



Serving the Town of Union since 1973

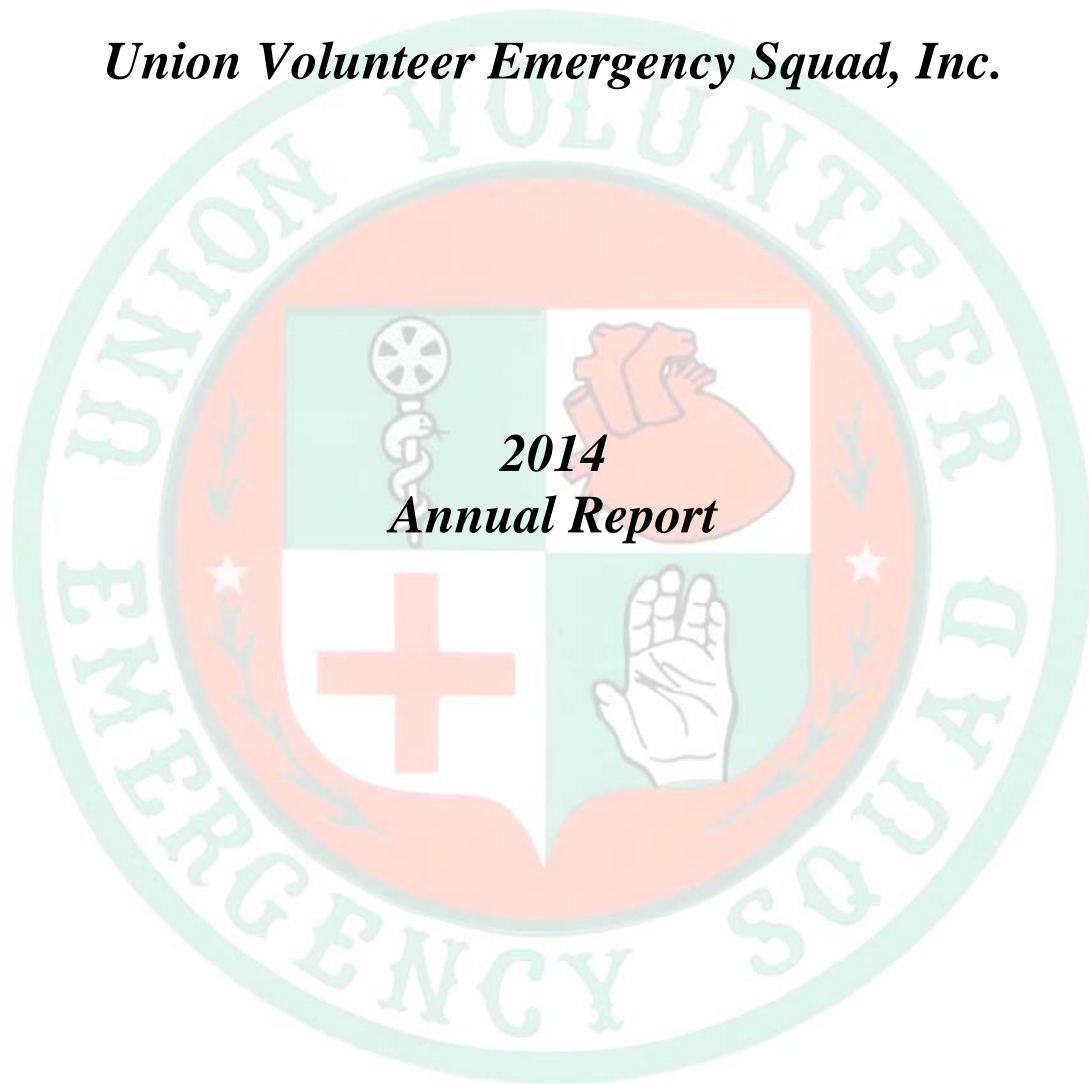
Union Volunteer Emergency Squad, Inc.

8 South Avenue B

Endwell, New York 13760

Business Office (607) 754-3414

Union Volunteer Emergency Squad, Inc.



Endwell Endicott West Corners West Endicott Union Center Johnson City Westover Oakdale Choconut Center

www.unionems.com



Mission:

The mission of Union Volunteer Emergency Squad, Inc. (UVES) is to provide high quality and innovative emergency medical services with care and compassion to the Town of Union Community.

Vision:

Our vision for Union Volunteer Emergency Squad, Inc. (UVES) will see our agency widely recognized as one which demonstrates best practices in the delivery of emergency medical services to our community. Our vision will foster an organizational culture of continuous improvement, provide a validation of our timely and quality services, and further maintain the trust placed in us by our community.

We will honor our community's trust by demonstrating our commitment to delivering professional emergency medical services with compassion, respect, and utmost courtesy. Through expanded education, training, community initiatives and the use of various external communications methods, we will ensure that our service offerings are made available and are clearly understood.

Our internal culture will reflect a friendly and team-oriented atmosphere nurtured by cooperative internal communication processes focused on consistent development and learning. Our demonstration of service excellence through innovative and efficient operations will be a priority provision to all those living, working, or visiting in our community. Our leadership and membership will hold one another individually accountable for applying our mission, vision and values, while continuously striving to reach our goals.

It is our vision, through these efforts, that Union Volunteer Emergency Squad, Inc. (UVES) is to be the premier Emergency Medical Service organization providing revolutionary care and exceptional service.

Values:

Caring

As healthcare professionals, we belong to an organization focused on delivering high quality services to the Town of Union Community. We have a genuine concern for others that guides our interactions with our patients and each other, defining our decisions, practices and services personally and professionally each and every day.

Compassion

As healthcare professionals, we are sympathetic to the plight of others during their time of need. We have a strong desire to help our community and each other in order to improve quality of life for the Town of Union Community.

Community

The recipients of our service as healthcare professionals and as members of UVES. The community can be defined as the Town of Union and all UVES members. UVES members are committed to making a difference in our community.

Teamwork

The collaboration of all UVES members to meet our mission to the community.

Service

The cornerstone of our business, for which we strive to exceed our members' and customers' expectations.

Excellence

We will work as a team sharing experiences, best practices, commitments, values and innovations in our work. We will strive to be the best, and will continuously devote ourselves to lifelong learning as professionals. We will ensure the recipients of our service; the community; benefits from the provision of our mission.

Accountable

As healthcare professionals we will be responsible for our actions, and promote an environment where honesty, integrity, motivation and enthusiasm from our members are promoted to benefit each other and the community.

