUTLER DONNA M BUTLER KIMBERLY L BUTLER MAHMOOD BUTT STACEY R BUTTACAVOLI BRANDI R BUTTON DENNIS M BUTTON SUE E BUTTON RENEE M BUTTS JUDY BOYCK RHONDA L BUYEA MICHAEL BYCE RAYLENE L BYCE RENEE L BYRNE DEBRA L BYRNE S L BUYEA MICHAEL BYCE RAYLENE L BYCE RENEE L BYRNE DEBRA L BYRNE MICHAEL J CACIALLI JR REBECCA S CACIALLI LORI A CADDEN RUTH K CADY SHIRLEY F CAEZZA HEATHER M CAHILL DONALD CALEBAUGH LAURIE A CALENZO PHYLLIS A CALHOUN LISA A CALICE CHERYL-JOY CALINGASAN LISA M CALISTRI MEGAN M CALL DEBORAH L CALLAGHAN BRIDGET M CALLAHAN RICHARD CALVASINA PEGGY L CALVERT INES D CAMACHO JOSEPH J CAMP KATHLEEN CAMP RUSSELL D CAMP JUDY CAMPBELL CHRIS J CAMPION ISABEL R CAMPO CHRISTINE A CAMPON CRYSTAL E CAMPOS KATHLEEN A CANNON KYLE M CAPRARI SHIRLEY A CAPWELL ROBERT CARANGELO III JEANNE M CARANGELO CATHERINE E CARD TERRI L CARD KAREN E CARDEN MARY M CARDOZA LESTER N CARENDER RUTH N CARENDER COLLEEN M CAREY TINA CAREY AUBREY L CARL APRIL L CARLIN DONALD P CARLIN KATHLEEN M CARLO LANNY CARLSON MICHELLE A CARLSON THOMASITA M CARLSON PAULA J CARMAN PAULA J CARMAN DEBRA M CARNACHAN LAURA E CARNE KAY V CARNEY BRENDA L CARO KATHLEEN M CAROOMPAS ANN J CARPENTER DIANE M CARPENTER MARTHA I CARPENTER PAUL S CARPENTER SHARON S CARPENTER BRENDA L CARR DONNA M CARRICO SANDRA CARRIER JOHN CARRIGG ALESHA M 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CHASE VALEDA CHASZAR JAMES CHERNEGA JEANETTE E CHERNEGA JOY K CHESNEY DARLENE M CHILDRESS JANET B CHILSON MICHAEL W CHISDAK RONNIE CHITTY JR JULIE A CHITTY PATRICIA CHRETIEN-GRANT JANINE S CHRISPPELL DARA F CHRIST MAUREEN M CHRIST JODI A CHRISTENSEN SHARON CHRISTENSEN GARRISON F CHRISTIAN BRIAN N CHRISTIANSEN DAVID P CHRISTOPHER MEGAN C CHRISTOPHERSEN REBECCA A CHRISTOPHERSEN MARSHA CHRISTY CONNIE CHRYSLER JOHN CHRYSLER REBEKAH CHRYSLER COLLEEN A CHRZANOWSKI CAROL CHUNG PHYLLIS CHURCH KAREN L CIOKAR MARLENE J CIOCIARELLI ELSIE E CIOCCONE AMEDEO CIMINI MARY T CINA INDIA CINTRON KAREN M CIOTOLI ROSEMARY CIOTOLI HEATHER CISEK MICHAEL V CISEK JEFFREY M CIULLA KAREN A CIULLA KIMBERLY D CLARK-BABCOCK ASHLEY M CLARK CATHERINE CLARK CHERYL CLARK IVAN E CLARK JEFFREY CLARK JUDY A CLARK LOUISE M CLARK MICHAEL D CLARK PENNY CLARK RANDALL CLARK RONALD J CLARK JULIE W CLARKE LINDA CLARKE EILEEN M CLAVNER NICOLE A CLEMONS ROBERT B CLEVELAND TERRY A CLIFT LINDA L CLINE MARY L CLUNE MEGAN L CLUNE ERYN M COCHRAN CAROL A COCKRELL GARTH R CODINGTON MICHELLE M CODNER JUNE E COGGIN MARLEY COHEN THOMAS C OKELY PHYLLIS J COLANDO CRAIG S COLAS DDS NANCY COLBURN BRENDA J COLE DONNA J COLE SHAWN L COLE CATHERINE COLEMAN-MOORE PATRICIA A COLEMAN REBECCA COLEMAN JAMES E COLETTA LESLIE A COLLIER KELLY L COLLINS-COLOSI JENNIFER M COLLINS JILL C COLLINS TOMMI J COLLINS COLLEEN A COLOMBO COLEEN A COLTON NICOLE COLUMBIA PAMELA A COMPEAU JUDI L COMSTOCK VICKI J COMSTOCK KATHLEEN C CONBOY JANET L CONDUSTA SUSAN T CONEY RENEE CONKLIN SUSAN CONNELLY-ALLEN DEBORAH A CONNELLYELAINE J CONNELLY TIMOTHY CONNELLY PATRICIA CONNIS AMANDA JESSIE CONNOLLY JUDITH A CONNOR DOROTHY J CONNORS SANDRA M CONNPROST KEITH CONRAD LUCAS D CONRAD SANDRA L CONRAD SHAWN A CONRAD CORINNE I CONROW ANTHONY CONSOLAZIO JR ROBERTA N CONSTABLE CANDIS E CONTENTO WILLIAM CONTINALLAN D CONVERSE MD JANE J CONWAY JAMES R CONWELL PATRICIA M COOK-TAYLOR AMY E COOK LYNETTE M COOK MARSHA A COOKE ANGEL M COOLEY CAROLYN E COOLEY BETH COONEY PAMELA M COOPER REBECCA L COOPER DONALD P CORBERT JR BEHIJA CORBIC LINDA CORBY SCOTT E CORBY GLORIA J CORCORAN JESSICA CORDI FLETCHER TAMMY G CORDICK MICHELLE CORDIO GRACE COREY TERESA N COREY TIMOTHY J COREY DANIELLE A CORKERY JENNIFER CORNELL KRISTA M CORNELL LEE CORNELL CLAUDE C CORNWALL JR DANIEL J CORSER DOLORES O CORY JOANN P COSEN ELAINE M COSILMAN CYNTHIA H COSTLEY JEFFREY L COSTLEY SCOTT T COUGHLIN MARY COUNCILMAN ANDREA K COURTYNER HARLES W COURTRIGHT EMILY A COUTTS LAUREN COVERT LATEEFA COVINGTON LINDA W COX WHITNEY L COX LAURA J COY MARY E COYLE THOMAS COYLE KEVIN CRABB BRANDI L CRAFT STEPHEN E CRAFT BARBARA D CRAIG DIANNA J CRAIG JACQUELINE M CRAIG MARTHA CRAIG NICHOLE CRAIG THOMAS M CRAMER YVONNE CRAMER JOYCE CRANDALL KATIE A CRANDALL ANN CRANDPELL BARBARA CRANE MEREDITH A CRANE DAISY CRANMER LISA K CRAVER AIME J CRAVER ANN M CRAWFORD ARNOLD R CRAWFORD ARTHUR R CREELEY BONNIE C CREELEY KATHLEEN CREGAN MARY A CRELLER BETHANY ANN CRENSHAW ANN CRIMMINS DARLENE R CRIMMINS MARIA J CRISITELLO CAROLYN D CRISPPELL DONNA CRISPPELL ANISOARA CRISTACHE MARIANNE E CROAN JAMES CROSBY PATRICIA CROSBY DANIELLE M CROSS JASON A CROSSMAN DIANE M CROSWELL SABRIYAH CROSWELL MARY B CROTTIS JODY F CROTWELL HELENE J CROUCHER LAURIE CROWELL LAURIE D CROWELL BRENDA M CROWLEY DAVID CRUGNALE LYNN CRUMMEY JUDITH L CUDDIHE DANA L CUDO SUSAN R CUDO CATHERINE A CUFFARO MARY C CULLEN DAVETTE M CUMMINGS DEANN CUMMINGS MARY CUMMISKEY PRISCILLA D CUNNINGHAM DANIELLE E CURRAN MELISSA A L CURRIE ALICE M CURTIS JUNGSL CUSIMANO DONNA L CUTTING VICKY CUVELIER JENNIFER R CUZZO GERALDINE O CZEBIANAK HELEN CZEBIANAK JENNIFER CZPIRUSZ PETER M D'AMIGO SARA DAHM TIMOTHY J DAHLULICH KELLY M DAILEY GLENN J DALGLIESH MARLENE DALOISIO ROBERTA J DALTON ANDREA DALY-CORNER LINDA A DALYE YOLANDA DANCESI LIEN T DANG MAUREEN DANIEL LINDA J DANIELS LAURIE G DANISA SAID G DAOUJ JANET DARCANDELO BARBARA DARLING ROSA D DARLING SHARON L DARLING GINA M DARPINO KENNETH J DARROW JR CATHY L DARROW

