



UHS, the region's leading integrated healthcare system, will demonstrate exceptional value in the delivery of coordinated, patient-centered care.

VALUES

We are committed to the values of UHS, which we believe reflect those of the people and the communities we serve. These values guide our actions and decisions. We are committed to living by these values each and every day.

Our values are Compassion, Trust, Respect, Teamwork and Innovation.



UNITED HEALTH SERVICES HOSPITALS A COMMUNITY ORGANIZATION



UHS Hospitals is a not-for-profit, community-benefit organization governed by a board of directors whose members are selected from the communities we serve. The boards of each of our member organizations also represent their respective communities. All our board members serve without pay and are responsible for ensuring the quality of patient care, creating hospital and organization policy, approving the annual operating plan, and ensuring adequate resources are available to meet the organization's mission.

NYS-DOH PREVENTION AGENDA SELECTED PRIORITIES

Although UHS Hospitals continued work on the NYS-DOH priority areas 1 and 2 (below) during 2020, the majority of our efforts were focused on the priority area 5 (below) of Preventing Communicable Disease brought on by the Covid-19 pandemic.

Priority areas identified by NYS:

- #1) Preventable Chronic Diseases
- #2) Promote Well Being and Prevent Mental and Substance Abuse Disorders
- #5) Prevent Communicable Diseases

PRIORITY #1: PREVENT CHRONIC DISEASES



- Focus Area 1: Healthy Eating and Food Security
 - Goal 1.0: Reduce the percentage of children who are obese in Broome County
 - Administered the Childhood Obesity Grant through the Kid Chefs Program
 - Kids on Track exercise and nutrition program for ages 5-13
 - Worked with Head Start schools in establishing nutrition policies for K-12 students with the Broome-Tioga BOCES Rock on Café Program
 - Goal 1.1: Increase access to healthy and affordable foods and beverages
 - Provided education to SNAP recipients on nutrition, budget and meal planning
 - Assisted in increase of CHOW mobile markets in the area
 - Goal 1.2: Increase skills and knowledge to support healthy food and beverage choices
 - Educated WIC prenatal clients on advantages of breastfeeding
 - Goal 1.3: Increase food security
 - Worked with HUMANA and Meals on Wheels to provide healthy groceries to discharged patients

PRIORITY #1: PREVENT CHRONIC DISEASES (CON'T)

- Focus Area 2: Chronic Disease Preventative Care and Management
 - Goal #1: Increase cancer screening rates for breast, cervical, and colorectal cancer
 - Outreach for Cancer screening, other early detection screening and well visits all put in place however Covid-19 delayed some of those screening activities
 - Goal #2: Increase early detection of cardiovascular disease, diabetes, prediabetes and obesity
 - Implemented BMI screening in pediatric and family care practices
 - UHS Hospitals providers promoted strategies to improve detection of undiagnosed hypertension
 - Goal #3: Promote evidence-based care to prevent and manage chronic diseases including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity
 - UHS Hospitals Primary care offices worked closely with the diabetes centers to implement diabetes standards of care and promoted prediabetes testing
 - Over 10,000 individuals in multiple care areas took advantage of the Telehealth visits and practices that were offered during the Covid-19 pandemic when traditional office visits were not possible

PRIORITY #2: PROMOTE WELL-BEING AND PREVENT MENTAL AND SUBSTANCE USE DISORDERS



- Focus Area 1: Mental and Substance Use Disorders Prevention
 - Goal #1: Prevent opioid and other substance misuse and deaths
 - UHS is a lead partner and key provider of services that reduced fatal opioid overdoses often at a financial loss
 - Methadone Clinic: offers Methadone and Buprenorphine; Hepatitis C treatments; treatments for pregnant women with opioid use disorder
 - Narcan Training/kit: provided to every patient who presents for treatment in any addiction program, emergency department and various organizations
 - Open Access at UHS New Horizons continued to be offered during Covid-19
 - Medication Assisted Treatment (MAT) implemented by UHS and coordinated with BC Jail to provide same-day access/services
 - Goal #2: Prevent and address adverse childhood experiences (ACEs)
 - Planning underway to conduct Youth Mental Health First Aid and ACE training to all 12 Broome County school districts
 - Goal #3: Reduce the prevalence of major depressive disorders
 - Implemented and conducted depression screening at all primary care sites
 - Goal #4 : Prevent suicides
 - Worked with BC Safe to provide education, resources and activities that promote suicide prevention

PRIORITY #5: PREVENT COMMUNICABLE DISEASES

Focus Area 1: Vaccine - Preventable Disease

As Covid-19 continued to spread in early 2020, UHS Hospitals was on the front lines of providing reliable, accurate and critical breaking news as protocols, guidance and practices from state and federal entities seemed to change on a weekly and sometimes daily basis. The entire UHS Hospitals organization was able to pivot and make adjustments to make Covid-19 a top priority while at the same time maintaining high-quality health care and services.