Respectful

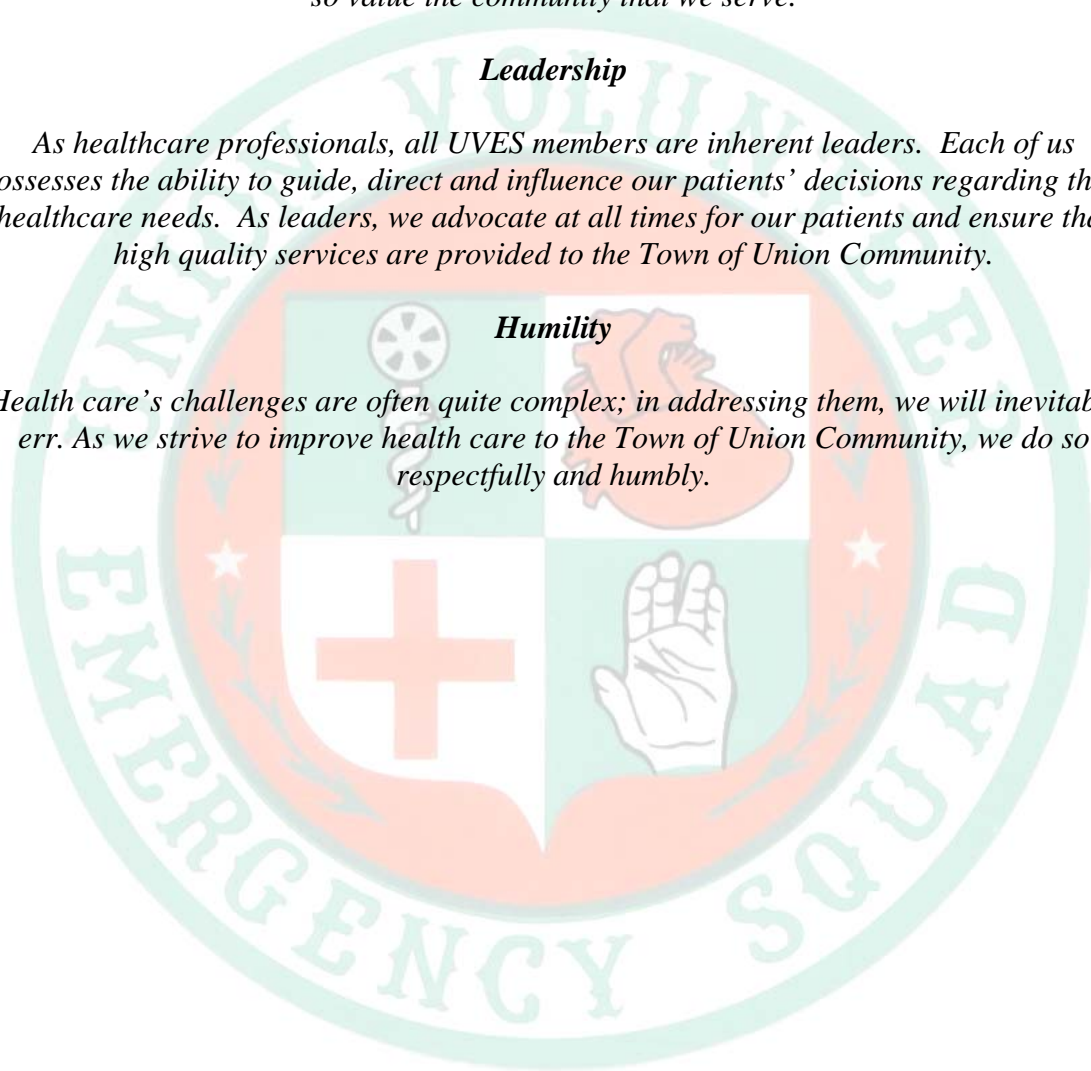
As members of UVES, we are respectful of the diversity found within our community, both internally as members, and externally within the Town of Union. We value the strengths, experiences, and perspectives of others, and we recognize our own limitations. As members, we trust each other to carry out the mission of our organization, and in doing so value the community that we serve.

Leadership

As healthcare professionals, all UVES members are inherent leaders. Each of us possesses the ability to guide, direct and influence our patients' decisions regarding their healthcare needs. As leaders, we advocate at all times for our patients and ensure that high quality services are provided to the Town of Union Community.

Humility

Health care's challenges are often quite complex; in addressing them, we will inevitably err. As we strive to improve health care to the Town of Union Community, we do so respectfully and humbly.



A Message from the Executive Director

Happy New Year! UVES extends our warmest wishes that 2015 will be a healthy, prosperous and rewarding New Year for all!

2014 has been a year filled with many trials and tribulations. We have implemented new programs, grown modestly in volume, endured fiscal contractions, experienced local economic impacts, and begun planning upgrades for future infrastructure improvements.

In early 2014, UVES encountered severe slow-downs in cash flow, resulting in shortages ranging in excess of 24% of required funding for daily operations. While the shortages began late in 2013, the overall effects were not felt until the first quarter of the year.

Erratic as the only appropriate term to describe that which continues to be encountered, UVES was forced to review staffing and service levels. Through normal attrition, UVES reduced available unit hours to sustain future operations. The resulting decrease in immediately available resources produced a modest change from the total number of 9-1-1 responses UVES was able to handle, losing 2% of call volume year over year to our mutual aid partners.

By the third quarter of the year; albeit at lower reimbursement rates; cash flow stabilized and UVES was able to return some unit hours to our schedule in order to meet increasing demands that had been experienced through the summer months. While not able to return to previous staffing and service levels to date, the organization has seen a tremendous effort from all of our members in meeting the systems demands by increasing overall utilization and producing additional unit hours with volunteer member staffing and off-duty member response to calls held in Que.

While the staffing and service reductions might be perceived as a negative impact for the community, in evaluating our overall effectiveness UVES has become more efficient in our operations, ensuring we continue to meet benchmarks for our system.

During the second quarter of 2014, UVES implemented a community outreach program in collaboration with local CVS Pharmacies in the greater Broome County Region. Through the program, UVES implemented blood pressure screenings at the CVS Pharmacies, reaching in excess of 30 patients during the first few sessions. UVES continues to work on the relationship that has been fostered and anticipates expanding this outreach program in 2015.

UVES continued our Child Passenger Safety Seat Program, certifying an additional technician and providing installation and instruction to more than 30 parents and

caregivers within the community. With the program, UVES also provided six new car seats within the Town of Union community during our inspection and fitting stations. The Child Passenger Safety Seat Program is in the second year of development, and will continue to grow as the program is being recognized with referrals from the Broome County Health Department.