ELLA L DARROW CHERILYN M DASHNAW KATHERINE M DAUM RAJESH J DAVE MD MICHELE DAVENPORT HYLLIS J DAVERN ROCHELLE L DAVERN JILL N DAVID NANCY DAVIDSON PATRICIA A DAVIDSON VALERIE M DAVIE MARY DAVIES BETH A DAVIS CHRISTOPHER L DAVIS DENISE A DAVIS ELBA ELIZABETH G DAVIS ELIZABETH DAVIS JUDY L DAVIS LORI S DAVIS PATRICIA E DAVIS PHILIP DAVIS DAISY DAVISSON GEORGE R DAY MICHELLE A DAY MONICA C DAY NORA E DAY ELIZABETH W DAYTON JOANN J DE LA VEGA CAROLYN DEAN JUNE DEAN LINDA DEAN JEANNE DEANGELO THERESA DEARIE CHRISTINE DECKER DENISE DECKER JOYCE A DECKER KAREN N DECKER KEVIN B DECKER LISA M DECKER LOU ANN DECKER MEREDITH K DECKER RONALD DECKER ROXANN DECKER STEPHANIE L DECKER TERESA DECKER DEBRA DEDIO EVELYN M DEELEY SHARON L DEETS SANDRA DEFAZIO THOMAS M DEFAZIO CAROL G DEFIDE CONSTANCE DEGEAR FLOYD L DEGNAN SHANNON E DEGNAN MARY DEGUARDI MD JOSEPH M DEISS TARRA DEITER-ENRIGHT FRANK M DEJESSE JR EMMA E DELANEY JENNIFER L DELANOY LAURA T DELANOY MARGARET A DELGADO JANINE DELGATO STEPHEN E DELIMAN NELLINA R DELLAPENNA CAROL DELLAPENNA JAMES DELLAVALLE KATHLEEN DELLAVALLE SUZANNE DELMAR SHANNON L DELONG JANE DELP MICHAEL D DELUCA ARLETTE F DELUISE DAWN A DELVECCHIO ALAN DEMAINE KATHERINE A DEMAREE CRYSTAL L DEMAREST DIXIE T DEMCHAK SANDRA J DEMCHAK JO A DEMICHIETI TRACY DEMKOVICH DOREAN A DEMOSKI RYAN DEMPSEY CHRISTOPHER DEMTRAK MATTHEW C DEMTRAK SAMUEL DENDANTO DENISE A DENMON MELISSA D DENNIS CLAUDINE DENNISON LEIGHTON P DENNISTON IRVING DENNY JR MARCEL H DENNY BRIAN D DENO TOMMIE DENSON JAMIE L DEOLIVEIRA KAREN L DEPERISIS NANCY DEPUJE SARA DEPUJE MARYBETH DEPUGH JO-ANNA DERITIS JOANNE E DERKACH JILL A DERMITT KIMBERLY A DERMITT JOANN F DEROCHE KENNETH DEROCHE SHARON DEROCHE DIANA L DEROSA EILEEN DERR KELLY L DERR ANN DERWIN ANN K DERWIN ROBIN S DERZANOVICH RAYLENE M DESANTIS TERESA L DESANTO DENA M DESERIO VERONICA DESERIO KELLY M DESHAY-BELOCH PAMELA DESISTI JOYCE E DESISTO TERRI DESISTO KAREN M DETRICK JOHN DEUEL SARAH E DEUEL BONNIE B DEVAN CATHERINE A DEVAUL CARLO 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IVETTE CARPENTER: 2006 Employee of the Year

IN 25TH YEAR, SYSTEM POSTS LARGEST SURPLUS



"25 Years of Service and Partnership," *United Health Services' 2006 Annual Report*, is a publication of the Marketing and Communications Department of United Health Services, 10-42 Mitchell Ave., Binghamton, NY, 13903. Peter McGinn, Ph.D., President and CEO; Christina Boyd, Senior Director of Marketing and Communications; William Michael, Communications Coordinator; Carol Grassi, Art Director. For information, call **607.762.2336** or visit **www.uhs.net**

Mission: United Health Services is a family of health care 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.

Vision: 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.

A partnership for excellence 25 years of service together

We at United Health Services reached a milestone in 2006, a vantage point from which we could reflect on our partnership and the 25 years of service excellence this partnership has produced.

It was on August 1, 1981, that United Health Services was born. With the teaming up of Ideal-Wilson Medical Center and Binghamton General Hospital, and the subsequent addition of other outstanding organizations, our region today enjoys the benefits that can be offered only by a full-fledged health care system.