Goal: Improve vaccination rates for COVID-19

UHS Hospitals, as the Southern Tier Regional Vaccine Hub, was instrumental in increasing the percentage of individuals that were vaccinated in an 8-County region; build/set up vaccine/testing sites; administer vaccines; increase testing capacity and assist in the overall mitigation of the spread of Covid-19.





COVID-19 COMMUNITY PIVOT

Coronavirus disease (COVID-19) dominated 2020. The pandemic progression and evolution through the year challenged the implementation of the priorities identified in the CHIP. As the year ended, the United States surpassed 20 million infections and more than 346,000 deaths. UHS Hospitals had to pivot from the ongoing implementation of the priorities and goals identified in the CHIP and had to become the Southern Tier Regional Vaccination Hub to safely and securely store, distribute and administer the COVID-19 vaccine to essential healthcare workers, vulnerable populations and the community at-large in the Southern Tier Region.

As of December 2020, effective teamwork and collaboration with regional community partners enabled UHS Hospitals to perform over 50,000 Covid-19 tests, administer over 600 vaccines, and discharge over 420 Covid-19 individuals admitted to both UHS Wilson Medical Center and UHS Binghamton General Hospital.

UHSH – A TRUSTED ANCHOR

The COVID-19 pandemic has deepened UHS Hospitals role as an anchor institution in this community. UHS Hospitals is a trusted source of healthcare and community health education and serves everyone. This trust was leveraged to encourage employees and community partners to engage in the vaccination effort. We partnered with LHDs (local health departments), the OEMs (Office of Emergency Management) and local PODs (Point of Dispensing) to provide supplies, staffing and excess vaccine, and continually enrolling community based providers.



MEDICAL COMMAND CENTER (MCC)

- In March 2020, a multidisciplinary Medical Command Center (MCC) was established
- MCC was charged with ensuring employee/patient safety; mitigating and managing risks; developing COVID-19 related protocols
- Developed centralized call center for all employee COVID-19 questions/concerns
- MCC developed exposure algorithms and travel risk assessments based on CDC & DOH guidance
- MCC & Information Services developed a fully digital daily employee screening tool which is still in place today
- Developed internal documentation system to log and record telephonic employee "encounters" (platform includes all contact tracing, sick calls, exposures and general inquiries) with DOH survey identifying this as a best practice in Aug 2021
- Collaborated with Infection Prevention to develop contact tracing process done completely in-house with any individual testing
 positive at a UHS location being traced by MCC in less than 24 hours after a positive result
- MCC has contact traced over 11,000 unique individuals in the UHSH system and MCC has ordered over 9,250 COVID-19 tests

COVID-19 SAFETY HUDDLE

Daily System Huddle begins

NY State of Emergency announced UHS Hospitals adds negative pressure rooms First combined UHS Hospitals Safety Huddle and COVID system huddle

March 4















Emergency Response Plans, Communication Team work, and Clinical Teamwork begins First positive case of COVID-19 at UHS Hospitals Huddle is officially a UHS System COVID huddle Converted to
EPIC
dashboard
for key
metrics for
Safety and
System
Huddles

SOCIAL DISTANCE ENFORCED



As the COVID-19 conversations began in February/March 2020, and given that hospitals and other facilities of UHS Hospitals serve populations at high risk, UHS Hospitals implemented several social distancing precautions at our facilities. Wherever possible, maintaining a six-foot radius on all sides at physician practice locations, cafeterias/food vendors, non-clinical areas etc. was implemented to avoid transmission of the disease.

This outbreak was unprecedented, completely new and on a scale we had never seen before. Yet UHS Hospitals employees, providers and volunteers stepped up and responded to the challenges of COVID-19 in a dramatic and exceptional way. The level of teamwork demonstrated with various levels of staff rising to face multi-faceted difficulties posed by the pandemic was tremendous.

TASK FORCE ESTABLISHED



A COVID-19 Task Force (made up of 5 teams) was created with each team specializing in an aspect of clinical and facility operations. Daily updates were held at 10:00am and included leaders and staff from across the System as well as County, regional and national authorities. Key discussion topics included: bed capacity, surge plan, staff recall plans, visitor restrictions, staff travel screening/return to work protocol, access to facilities, PPE availability etc.