UVES' community training center for the American Heart Association recognized growth with a doubling of revenues. Through the work of our Deputy Director of Community Outreach, pivotal relationships have been developed with the local AHA offices, allowing for collaboration on CPR initiatives; CPR in schools legislation; and referrals for classes. While a significant amount of growth has been through the development of additional training sites in the community- more than 3,000 students instructed, UVES, as a training site, recognized an 88% increase in the number of students taught by a UVES instructor.

Through the year, our Deputy Director of Training continued to expand on our semi-annual skills requirements, improving the overall quality of the program for which UVES' providers are expected to attend twice a year. The program exceeds minimum requirements of the Susquehanna Regional Medical Advisory Committee and continues to be the only program in the region exceeding the required standards.

Training and education for our members continued to be of high importance as UVES gained additional in-house instructors for Emergency Vehicle Operators Courses. UVES' members received the additional instruction throughout the year, meeting a long standing goal of the training programs at UVES. The addition of in-house instructors has allowed our orientation program to grow as well by ensuring new members to UVES receive the program as a component of their new member orientation program.

UVES has invested in replacement equipment to serve our smallest patients through 2014, and added new assessment tools to the fleet to expand basic acquisition of vital signs. New Pediatric Broselow bags were purchased for replacement, and new thermometers were deployed to better assess temperatures of our patients and comply with assessments and mandates through the Department of Health for Ebola response.

Looking to improve the health and well-being of our members, UVES launched a healthy living initiative called the Walk for Wellness. Organized using an application created by the American Heart Association, UVES members walked more than 1 million steps throughout the year. The goal of the program was to provide a confidential platform for our members to track their success and meet best practice requirements to allow application for a HeartSafe workplace.

UVES launched a patient satisfaction survey program, randomizing our outreach to our patients and providing feedback on our continued performance. Surveys that have been returned continue to provide positive feedback of the performance of the EMS system in the Town of Union with more than 90% of our participants Agreeing/Strongly Agreeing with the high quality of care provided.

In June of 2014, UVES launched our second public appeal campaign in the Town of Union. The generosity of the community allowed UVES to receive more than \$60,000 in donations, providing offset in recognized losses from patient care receivables.

In the fourth quarter of 2014, UVES was mandated through the Commissioner of the Department of Health in NYS to take specific measures in preparation and anticipation of potential responses to patients who may have contracted Ebola. Through the mandate, UVES invested in personal protective equipment which exceeded minimum standards and developed a response plan that has been tested with area hospitals and the Broome County Health Department. Training on the equipment is on-going, and the continued evolution of the Commissioners mandate will remain a priority through 2015.

In late December, UVES submitted our application to the Susquehanna Regional EMS Council to become recognized as a HEARTSafe Community workplace. In January of 2015, we are pleased to announce our work paid off, with accreditation gained and recognition of our health, safety and awareness initiatives for our members.

While much has been done in 2014 and the challenges have been unique, UVES continues to work on improving services for the community. 2015 will bring new programs and initiatives for the Town of Union Community, of which we will continue to build upon our success. With a constant focus on our Mission, Vision and Values, our members continue to provide high quality EMS, and will continue to do so with the unwavering support of our Community.

Regards,



Matthew Fellows
Executive Director

2014 Board of Directors

President *Mr. Robert Donahue*

Vice President *Mr. Robert Brady*

Treasurer *Ms. Patti Willis*

Secretary *Mr. Joseph Nirchi*

Member-at-Large *Mrs. Christine Kisacky*

Members:

Mr. Bill Mooney

Mr. Lynn Struzinsky

Mr. Jim O'Brien

Mr. Salvadore Julian

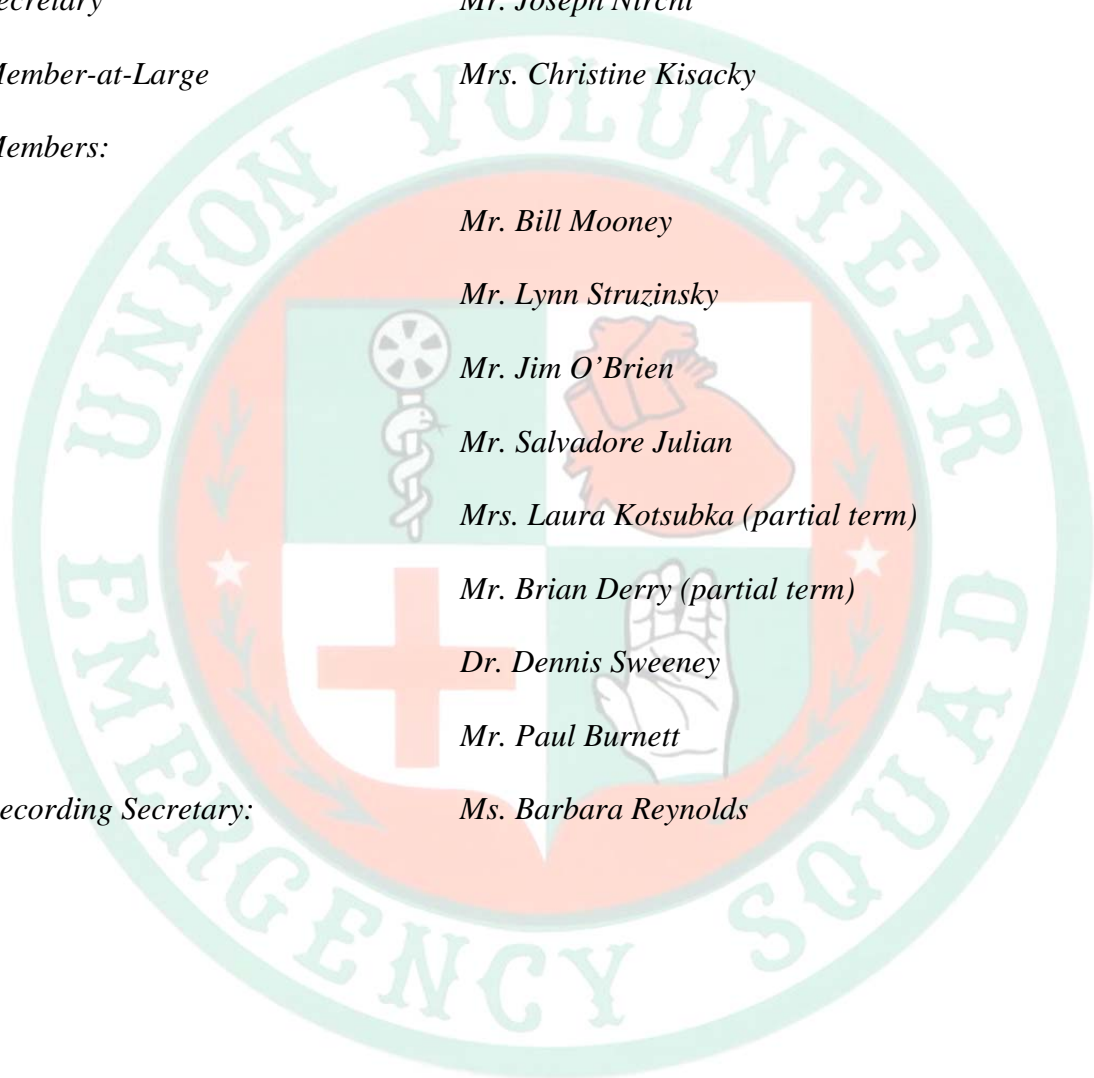
Mrs. Laura Kotsubka (partial term)