The care we provide is made possible by the partnership of our employees, physicians and volunteers, and by the partnership that also has developed between our organizations and the community residents they serve. During 2006, these partnerships enabled us to record our best year ever. This came at a time when we were celebrating the 25th Anniversary of our incorporation, as well as the fifth anniversary of the Campaign for Excellence, a system-wide effort to continuously improve our relationships with our co-workers, physicians and patients.

It turned out that our commitment to service and partnership was tested in a unique way during the year, as our clinical providers and other team members coped successfully with a natural disaster – the most devastating flood in Southern Tier history. Through it all, we were able to point with pride to many instances in which our colleagues exhibited the capacity to care for others and the heart to care about them.

After the flood, one of our employees wrote to us about the “generosity, responsiveness, awareness, compassion and enthusiasm” he witnessed among United Health Services people working cooperatively to keep patients safe. “We contributed, in our individual roles, to the connectedness of the United Health Services community,” he said. “The choices we made truly underpin what we call in our organization *The Spirit of Service.*”

His words are an apt description, not only of the way people met the challenges of 2006, but of the teamwork that has characterized the spirit of our organization for two and a half decades. We have stood together, making patient care our first priority, demonstrating compassion to those in need and showing grace under pressure. The partnership that has made us united has also made us strong.

Peter V. McGinn, Ph.D.

President and Chief Executive Officer

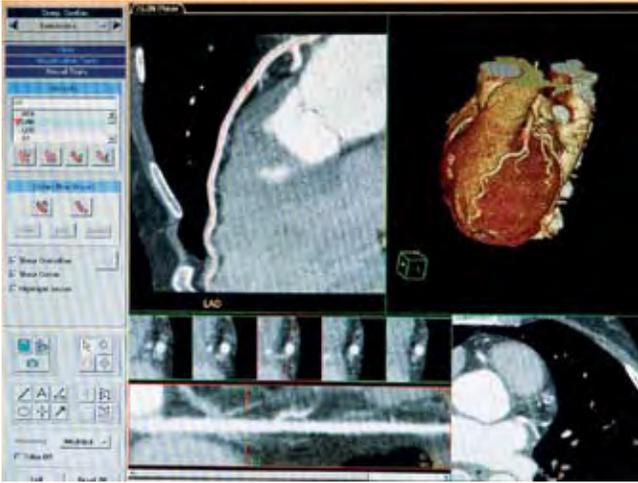
Judith C. Peckham

Chair of the Board

The picture of partnership

UNITED HEALTH SERVICES HOSPITALS:

WILSON REGIONAL MEDICAL CENTER AND BINGHAMTON GENERAL HOSPITAL



Once the 64-slice CT scan is completed, it can be interpreted by both radiologists and cardiologists.

Teamwork and technology are changing how United Health Services Hospitals patients with coronary artery disease are being diagnosed. A partnership for service has developed between cardiologists and radiologists at Wilson who are using the new 64-slice CT scanner to create and analyze three-dimensional images of blood flow in the heart. The scanner was installed in June 2006, and the medical teams began using it for cardiology applications in October.

The 64-slice CT makes diagnosis easier, quicker, more accurate and less expensive, revolutionizing the way patients are tested for coronary artery disease. The scanner has been widely used to capture detailed images of any organ in the body in just a few seconds.

Earlier versions didn't produce a clear enough picture when the scan was performed on a beating heart. But the 64-slice machine works with incredible speed, producing sharp images in multiple slices to reduce the effect of the heartbeat's motion.

SOLUCIENT
TOP HOSPITALS
Cardiovascular

Once the picture is completed, technologists begin readying the scan for interpretation by physicians. The resulting three-dimensional model can be manipulated for a closer look by rotating or zooming in. For patients, the scan is non-invasive and painless. They also benefit because each test gets a "dual-read diagnosis," meaning that both a radiologist and a cardiologist review the results. Technological advances such as the 64-slice CT are placing the Hospitals at the forefront of quality heart care. For the first time ever, the organization was recognized as one of the "Top 100 Cardiovascular Hospitals" in the United States by Solucient, a leading clinical information and strategy firm. United Health Services Hospitals is one of only three hospitals in New York State to have won the designation.



Members of the 64-slice CT team at Wilson include, from left, Frank Mangiacapra, M.D.; Afzal ur Rehman, M.D., Ph.D.; Matthew Salanger, CEO of the Hospitals; Rajesh Dave, M.D.; Phil Evans, Sr. CT Technologist; and Nasiruddin Jamal, M.D.



President and CEO Matthew J. Salanger and Hospitals Chair Diana Bendz

Staff at Wilson are proud of the recognition, and enthusiastic about the benefits of advanced equipment like the 64-slice CT. When you apply its power for taking clear pictures to cardiology testing, a whole new body of knowledge emerges. And just as significantly, the patient benefits from the medical partnering that exists between radiology and cardiology providers.

"Because the system produces such a clear, detailed image, many specialists now prefer the scan to other diagnostic tools, including stress tests, angiography and catheterization," said Matthew J. Salanger, President and CEO of the Hospitals. "Testing volumes are growing so fast that we plan to install a second scanner."



The 64-slice CT scan is making diagnosis easier, quicker and more accurate for heart patients..

UNITED HEALTH SERVICES HOSPITALS

A total makeover

The complete renovation of the Birthing Center at Wilson was one of the major developments at United Health Services Hospitals during 2006. And the new, \$3.2 million unit is a gem of a place to have a baby. It's designed to be family-friendly and to bring all services in closer proximity to each other. The unit features such high-tech advances as fetal monitoring using telemetry. A 460-square-foot operating room and an outpatient triage area also have been created, along with a new antepartum area.

First in the state

In 2006 the state selected United Health Services Hospitals to become the site of the first transitional care unit (TCU) in a hospital setting. TCUs are designed to provide specialized medical, nursing and ancillary services to patients who no longer require acute care, but who aren't yet ready to be discharged. Binghamton General was the first of five hospitals in New York State to open its unit. The 20-bed TCU, on Krembs 6, serves primarily patients who require IV therapy, wound care, physical therapy or radiation treatments.

SYSTEM ACHIEVEMENT

A milestone in silver

United Health Services celebrated the 25th Anniversary of its incorporation as a health care system. It was on Aug. 1, 1981, that the Ideal-Wilson Medical Center and Binghamton General Hospital teamed up to launch a new family of health care providers. Throughout 2006, the organization marked its silver anniversary with barbecues, block parties, chocolate kisses wrapped in silver paper and, during August, silver spoons for newborns at Wilson and Chenango Memorial. An employee celebration featuring motivational speakers was held at Binghamton University's Anderson Center.