REGIONAL VACCINATION HUB

NYS designated UHS Hospitals as the Southern Tier Regional Vaccination Hub for an 8-County area (Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga, Tompkins). As a Hub, UHS Hospitals had the primary responsibility in the 8-county Southern Tier region for identifying regional partners, coordinating communication, community education and engagement about the COVID-19 vaccine, safe dispensing, ordering, distribution, re-distribution, inventory management and tracking.

REGIONAL VACCINATION PLAN

The Regional Vaccination Plan was developed to serve as a guide to UHS Hospitals and its community partners to work collectively to implement the NYS COVID-19 Vaccination Program. This Plan articulated and communicated the scope of work that would be necessary to meet the requirements set forth by the NYS DOH.

This Regional Vaccination Plan needed to be consistent with the State's prioritization and allocation that included the requirements that were outlined in the NYS MOU. The Regional Vaccination Plan also had to outline how the COVID-19 vaccine would be made accessible to marginalized communities in the Southern Tier.



REGIONAL VACCINATION PLAN

MISSION:

The Southern Tier Regional Vaccination Hub (Hub) will safely and securely store, distribute and administer the COVID-19 vaccine to essential healthcare workers, vulnerable populations and the community at-large in the Southern Tier Region through effective teamwork and collaboration with regional community partners bringing an end to the scale of the COVID-19 pandemic.



VACCINATION HEALTH EQUITY TASKFORCE

- Health Equity Taskforce: established to ensure a fair and equitable vaccine distribution in the Southern Tier
- Representatives from: First Responders; Individuals with Disabilities; Not-for-Profits; Health Clinics & Providers; Rural and Agriculture; Higher Education; Labor; Faith Based Organizations; Long Term care & Aging
- Guiding Equity Principles:
 - Build trust and acknowledge existing health/social disparities
 - Promote health literacy and language access to ensure diversity and fairness
 - Implement protections of privacy and confidentiality
 - · Identify community locations/conduct outreach
 - Engage with community based partners
 - Create public service announcements
 - Develop Community engagement in fair and diverse manner



VACCINATION ENGAGEMENT AND EDUCATION COUNCIL



- A BLEND OF TRADITIONAL & SOCIAL MEDIA
- TARGETED VIRTUAL EDUCATION
- COMMUNUCATION:
 - www.SouthernTierVax.org was developed in 2020 and launched in January 2021, and it featured information on all POD locations, education and outreach videos and tools, vaccine information in 26 languages
 - Regional Engagement and Education Council members, which include LHD and hospital communications staff, meet monthly to organize collaborative messaging efforts and share outreach best practices
 - Approached media in markets across the region to support PSAs addressing vaccine hesitancy

COVID-19 DISRUPTIONS AND HOW UHS HOSPITALS CONTINUED TO CARE FOR OUR COMMUNITY



- UHS Hospitals implemented "social distancing" precautions at all its facilities as per CDC COVID-19 guidelines
- Masks, face shields, and PPE become the norm for all frontline workers. On December 23, 2020, Sam & Ted Teng of BTZ Medsolution (and brothers of Ann Teng, DO, Medical Director of UHS Occ & Env Med) personally delivered 100,000 ear-loop masks and 10,000 N95 masks from Long Island to UHS Hospitals in Binghamton
- UHS created 41 additional negative pressure rooms (isolation technique to prevent room to room cross-contamination)
- UHS Virtual Health launched and expanded its capabilities to include a multi-party video option for patients who could not or were reluctant to seek care at a physical location. At the height of the pandemic, 50% of patients' visits with primary care providers and specialists were via telemedicine
- COVID-19 prompted practice closures and reduced hours however, providers and staff became available by phone or by virtual scheduling
- Akel family donated \$50,000 to the UHS Foundation to be used in support for healthcare workers in the front lines
- Cancelled elective surgeries/outpatient services were allowed to resume as of April 30 May 1, 2020

BEHAVIOR/MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES IN 2020

- Mental Health Clinic had 13,224 visits
- New Horizons Program had 14,356 visits
- Methadone Clinic had 115,961 visits
- CPEP (Comprehensive Psychiatric Emergency Program) served 4,961 individuals
- In-patient Behavioral Health had 1,753 discharges
 - HARP helped coordinate follow up care for the Behavioral Health patients following their I/P stay keeping them safe/happy/healthy/independent post-discharge

PALLIATIVE MEDICINE IN 2020

- In 2020 there were 887 total inpatient referrals
- In 2020 there were 62 outpatient referrals
- eMOLST (documents DNR & DNI orders)