Mr. Brian Derry (partial term)

Dr. Dennis Sweeney

Mr. Paul Burnett

Recording Secretary: *Ms. Barbara Reynolds*



2014 Leadership

Executive Director *Matthew Fellows*

Deputy Director- Compliance *James Morris*

Deputy Director- Logistics *Marcus Loveland*

Deputy Director- Outreach *Michael Taylor*

Deputy Director- Training *Danielle Griswold*

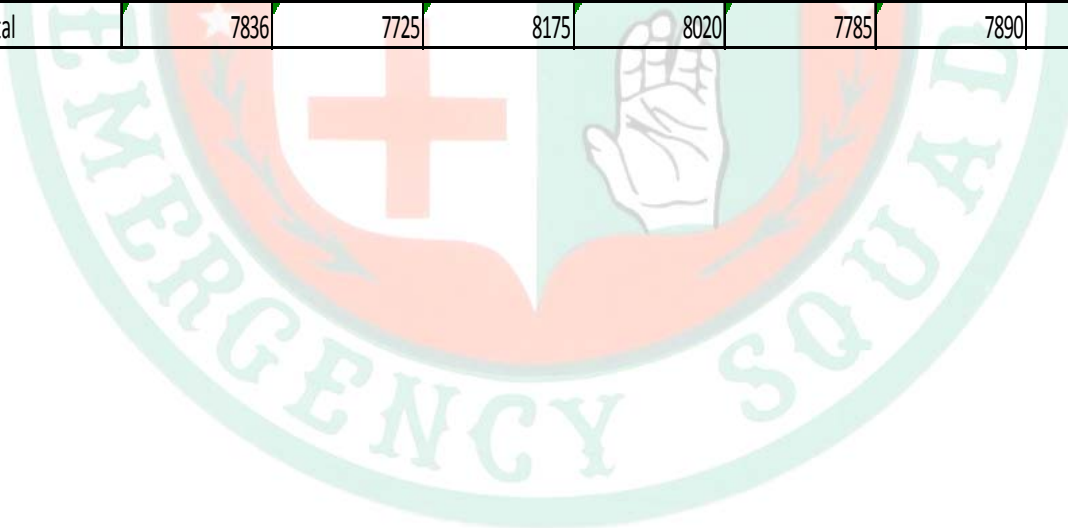


2014 Service Statistics

Service Requests

UVES serves the Town of Union as the Primary 9-1-1 provider for all of our community members and visitors. Serving a population of 60,000 in the Southern Tier of New York, requests for service in 2014 increased by 105. Notable through the year, UVES recognized historic volumes in the months of June and August.

	2009	2010	2011	2012	2013	2014	AVG
Jan	709	637	694	689	608	649	664
Feb	615	590	651	621	561	579	603
Mar	706	618	630	704	623	628	652
Apr	627	626	616	632	644	642	631
May	673	668	663	703	652	648	668
Jun	666	667	689	630	696	703	675
Jul	684	652	692	681	683	674	678
Aug	640	669	707	698	675	755	691
Sep	621	688	768	684	669	643	679
Oct	637	645	711	662	684	650	665
Nov	645	642	664	601	639	613	634
Dec	613	623	690	715	651	706	666
Total	7836	7725	8175	8020	7785	7890	7908



2014 Service Statistics

Response Descriptions

Broome County Communications provides 9-1-1 answering and dispatch for UVES. The 7,890 9-1-1 requests in the Town of Union were recorded utilizing an Emergency Medical Dispatch protocol which provides detailed instruction to callers prior to the arrival of EMS.

Description	QTY	Percentage
Abdominal Pain	344	4%
Allergic Reaction	63	1%
Animal Bite	19	0%
Assault	29	0%
Automatic Crash Notification	1	0%
Back Pain	118	1%
Burns	7	0%
Cardiac Arrest	97	1%
Cardiac Problems	138	2%
Chest Pain	549	7%
Choking	21	0%
Diabetic	127	2%
Difficulty Breathing	857	11%
Electrocution	2	0%
Eye Injury	11	0%
Fall	1130	14%
HAZMAT/ CO Symptoms	4	0%
Headache/Neurological	57	1%
Hemorrhage/Laceration	222	3%
Interfacility	2	0%
Left Blank	17	0%
Mechanical/Machinery Entrapment	1	0%
No EMD recorded	282	4%
No EMD Recorded Alpha Response	327	4%
No EMD Recorded Bravo Response	640	8%
No EMD Recorded Charlie Response	245	3%
No EMD Recorded Delta Response	232	3%
No EMD Recorded Echo Response	46	1%
Overdose	108	1%
Pregnancy/Childbirth	88	1%
Psychiatric Emergency	42	1%
Seizure	161	2%
Sick Person	1024	13%
Stab/GSW	4	0%
Stroke	163	2%
Syncope	214	3%
Traffic Accident	16	0%
Traumatic Injury	136	2%
Unconscious	294	4%
Unknown Problem	52	1%
Grand Total	7890	100%

2014 Service Statistics

Call Dispositions

UVES' call dispositions record the total activity based on 9-1-1 service requests. The higher total reflects calls where UVES responded to a request where multiple patients may have been encountered, requiring the response of additional ambulances.