Service, above and beyond

UNITED MEDICAL ASSOCIATES



When the June 2006 flood hit Greater Binghamton, United Medical Associates was among the organizations most visibly at the forefront of responding to the community's needs. By quickly and efficiently partnering with other members of the United Health Services team and other agencies in the community, the medical group helped ensure that hundreds of individuals were cared for in a safe, orderly manner.

When he recognized that the flood would result in major evacuations, United Medical Associates' Alan Miller, M.D., responded to BU on June 27. He and Frank Floyd, M.D.; Marita Florini, F.N.P.; and other members of the United Medical Associates team began triaging and caring for patients.

The group's main objectives were to ensure appropriate, 24-hour physician coverage for the hundreds of people who arrived at the Binghamton University Events Center starting June 27, and to provide pharmacy services to evacuees.

Through a combination of support from Professional Home Care and several United Health Services Hospitals departments, as well as from the Decker School of Nursing and local emergency medical technicians, United Medical Associates was able to create a special-needs medical unit inside the shelter for community residents seeking refuge and medical help.



United Medical Associates Chair James Jewell, M.D., and Executive Director Floyd Metzger

United Medical Associates pharmacist Pam Krolczyk teamed up with one of her counterparts at United Health Services Hospitals, pharmacist Mark Perry, to meet with the numerous patients who had arrived at the shelter without their medications. They worked diligently to counsel patients and to call in prescriptions to area pharmacies. Professional Home Care pitched in by bringing over hospital beds and oxygen therapy equipment.

In the meantime, Stephen Gomez, M.D., Medical Director of Emergency Medicine at the Hospitals, asked Peter LoFaso Jr., M.D., of United Medical Associates' Endicott Walk-In, to create a temporary walk-in clinic at the UMA Circle location so the Hospitals' EDs would have backup if needed. In addition, James Jewell, M.D., of United Medical Associates, teamed up with Donna Husmann, M.D., Medical Director of the Vestal Nursing Center, to provide physician supervision of the evacuation of all patients from that nursing home to a school on higher ground.

Dr. Jewell said United Medical Associates team members were "proud and ready" to work with others in addressing the fast-changing needs of a city under water. "At a time when all resources were stretched, our group and the community it serves came together," he said. "It was a shining example of cooperation among individuals and organizations in keeping patient care and safety the top priorities."



Among those staffing the BU shelter were, from left, Mark Perry, Pam Krolczyk and Dr. Alan Miller.

UNITED MEDICAL ASSOCIATES

Promoting pelvic medicine

Urogynecology is a fast-growing subspecialty of obstetrics and gynecology, and in 2006 it was expanded in the Greater Binghamton region. Nancy Shumeyko, M.D., Barbara Wiseman, M.D., and their colleagues can help women who suffer from a wide range of pelvic support disorders, such as prolapse of the uterus and vagina, urge urinary incontinence, recurrent urinary tract infections, difficulty voiding, overactive bladder and painful bladder syndromes such as interstitial cystitis.

A signal to the nerves

United Medical Associates gynecologist Nancy Shumeyko, M.D., in 2006 began offering InterStim Therapy, an FDA-approved treatment that uses a small, implanted electrical system to stimulate the sacral nerves that control urinary function. The sensory communication to the bladder is scrambled in some patients who suffer from urinary retention or overactive bladders. InterStim therapy works like a pacemaker to reset the signals and stimulate the nerves responsible for bladder control. Most patients can expect a 50 to 70 percent improvement in their symptoms.

SYSTEM ACHIEVEMENT

The ultra in diagnosis

United Health Services physicians were among the first to start using the SonoSite Titan, a new portable ultrasound device, to find out how severely a trauma patient is injured. In many cases, the new equipment, which came into service during the summer of 2006 in the Emergency Department at Wilson, is very helpful in refining a diagnosis, so doctors can make faster and more accurate decisions about a patient's condition and course of treatment.

Partners in caring at home

IDEAL SENIOR LIVING CENTER

At a time when home care is becoming an increasingly viable alternative to nursing home placement for many elderly people, Ideal Senior Living Center celebrated its 20th year in the home health field in 2006. Ideal Home Care stands apart because it's a caring partnership between Ideal, other agencies and family caregivers to provide optimal care to the homebound.

The program offers a combination of traditional and non-traditional home care coordinated by case managers, offering skilled nursing and therapies, as well as services such as home improvements, meal delivery and emergency response systems. The services may include snow removal, personal care and housekeeping duties. Ideal also offers social work services, caregiver support and respite care for clients' family members.



Ideal Home Care is coordinated by a registered nurse and tailored to the needs of each individual based on input from the clients, their families and their other health care providers. Services include prevention and early intervention for any physical, mental or emotional conditions. Clients with chronic illnesses, such as diabetes, pulmonary disease or congestive heart failure, benefit from regular contact with health professionals who can provide advice and follow-up. Patients can live in familiar surroundings and have peace of mind and a feeling of security.



Ideal President and CEO Maria Motsavage and Chair Daniel Seiden, Esq.

For those clients who meet eligibility guidelines, home care services are fully covered by Medicaid, and partly by Medicare. Services are also available for private pay. According to New York State regulations, long-term care programs must provide services for less than 75 percent of the cost of nursing home care. The Ideal program consistently furnishes care for an average of less than 60 percent of care in a skilled nursing facility.

"We case-manage our home care patients so closely that we are able to provide cost-efficient care that more than meets the needs of the individual," said Maria Motsavage, President and CEO of Ideal. "Our goal is to provide high-quality care at home with an eye to cost savings. We're proud to say that we have a great track record of doing just that."



Margaret Rice, far left, receives help in caring for her husband, Astor Rice, from Patricia Gorski, Family and Children's Society, and Paige George, R.N., Ideal Home Care.

IDEAL SENIOR LIVING CENTER

Advancing palliative care

Ideal received a Press Ganey grant in 2006 to expand its palliative care program to residents and clients. Ideal has used the funding to provide ill patients with such soothing services as massage and music therapy, low lighting, a hospitality cart and other comforts that make the person and their loved ones more relaxed. For example, if a person is dying, having a harpist in their room playing tranquil music can help bring a sense of peace to them and their visitors. Palliative care can be anything that helps ease the individual's pain and makes them more comfortable.

A 'Kitchen Connection'

Residents of the center's Ideal Square, a 30-unit independent-living complex, enjoy a grocery service that comes to their doors. "Your Kitchen Connection" is a special service of Ideal's Food and Nutrition Department. The service provides both staple goods and specialty items at about the same price as supermarket food. The resident calls the Ideal kitchen with a list, and the items are delivered to their door in about half an hour.