DISEASE SCREENING, PREVENTION AND MANAGEMENT IN 2020

- UHS Hospitals Primary Care Clinics had 243,673 visits
- Specialty Care Clinics had 194,017 visits
- Dental Clinic had 4,898 visits
- 80 individuals had their Blood Pressure Screenings taken
- 399 individuals were assisted at various Stay Healthy Center Health fairs
- Breast Cancer Grant exceeded the necessary 600 mammogram outreaches and connection points
- School-Based:
 - Ben Franklin Elementary School had 1,218 visits
 - Theodore Roosevelt Elementary had 831 visits



COVID-19 DISRUPTIONS AND HOW UHS HOSPITALS HELPED OUR NEIGHBORS



- UHS became a **key resource for PPE for schools** in the Southern Tier. Local schools were able to buy \$128,591 worth of surgical masks, N95 respirators, gloves and sanitizers just in time for opening.
- Deployed four mobile tent units with portable generators for COVID testing and vaccination in Broome/Tioga County
- Created stand-up PODs for testing/vaccination at community locations such as Mothers & Babies Perinatal Network, American Civic Association, Lee Barta Community Center and Tioga Downs Casino Resort widening public access to the Vaccine
- UHS pasta drive to benefit CHOW was a resounding success with 7,310 meals helping Southern Tier residents in need
- A new permanent structure for COVID-19 testing was opened on Nov 18th on the UHS Vestal campus expressly for physician-referred coronavirus testing
- Drive-through flu shots were made available to the community at various UHS sites: Chenango Bridge; Windsor; Owego; Pennsylvania Ave & Vestal locations





Resources provided by the UHS Foundation

<u>2020</u> \$871,874

Vision Screeners Stretchers and Wheelchairs BGH Surgical Waiting Room Renovation Infusion Chairs Wilson ED Procedure Chairs and many more...

Community Sponsorships

2020 \$123,895

American Heart Association American Cancer Society American Red Cross Danielle House Faith in Action YMCA and many more...

COMMUNITY CONNECTION



 Despite COVID-19, UHS Hospitals had a strong show of support for the 2020 Day of Caring with as many as 64 employees volunteering at various community organizations such as TechWorks!; Boys & Girls Club of Binghamton; YMCA-Binghamton Branch; Discovery Center of the Southern Tier; Roberson Museum & Science Center; IBM Glen in Greater Binghamton and an Animal shelter in Syracuse. UHS Hospitals is a strong supporter of its employees who participate in their community for the annual Day of Caring.



CHARITABLE CONTRIBUTIONS JAN – DEC 2020



2020

INPATIENT DISCHARGES WERE 17,060

Charity Care \$ 7,679,016

Bad Debt \$ 13,001,732

M-aid Shortfall \$229,637,588

M-care Shortfall \$548,980,959

*COVID-19 closures impacted total discharges and financial statistics



New Offerings and Upgrades	
New PT Locations	UHS Hospitals opened new PT locations in Greene and Owego
Pedestrian Bridge Renovations	The pedestrian bridge connecting the Main Building to the Gateway Building began extensive renovations
UHS Public Website	The UHS Hospitals public website underwent a major renovation and greatly enhanced the user experience for healthcare consumers who rely on nyuhs.org
Epic Go-Live 9/12/20	UHS Hospitals transitioned its electronic health record and billing system to Epic with the public being able to take advantage of MyChart which offers a wide range of services and benefits
Gateway Building Renovations	An integral part of the 2020-2022 Strategic Plan calls for a major expansion at the UHS Wilson campus. The Gateway Building was completely renovated in 2020 which now includes a new kitchen, retail food service and dining space as well as offices, conference rooms and supply chain functions
UHS Outpatient Pharmacy at Wilson Place 24/7	UHS Hospitals Outpatient Pharmacy at Wilson Place began providing around-the-clock services as of November 9 th
UHS Medical Group	A total of over 450 providers in the UHS Medical Group continued to offer a wide range of medical and surgical specialties



UNITED HEALTH SERVICES HOSPITALS

and SERVE our Community is embedded in who we are

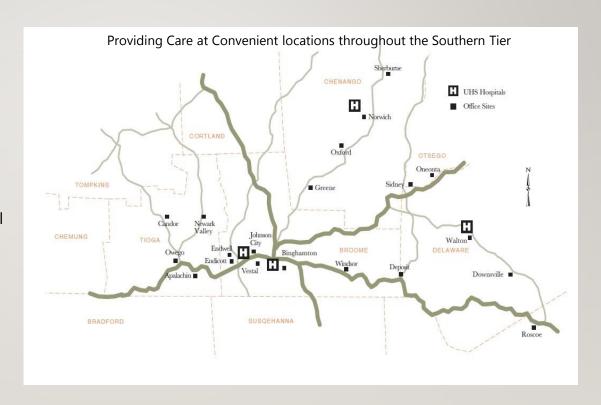






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United Health Services Hospitals - www.nyuhs.org