	2010	2011	2012	2013	2014
Transports	5582	5811	6081	5915	5941
Intercepts	91	90	82	110	46
DOA	27	27	51	19	42
BLS Non-Emergency	22	1	0	0	0
No Patient	161	164	89	139	146
Refusal	760	881	997	871	855
Stand By	80	52	60	25	54
Dispatch Error	14	19	2	4	1
Public Service	103	16	17	3	2
Cancelled	491	479	399	513	553
Treat/No Transport	30	145	30	29	7
No Transport	57	20	4	0	2
Mutual Aid	359	458	200	148	294
Total	7777	8163	8012	7776	7943

	2010	2011	2012	2013	2014
Transports	72%	75%	78%	76%	76%
Intercepts	1%	1%	1%	1%	1%
DOA	0%	0%	1%	0%	1%
BLS Non-Emergency	0%	0%	0%	0%	0%
No Patient	2%	2%	1%	2%	2%
Refusal	10%	11%	13%	11%	11%
Stand By	1%	1%	1%	0%	1%
Dispatch Error	0%	0%	0%	0%	0%
Public Service	1%	0%	0%	0%	0%
Cancelled	6%	6%	5%	7%	7%
Treat/No Transport	0%	2%	0%	0%	0%
No Transport	1%	0%	0%	0%	0%
Mutual Aid	5%	6%	3%	2%	4%
Total	100%	105%	103%	100%	102%

2014 Service Statistics

Response Times

Response time standards measured by UVES are categorized based on priority of call, and are measured for calls only occurring within the Town of Union.

In benchmarking UVES' performance against national standards, UVES exceeds measurements identified by leading EMS industry consultants and referenced in publicly accessible reports from around the country.

*The arrival of a transport-capable ALS ambulance should occur within eight minutes and 59 seconds (8:59) **for life-threatening emergencies** in urban areas, **11:59 in suburban areas** and 19:59 in rural areas with 90% reliability. **Non-life threatening emergencies** should receive a response **within 12:59 in urban areas**. - http://schertz.com/wp-content/uploads/2013/04/SchertzEMS_FINAL_Report_10_MARCH_2013.pdf*

*Fitch & Associates, LLC
Schertz, Texas EMS Assessment
March 11, 2013*

Measurements for UVES are calculated as:

All Responses in the Town of Union less than 12 minutes 90% of the time.

All calls without red light and siren use less than 13 minutes 90% of the time.

All calls with red light and siren use less than 10 minutes 90% of the time.

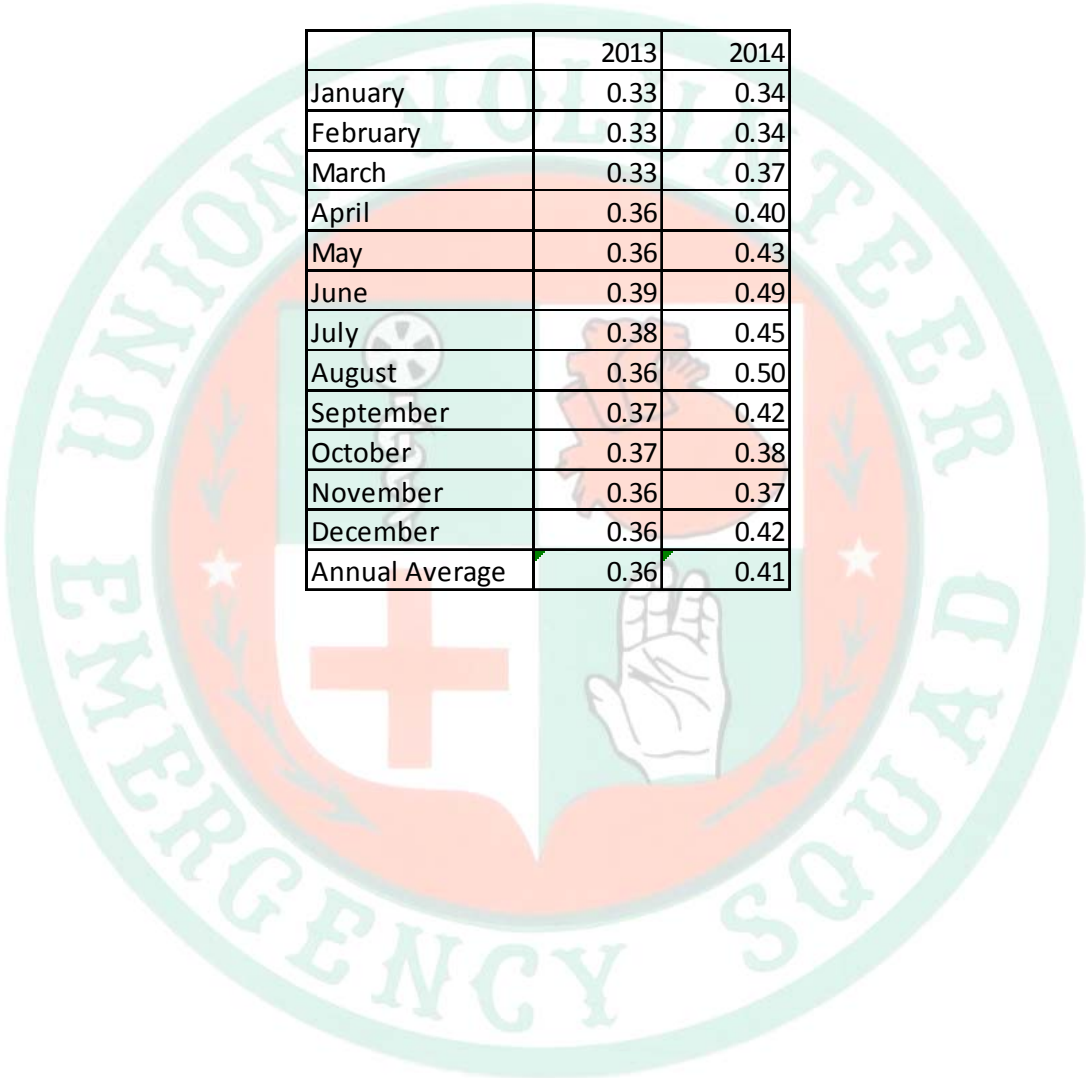
These calls are recorded based on data aggregated from our epcr system as recorded from Broome County Communications CAD programs.