SYSTEM ACHIEVEMENT

Walk for the number

United Health Services' "Move Your A1C" program to encourage walking marked its first anniversary in 2006. The United Health Services Hospitals effort was developed to encourage people with diabetes to do more walking, which helps lower A1C levels. A1C is a test that measures the amount of sugar in the blood over a three-month period. Diabetes specialists believe that by keeping the level in its good range – under 6.5 – diabetics can avoid many serious complications.

Service for a great beginning

UNITED HEALTH SERVICES FOUNDATION

When Vikki and Craig Kaufman of Binghamton arrived at Wilson for the birth of their first child, Michael, they were surprised by what they discovered. "They admitted us to a birthing room that looked like a fine-hotel room," said Mr. Kaufman. "We were very impressed with the ambiance, and it made us both feel very relaxed and comfortable. We had hardwood floors, dimmer lights and a private bathroom with a jacuzzi. They even had a leather chair for me that converted into a couch."

The Kaufmans spent more than 14 hours in the birthing room before Michael arrived at 5:30 p.m. on September 19, 2006. Mom and Dad said that everyone on the unit was caring, kind and professional, and that they plan to return to Wilson for the birth of their next baby.

Michael Kaufman was born just a few weeks after the completion of renovations to the new unit at Wilson. The unit is part of a state-of-the-art Birthing Center that is made possible through the partnership of expert clinicians at the hospital, generous donors to the United Health Services Foundation and parents-to-be who have confidence in the care offered at the Hospitals.

With the remodeling, the Birthing Center now provides a home-like atmosphere designed to make the patient's comfort a top priority. Seven private birthing suites are equipped with wireless fetal monitoring. Highly trained neonatal intensive care and obstetrical teams are available 24 hours a day to provide specialized care for any type of birth, whether routine or high-risk.

Over the years, Foundation donors have contributed \$1.46 million toward the birthing programs. The new Birthing Center renovation cost \$3.2 million, with \$500,000 provided by the Foundation. Completion of the unit represents the final phase of a three-part plan to modernize the entire Maternity program on Wilson's fifth floor. A new 24-bed maternity unit opened in March 2002; the expanded 7,300-square-foot Neonatal Intensive Care Unit was created in November 2002; and a new nursery arrived in 2004.

Betsy Pietriyk, Executive Director of the Foundation, said, "When people experience firsthand the wonderful care that is provided by our physicians and staff, they want to step forward and help us. Their involvement has resulted in us being able to provide an even higher level of care for so many families."



Foundation Executive Director Betsy Pietriyk and Chair Stephen Feehan





Vikki and Craig Kaufman of Binghamton were impressed with the care and amenities at the new Birthing Center, where their son Michael was born.

UNITED HEALTH SERVICES FOUNDATION

In the pink

May 7 was baseball time at NYSEG Stadium, and the Binghamton Mets had just won a 5-4 victory over the New Hampshire Fisher Cats. In the process, the Binghamton team raised over \$5,875 to benefit the United Health Services Foundation by auctioning off pink jerseys they wore during the game. The jersey donned by Mets outfielder Bobby Malek went for \$575, and the one worn by manager Juan Samuel for \$360. Proceeds helped the Foundation buy a stereotactic surgical table for use in breast biopsies.

Bouncing on the green

The Bowkers Golf League won first prize (26 percent of sales) at United Health Services Foundation's first-ever golf ball drop. Second prize (14 percent) went to the group from Northwestern Mutual and the Business Women of Traditions won third prize (10 percent). The Foundation sold numbered golf balls which were dropped from a helicopter onto the greens at The Links at Hiawatha Landing last August. Proceeds supported the mission of Women *Fore* Women – raising funds toward the battle against breast cancer and related women's health issues.

SYSTEM ACHIEVEMENT

The picture of caring

United Health Services became a site for "The Faces of Caring: Nurses at Work," an exhibition of contemporary international photography. Presented by the American Journal of Nursing, it was featured at the Wilson Gallery in May. United Health Services took the concept a step further, creating a dramatic exhibition of its own called "Generations of Caring: Nursing Families." It featured mothers, daughters, sisters and other family members who have chosen the nursing profession.

Partnering for expanded care

CHENANGO MEMORIAL HOSPITAL

People in Chenango County who suffer serious fractures or joint injuries no longer have to worry about heading out of town for care, thanks to a partnership between Chenango Memorial and a local orthopedics group.



Chenango Memorial President and CEO Drake Lamén, M.D., and Chair J. Peter Chaplin

Starting in 2006, two orthopedic surgeons, Anthony Cicoria, M.D., and Robert Capecci, M.D., along with two orthopedic physician assistants, Melissa Tworowski and Michele Provost, began providing around-the-clock coverage for the Chenango Memorial Emergency Department. This means emergency orthopedic care can be handled right at the Norwich hospital, without the need to transport patients to facilities in Binghamton, Hamilton, Cooperstown or Syracuse.

Orthopedic injuries are among the most common types of injuries seen, emergency medicine staff said. There was a need for orthopedic coverage at the hospital, and the new partnership will yield a real service enhancement. Many Chenango County residents, especially the elderly, are unfamiliar with larger towns, such as Binghamton and Syracuse, and may be daunted by the prospect of traveling out of the county for care, especially if it means several follow-up appointments.

Emergency medical technicians with the Norwich Fire Department are enthusiastic about the partnership. In the past, when there was an orthopedic injury, they had to call ahead to see if there was orthopedic coverage at Chenango Memorial. If not, that meant that the patient had to be taken out of town and the ambulance was temporarily out of service locally.

“Our patients and the community can rest easy knowing that this medical expertise is available to them, day or night,” said Drake Lamén, M.D., President and CEO of Chenango Memorial. He noted that because orthopedic coverage is such an integral part of quality emergency care, the hospital-physician partnership helps round out the services people can rely on at the hospital’s ED.

“This is a great benefit to our ED, and we expect it to have a positive halo effect on other services we offer,” he said. “It’s a major improvement.”





Patients suffering broken bones now have access to the best in orthopedic care, right in Chenango Memorial Hospital's Emergency Department.

CHENANGO MEMORIAL HOSPITAL

Better health at school

Chenango Memorial's School-Based Health Centers program celebrated its 10th anniversary on Sept. 21, 2006, with a gathering at Unadilla Valley Central Schools. The hospital's outreach center at the school furnishes medical and wellness services to students on-site at no cost to the youngsters' families. Chenango Memorial Hospital operates programs at 13 separate school locations in the Chenango County area.

Helping kids cope

Portable DVD players were presented in 2006 to the Emergency Department at Chenango Memorial Hospital and to the ED and the Pediatrics Unit at Wilson. These players, along with a patient-education CD on coping with asthma, are available to parents whose children have asthma and are hospital inpatients. The players were donated to the hospitals by the American Lung Association and the state Department of Health.