10 minutes Emergency Lights & Siren Response 90th Percentile			12 minutes All Response Type 90th Percentile			13 minutes No Emergency Lights and Siren Response 90th Percentile		
	2013	2014		2013	2014		2013	2014
Jan	86%	92%	Jan	88%	92%	Jan	82%	92%
Feb	83%	87%	Feb	90%	89%	Feb	89%	88%
Mar	85%	91%	Mar	91%	92%	Mar	88%	91%
Apr	93%	86%	Apr	95%	90%	Apr	93%	89%
May	91%	88%	May	95%	92%	May	92%	90%
Jun	89%	87%	Jun	93%	92%	Jun	92%	89%
Jul	92%	80%	Jul	94%	88%	Jul	92%	89%
Aug	94%	90%	Aug	93%	89%	Aug	91%	87%
Sep	89%	82%	Sep	92%	89%	Sep	90%	88%
Oct	87%	91%	Oct	94%	94%	Oct	91%	96%
Nov	88%	90%	Nov	91%	91%	Nov	91%	89%
Dec	87%	89%	Dec	92%	92%	Dec	91%	92%
Average	89%	88%	Average	92%	91%	Average	90%	90%

2014 Service Statistics

Unit Hour Utilization

Unit Hour Utilization is a measurement that calculates the amount of time an ambulance is staffed, prepared to respond to service requests and is engaged in activities related to response to service requests. UHU standards for high performance EMS systems are generally benchmarked for a range of 0.35 – 0.45 (*Fitch & Associates, LLC, Schertz, Texas EMS Assessment, March 11, 2013*).



	2013	2014
January	0.33	0.34
February	0.33	0.34
March	0.33	0.37
April	0.36	0.40
May	0.36	0.43
June	0.39	0.49
July	0.38	0.45
August	0.36	0.50
September	0.37	0.42
October	0.37	0.38
November	0.36	0.37
December	0.36	0.42
Annual Average	0.36	0.41

2014 Service Statistics

Charge Analysis

For 2014, UVES generated more than \$4.9 million in gross charges, while collecting less than \$2 million on the charges. The decrease in receipts year over year is directly attributed to changing payer dynamics within the Town of Union. In 2014, UVES recognized a higher percentage of patients with Medicaid, more patients responsible for a larger percentage of their overall healthcare claim, and a lower percentage of patients with traditional health insurance. The resulting changes produced less earnings and increased accounts receivables by more than \$80,000 as compared to 2013.

Charge Analysis by Posting Date 2013					
	Total Charges	Total Payments	Total Adjustments	Adjusted Collection	
January	\$ 489,881.42	\$ 175,529.32	\$ 176,034.07	50%	
February	\$ 357,823.93	\$ 171,027.60	\$ 226,307.22	43%	
March	\$ 396,914.45	\$ 165,792.42	\$ 206,372.64	45%	
April	\$ 415,072.89	\$ 174,175.68	\$ 207,719.79	46%	
May	\$ 406,979.35	\$ 206,494.07	\$ 240,310.30	46%	
June	\$ 442,762.82	\$ 154,921.97	\$ 182,151.66	46%	
July	\$ 447,153.58	\$ 193,172.39	\$ 260,448.80	43%	
August	\$ 420,459.77	\$ 157,888.98	\$ 191,014.97	45%	
September	\$ 412,624.36	\$ 182,215.58	\$ 240,492.93	43%	
October	\$ 432,998.86	\$ 199,748.93	\$ 246,097.87	45%	
November	\$ 417,617.90	\$ 153,942.37	\$ 195,139.69	44%	
December	\$ 422,786.93	\$ 155,328.89	\$ 198,197.92	44%	
YTD	\$ 5,063,076.26	\$ 2,090,238.20	\$ 2,570,287.86	45%	
Average	\$ 421,923.02	\$ 174,186.52	\$ 214,190.66	45%	

Charge Analysis by Posting Date 2014					
	Total Charges	Total Payments	Total Adjustments	Adjusted Collection	
January	\$ 432,623.26	\$ 157,400.46	\$ 215,954.39	42%	
February	\$ 384,608.68	\$ 195,430.34	\$ 262,270.82	43%	
March	\$ 398,162.79	\$ 161,919.37	\$ 198,417.62	45%	
April	\$ 406,462.30	\$ 140,034.37	\$ 170,141.91	45%	
May	\$ 421,141.46	\$ 154,144.11	\$ 182,135.07	46%	
June	\$ 416,271.37	\$ 192,229.70	\$ 206,930.02	48%	
July	\$ 409,694.53	\$ 185,101.05	\$ 203,588.78	48%	
August	\$ 434,090.20	\$ 159,343.32	\$ 208,568.37	43%	
September	\$ 387,592.40	\$ 172,021.06	\$ 184,288.72	48%	
October	\$ 387,364.56	\$ 172,622.34	\$ 196,027.17	47%	
November	\$ 391,700.46	\$ 127,856.78	\$ 193,064.65	40%	
December	\$ 451,366.64	\$ 186,282.51	\$ 219,723.87	46%	
YTD	\$ 4,921,078.65	\$ 2,004,385.41	\$ 2,441,111.39	45%	
Average	\$ 410,089.89	\$ 167,032.12	\$ 203,425.95	45%	