SYSTEM ACHIEVEMENT

Advancing info tech

Southern Tier Health Link was approved in 2006 for a \$3.5 million state HEAL NY grant to expand information technology at health facilities in the community. United Health Services Hospitals is the lead agency for Southern Tier Health Link, a coalition of health agencies that also includes Delaware Valley Hospital, United Medical Associates and Chenango Memorial Hospital.

Service that changes lives

DELAWARE VALLEY HOSPITAL

For over seven years, two United Health Services organizations have worked hand in hand to maintain quality substance-abuse treatment services in a large rural area of upstate New York. Delaware Valley Hospital teamed up with United Health Services Hospitals in 1999 to enhance the care offered by Delaware Valley's Addiction Treatment Program. The partnership is another example of how cooperation between United Health Services organizations, and the collaborative efforts they form with community groups, can yield excellence in patient care and service.



Delaware Valley President and CEO David Polge and Chair Edward Schott

It's a collaboration that has paved the way for many program enhancements, with Delaware Valley treatment staff regularly participating in conferences, training sessions and meetings with New Horizons counselors and other experts. In addition to the 10-bed chemical dependency unit at Delaware Valley, the program now also includes a family education component and solid connections with other dependency treatment and support options. The program is recognized as a treatment center by drug treatment courts, and provides transportation to and from court for patients who need to make appearances.

The program also has developed a good working relationship with Delaware County Alcoholism and Drug Abuse Services, which offers outpatient aftercare for individuals who've been through the hospital's inpatient service. Evaluators from the state Office of Alcohol and Substance Abuse Services, in conducting a recent inspection of the program, commented that Delaware Valley's unit is "a very clean, well-maintained facility." Alan Wilmarth, Director of Addictions and Behavioral Health at both United Health Services Hospitals and Delaware Valley, said the program has proven its success by far exceeding the national average for patients who continue care once discharged.



Having an addictions program right at their own hometown hospital is reassuring to many patients who otherwise wouldn't be comfortable going to a large program in an unfamiliar town. The Delaware Valley program is a small unit, and every staff member is involved in the person's care. While years ago most referrals came from outside the area, now between 85 percent and 95 percent are from within the Delaware County vicinity.

"By being part of United Health Services since the 1990s, we have been able to assure patients that they have access to the best in care," said David Polge, President and CEO of Delaware Valley. "We teamed up with New Horizons because we knew that they were an established, respected treatment program. We have benefitted from their insights and expertise. By partnering with New Horizons, we could meet a significant need in our community."



Having an addictions program close to home is reassuring to many patients who wouldn't feel comfortable going to an unfamiliar hospital out of town.

DELAWARE VALLEY HOSPITAL

A best-practice model

Starting in 2006, IPRO began using Delaware Valley as a best-practice model of how a facility succeeds in meeting core measures to treat acute myocardial infarction, chronic heart failure and pneumonia. IPRO is a nationally renowned corporation committed to assessing and improving the value of health care services received by consumers through the use of innovative methods and technologies. Delaware Valley Hospital's compliance with the core measures has vastly improved over the past couple of years, and is now maintained at 90 percent to 100 percent.

Enhancing ED care

Delaware Valley was selected to receive a \$1.5 million state grant to expand its Emergency Department and create a new imaging center. The hospital will build a 5,700-square-foot ED, with five private treatment areas, plus dedicated space for decontamination and modern, comfortable waiting and meeting areas. (The original ED was just over 1,100 square feet in size and Radiology extended down an entire hallway.) The new construction will create a designated area for all radiological capabilities, along with a private waiting area for imaging patients.

SYSTEM ACHIEVEMENT

Soaring past the goal

The United Way has recognized United Health Services for exceeding its goal of raising \$160,000 in the health care system's annual employee campaign. The appeal seeks donations from staff across the system. The final tally was \$165,134 in pledges to the 2006 United Way effort. The number exceeds the 2005 amount, which was \$150,412. In 2006, a total of 1,087 employees gave to the campaign, up from 1,010 in 2005.

Partners for a better experience

PROFESSIONAL HOME CARE AND TWIN TIER HOME HEALTH



Twin Tier ranks with the nation's elite

Twin Tier Home Health was named to the 2006 HomeCare Elite, a list of the most successful home care providers in the country. The designation places Twin Tier among the top 25 percent of providers of home-delivered services in the country, based on publicly available information on clinical quality and overall performance from the Centers for Medicare and Medicaid Services. Based on its clinical outcomes, financial and operational performance, resources utilization and patient satisfaction rates, Twin Tier was further ranked on the HomeCare Elite list as one of the nation's top 500 home care providers. At the state level, Twin Tier also has been selected as one of the best home care agencies in New York by IPRO, a statewide quality review organization.



Professional Home Care and Twin Tier Home Health Chair Linda Best and President and CEO Joe Cerra

In 2006, Professional Home Care and Twin Tier Home Health launched an innovative program using advanced technology to improve care for hospital patients requiring long-term IV therapy. Nurses from Professional Home Care partner with nurses at Wilson and Binghamton General to care for patients who need peripherally inserted central catheters (PICCs). The service is another example of a partnership for better care that has developed between the home care agency, the Hospitals and the United Health Services Foundation, which provided a portion of the start-up funds for the PICC program.

Professional Home Care nurses travel to United Health Services Hospitals nursing units to implant the catheters. At the heart of the new service is the Bard portable ultrasound system, which allows PICC-certified nurses to insert a special intravenous catheter in patients with even the most compromised veins.

The PICC is a long, flexible tube that is placed into a vein in the arm and threaded up into a large vein just above the heart. It allows for long-term intravenous therapy in the hospital, nursing home or home setting without frequent IV "sticks," significantly improving patient comfort and compliance, and permits nurses to give the patient repeated or continuous treatments without having to keep finding a vein. In many cases, a PICC line can be an alternative to a surgically implanted central line. The PICC line has several channels allowing for the infusion of different medications and allowing for blood draws.

Hospital nurses say the PICC approach is much better for patients, as they can have the catheter placed right at the bedside in less than an hour without disrupting their routine. It allows hospital staff to provide an added service of great value to patients, and the response time from the Professional Home Care staff is very quick. If a hospital unit calls the day before or even the day of, the home care nurses are right there when needed.

Joe Cerra, President and CEO of Professional Home Care and Twin Tier, called the ultrasound PICC program exciting new technology.

"Professional Home Care is among only a handful of health care providers currently using ultrasound to place PICC lines," Mr. Cerra said. "It improves patient comfort and convenience, and ensures that the medication is delivered properly. Our clinical outcomes are excellent and patient satisfaction has been excellent, thanks to the skill and dedication of our PICC nurses."



Home care nurses travel on an as-needed basis to United Health Services Hospitals to implant central catheters that deliver vital medications.

PROFESSIONAL HOME CARE AND TWIN TIER HOME HEALTH

“A Room to Heal”

Employees of Professional Home Care and Twin Tier Home Health donated their time and dollars during 2006 to create “A Room to Heal” for a young cancer patient in the Greater Binghamton area. Following a meeting with the Room to Heal leaders, staff members from the home health agencies set about raising \$3,000 to remodel a garage into a game room for Luke Zuber, a 13-year-old boy suffering from a brain tumor. The completed game room features a comfortable couch and chairs, a game table, an Xbox 360, a DVD player and a table for working on projects – a perfect place for Luke to hang out with his friends.

Taking service to Ithaca

Professional Home Care, which in 2005 launched satellite offices in Walton and Norwich, expanded its outreach again in 2006, opening a new facility in Ithaca. The new site is at 903 Hanshaw Road in Cayuga Heights. The state-licensed home health agency provides oxygen and respiratory services, power and manual wheelchairs, scooters, and medical equipment and supplies. Patient needs can be met 24 hours a day.

SYSTEM ACHIEVEMENT

Going filmless

New technology in the Radiology Department at United Health Services Hospitals now creates most X-ray images in a digital format instead of on film. The Picture Archiving and Communication System (PACS) transmits the images instantly via computer so that radiologists, technologists and other practitioners can view the images from any location without delay. Patients get quicker diagnosis. Imaging information is computer-archived, and reports from the radiologists or other physicians can be digitally attached so that they’re always available for future reference.

Service as stewardship

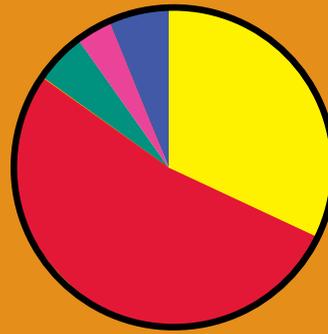
IN 25TH YEAR, SYSTEM POSTS LARGEST SURPLUS

United Health Services' 25th Anniversary year also was its best year ever financially. The system posted a record surplus of \$13.5 million on revenues of \$503 million, an impressive performance in an era of acute economic challenges for health care institutions, especially in upstate New York. All member and affiliate organizations worked together, demonstrating a commitment to the partnership that enables United Health Services to stand out among health networks around the country. They showed that teamwork and good stewardship allow hospitals, nursing homes and other health agencies to hold the line on expenses while continuing to provide excellence in patient care and service.

While achieving a positive bottom line during the year, United Health Services also managed to provide its community with a record dollar amount in uncompensated care, a total of \$26.7 million. This figure includes charity care, volunteerism and the subsidizing of certain clinical programs that lose money but are maintained because they save lives.

United Health Services has submitted a community-benefit report to New York State annually since 1992. It reflects that the organization's commitment to its region has grown, in just 14 years, by more than 150 percent.

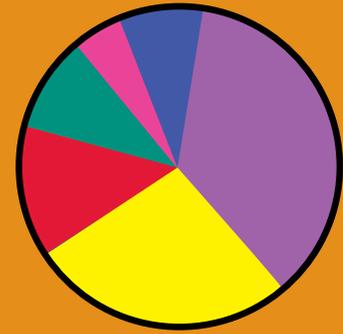
The year's performance underscores the spirit of service and partnership that have characterized the system since its birth in 1981. Much of what a health care organization does transcends dollars and cents. Individual lives are touched and the health status of communities improved. The people



Operating Revenues (in thousands)

● Inpatient Services	\$194,280
● Outpatient Services	\$254,513
● Long-Term Care (ECF)	\$ 17,657
● Home Health Care	\$ 12,890
● Other Operating and Non-Operating Revenue	\$ 24,044

TOTAL REVENUE \$503,384



Operating Expenses (in thousands)

● Salaries	\$208,414
● Supplies and Services	\$171,119
● Employee Benefits	\$ 60,011
● Uncompensated Care	\$ 25,215
● Interest	\$ 5,517
● Depreciation and Amortization	\$ 19,641

TOTAL EXPENSES \$489,917

NET SURPLUS \$ 13,467

NET UNCOMPENSATED CARE AND FINANCIAL AID \$ 26,695

of the organization strive to meet every patient's unique needs, regardless of medical condition, ability to pay, background or life circumstances. The spirit that has made United Health Services a model institution is demonstrated in every interaction employees, physicians and volunteers have with patients and their families.

We look forward to continuing to use our resources wisely to ensure that the Southern Tier has access to the best in modern health care services for many anniversaries and generations to come.

2006 Mark T. O'Neil Jr. Award Winner



A manager known for her openness to new ideas and ability to remove obstacles to team success is the winner of the 2006 Mark T. O'Neil Jr. "Open Door" Leadership Award. Gail Thalacker, Director of Surgical Services, United Health Services Hospitals, was one of a record 51 supervisors to be nominated. She was described as an approachable leader who seeks feedback from those she encounters, someone "who emphasizes people's strengths and opportunities for improvement." Gail joined the Hospitals in 1983 and became surgical director in 1998.

2006 Employee of the Year



An aide who sends cards to her patients, brings them prepared meals and visits them when they're in the hospital became the first recipient of the Board of Directors' new Employee Excellence Award. Ivette Carpenter, Twin Tier Home Health, was praised for consistently doing *Something Special* for her patients, and for being supportive of her teammates. "She has a special way of connecting with her patients and develops a bond with them," said Twin Tier CEO Joe Cerra. A former teacher, Ivette became a certified home health aide 11 years ago. Since 2005, she has received 16 "Turn Me In" cards.