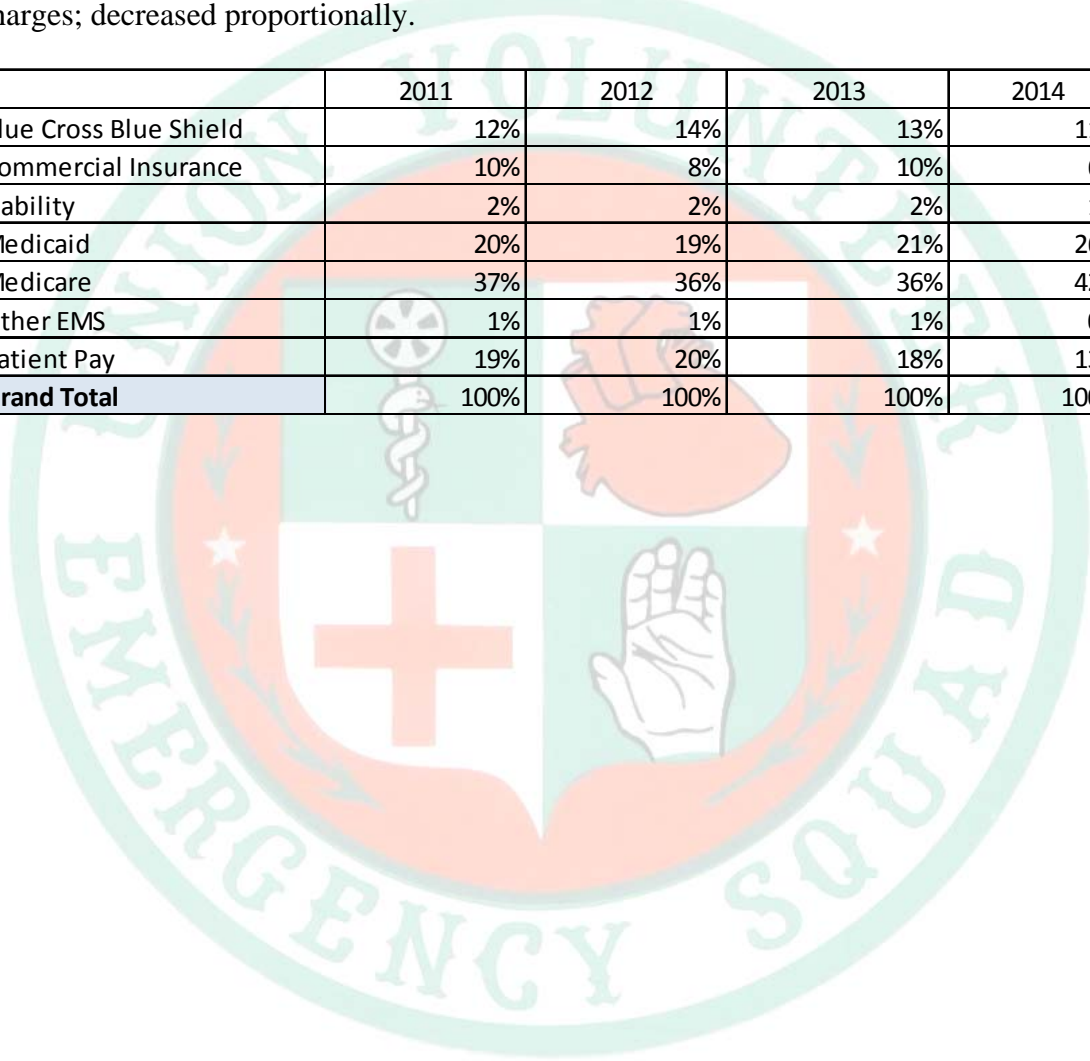
2014 Service Statistics

Payer Mix

While it is reasonable to expect a business to collect as close to their actual charge as possible, in healthcare this is not remotely close to reality as multiple payers reimburse different amounts. UVES, as a provider of pre-hospital healthcare, is typically forced to accept reimbursements that are less than the costs of doing business.

Through 2014 Medicaid coverage; which reimburses on average 21% of charges; increased while traditional insurance coverage; which reimburses on average 77% of charges; decreased proportionally.

	2011	2012	2013	2014
Blue Cross Blue Shield	12%	14%	13%	11%
Commercial Insurance	10%	8%	10%	6%
Liability	2%	2%	2%	1%
Medicaid	20%	19%	21%	26%
Medicare	37%	36%	36%	42%
Other EMS	1%	1%	1%	0%
Patient Pay	19%	20%	18%	13%
Grand Total	100%	100%	100%	100%



2014 Service Statistics

Community Outreach

Each year, more than 950,000 adult Americans die from cardiovascular disease, making it the number 1 cause of death in the US. At least 250,000 Americans die of sudden cardiac arrest before they reach a hospital.

UVES is committed to reducing the incidence of death associated with out of hospital sudden cardiac arrest. Through our community training center, as recognized by the American Heart Association, UVES has conducted more than 629 courses in cooperation with our affiliated training sites, providing for 3,037 students to become certified.

Classes and Students

Course Type	Classes	Students
ACLS and BLS Combined Recertification Course	3	9
ACLS Course	2	5
ACLS Heartcode Part II & III	13	11
AMLS	1	0
BLS for health care provider	2	4
BLS for Healthcare Provider part 2 & 3 skills session	49	37
BLS for Healthcare Providers	217	1090
BLS for Healthcare Providers CPR	33	179
Fire Safety	1	2
HCP BLS Challenge	2	9
Heartsaver CPR/AED	13	117
Heartsaver CPR/AED, First Aid Part 2 & 3 skills session	12	1
Heartsaver First Aid	8	16
Heartsaver First Aid CPR AED	33	218
Heartsaver Pediatric First-Aid	4	22
Heartsaver® CPR AED	141	858
Heartsaver® First Aid	24	154
Heartsaver® First Aid CPR AED	49	252
Heartsaver® Pediatric First Aid	6	22
Heartsaver® Pediatric First Aid CPR AED	3	12
PALS Course	2	7
PALS Heartcode Part II & III	8	5
PALS Recertification Course	3	7
Grand Total	629	3037

HEARTsafe Community

UVES became accredited as a HEARTsafe Community Workplace after submitting an application in December 2014. With a focus on member health, safety and wellness and the certification of all members in CPR, UVES met the requirements to be recognized by the program.

Southern Tier HEARTSafe Communities is a partnership between the Broome County Health Department, UHS, Lourdes, Susquehanna Regional EMS Council, Inc., Broome County Office of Emergency Services, Union Volunteer Emergency Squad, Inc., and the American Heart Association.