LAURA J NAHOLNIK SAIBALINI NAIK CAROL R NALEPA PRASANTHI NALLURI MAYSOON A NAMAN SAFA K NAMAN LYNINE D NANGREAVE JEFFREY S NANNI KATHERINE A NANTEL EVELYN NAPIERALA SONIA NARENDRA JILL M NARUNSKY DEBRA A NASH DONALD NASH MICHAELNE NASH PATRICIA D NASH TONI A NASH MILISSA J NATZLE CONNIE A NAUGHTON VERA NAUMOVA CONNIE L NAWROCKI MICHELLE L NDEBI LILLIAN NEAD CYNTHIA NEALY BRANDY L NECHWEDOWICH KATHLEEN A NEDBALSKI SUZANNE NEDLIK MARTHA S NEER ROBERT E NEIGH CATHLEEN H NEIL CYNTHIA A NEILSEN TAMMY L NEISSER MARTHA NELSON KIMBERLY D NERZAK DONNA NETHERTON PATRICIA NETHERTON HANS NEUDEL PALMYRA E NEVILLE WESLEY R NEVILLE GEORGE P NEVIN CHARLOTTE NEWFIELD KATHLEEN NEWFROCK SALLY E NEWMAN EUGENIA C NEWTON LINDA L NEWTON ROSEMARY D NEWTON BRENDA S NEWWINE MARIE A NEYLAN WEIEN CHARLENE NG YUET-KA GRACE NG AARON NGUYEN TUYET NGUYEN LINDA SUE NICHOLAS CASSANDRA L NICHOLS DONNA M NICHOLS KATHLEEN A NICHOLS SHARI L NICHOLS SHAWN T NICHOLS DIANE NICKELS KAREN P NICKERSON VIVIAN NIELSEN CAROL NIGHTENGALE SHEILA R NIGHTENGALE LISA M NIKULICH JAMES A NILES DIANE F NILLES SRIRAM D NIRGUDKAR ENID E NIXON MARY E NIZNANSKY JENNIFER L NOBS BARBARA NOJAIM ELIZABETH NOONAN EILEEN NORD ELIZABETH A NORKO AUDREY E NORRIS CARL E NORRIS DONALD E NORRIS JODY M NORRIS ANN MARIE NORTHRUP MELISSA S NORTHRUP ANNE S NORTON IRENE C NORTON NANCY NORTON SANDRA M NORTON NANCY L NOVAK CHRISTINE NOVICKY JOHN NOVITSKE KAREN NOVIBILSKI MARY M NOWAK JEFFREY NOWALK LINDA L NOWALK MICHELLE NULTON GEOFFREY J NUINN JOHN NUZZELA CECILIA NYAANGA DEBORAH O'BRIEN DEBORAH O'BRIEN ERICA O'BRIEN MARGARET A O'BRIEN MICHELLE O'BRIEN CHERI O'CONNELL SHERRY L O'CONNELL AMY S O'CONNOR DIANA M O'CONNOR KATHLEEN M O'CONNOR KERRI O'CONNOR KERRI L O'CONNOR MARIA E O'CONNOR SHERRI S O'CONNOR ANGELA M O'DELL GAYE L O'DELL JOAN M O'HARA THOMAS C O'LEARY MARY C O'LOUGHLIN ANNE L O'NEIL CINDY L O'NEIL DONNA T O'NEIL KELLY O'NEIL TERRANCE P O'NEIL ROSALINDA O'NEILL KYLIE A O'REILLY MINDY S O'ROURKE DENNIS O'SHEA MAUREEN C OAKES SUSAN OAKES JEANNA M OAKLEY KAREN F OAKLEY MARGARET OAKLEY ROSE S OAKLEY SANDRA J OAKLEY HASHEM M OBEIDALLAH SARA OCHSE CHRISTOPHER G OCKER OLUFUNKE M ODELEYE SUSAN J ODELL YVETTE M ODOFIN DANIELLE L ODORICO MAY OESTRICH AMBER R OKONIEWSKI MARLENE H OKONIEWSKI STEPHANIE OKREPKI DONALD J OLBRYNS JENNIFER A OLBRYNS KATHLEEN M OLBRYNS MEGHAN M OLBRYNS JENNIFER OLEKSZA TANYA OLENIACZ GAIL E OLESKI CATHY L OLIVA ALISHA Y OLIVER CHRISTINE M OLIVER CURTIS L OLIVER DEBORAH R OLIVER JANET L OLIVER JEFFREY J OLIVER THERESE F OLIVER SAM C OLMSTEAD BLAINE S OLMSTED JUDITH A OLSA CRYSTAL M OLSON JUDITH D OLSON KIMBERLY A OLSON STEVEN B OLSON ALECIA L ONEILL CHARMARINE H ONJE MELODY E ONYSKO APRIL OPEKA CATHLEEN J OPEKA MARIE P ORCUTT JODI L ORNER RICHARD ORRINGER LISA M ORTEGA FRANCIS B OSBORNE CATHERINE OSGOOD HEATHER A OSMIN ANAY OSORIO CARMEN M OSORIO YEXENIA B OSORIO ANDREA A OSTERHOUT EILEEN E OSTERHOUT RAYMOND L OSTERHOUT WILLIAM L OSTROM RYAN A OSWALD BETTRICIA OTTO BRIAN J OUELLETTE THERESA L OUTMAN TIMOTHY G OUTMAN THOMAS J OVEN MD MARYANN M OWAZANY BRIDGET A OWEN CHRISTOPHER J OWEN GARY E OWEN JESSICA OWENS STEVEN E OWENS THOMAS OZIEMINA EILEEN R OZVOLD CHERYL PACE JOSE M PACHECO MD ROSENDA A PACIFICO MARY A PADEN CATHY M PAGE FRANCES A PAGE GAIL PAGE MARIA L PAGE LYNN PAIGE PATRICE PALMER NELLENE A PALMERE KAREN D PALMIERI DIANE M PANELLA PATRICIA A PANELLA MARIA THERESA G PANLILIO BRENDA L PAPA JESSICA L PAPA CAROL L PAQUETTE HELEN A PARADIS AMANDA S PARADYSZ TINA PARADYSZ KIM M PARAVATI SUSAN ROSE PAREDEZ MINDETTE M PARENTEAU BONNIE J PARKER BRANDI G PARKER CINDY PARKER GERRENE PARKER JESSICA L PARKER MARY L PARKER MICHELLE R PARKER TRESSA M PARKER ROSEMARY E PARKINSON BENITA J PARKS LINDA A PARKS LISA A PARMALIEE BETH SARONEY PARO JENNIFER PARREIRA KAREN L PARRISH BOBBI JO PARRY LISA M PARRY COLLEEN G PARSONS LYNN PARSONS SARA PARSONS TERRY L PARSONS BARBARA L PASQUALE MICHELLE L PASQUALE DAVID C PASSANTE ALYSSA B PASSELA SUE A PASSETTI JOANNE PASTORKEY MICHAEL G PASTRICK DONNA PATAK-ROBBINS LYNDSEY C PATAK AMIT H PATEL DARSHAN PATEL SARAH J PATELL TERENCE K PATRIAS BERNADETTE A PATRICK ROBIN M PATRICK DEBORAH A PATTEN CAROL M PATTERSON-CASSIN DEBORAH MARIE PAUGH CYNTHIA M PAUTARD KELLY PAVLICK ANNE PAWLOWSKI GLENN PAYNE KATHLEEN A PAYNE CELESTE PAZZAGLINI-MACK AMY PEACOCK WILLIAM D PEACOCK GERALD F PEARCE KATHY PEARSALL SARAH R PEASE SUSAN H PECHA JOANNE E PECK TAMMY L PECK GINNINA V PEDRO SAMUEL P PEJO

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