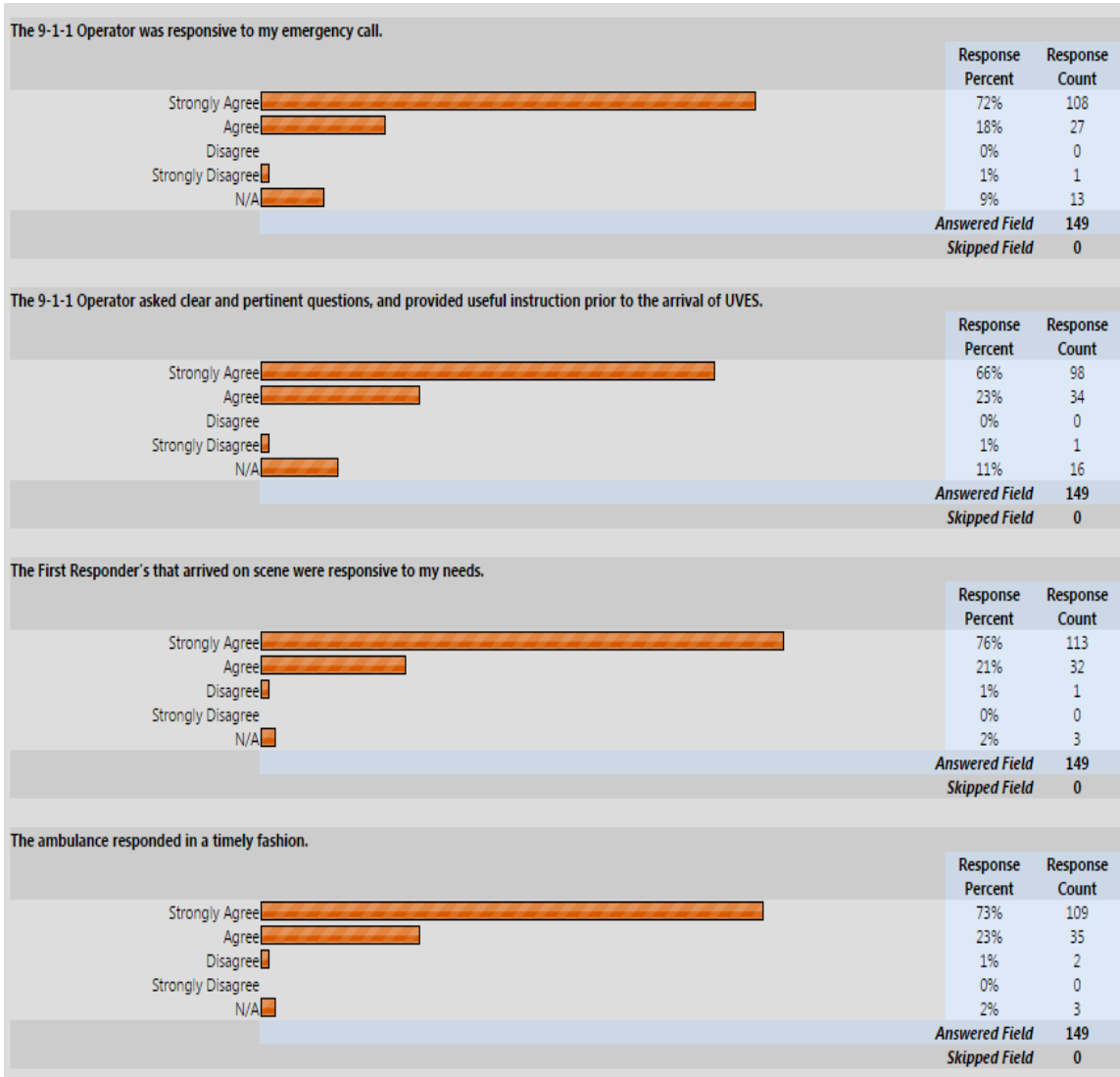
The goals of HEARTSafe Communities are to improve survivability from out-of-hospital sudden cardiac arrest, enhance the recognition of cardiovascular emergencies, and improve overall cardiovascular health within the community.

Earning HEARTSafe accreditation demonstrates a commitment to the HEARTSafe Communities goals. Accreditation is valid for a two-year period.



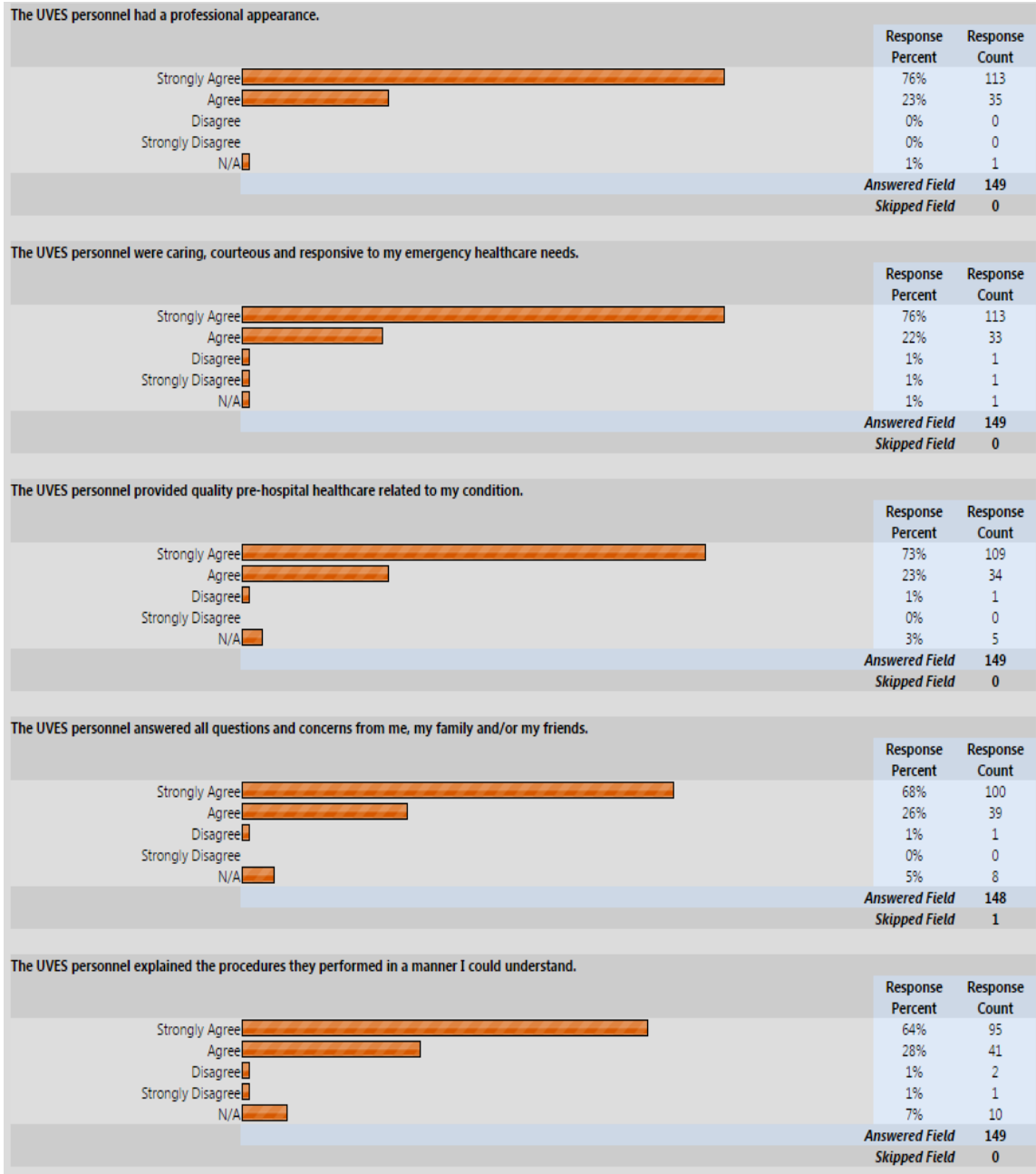
2014 Service Statistics

Patient Satisfaction



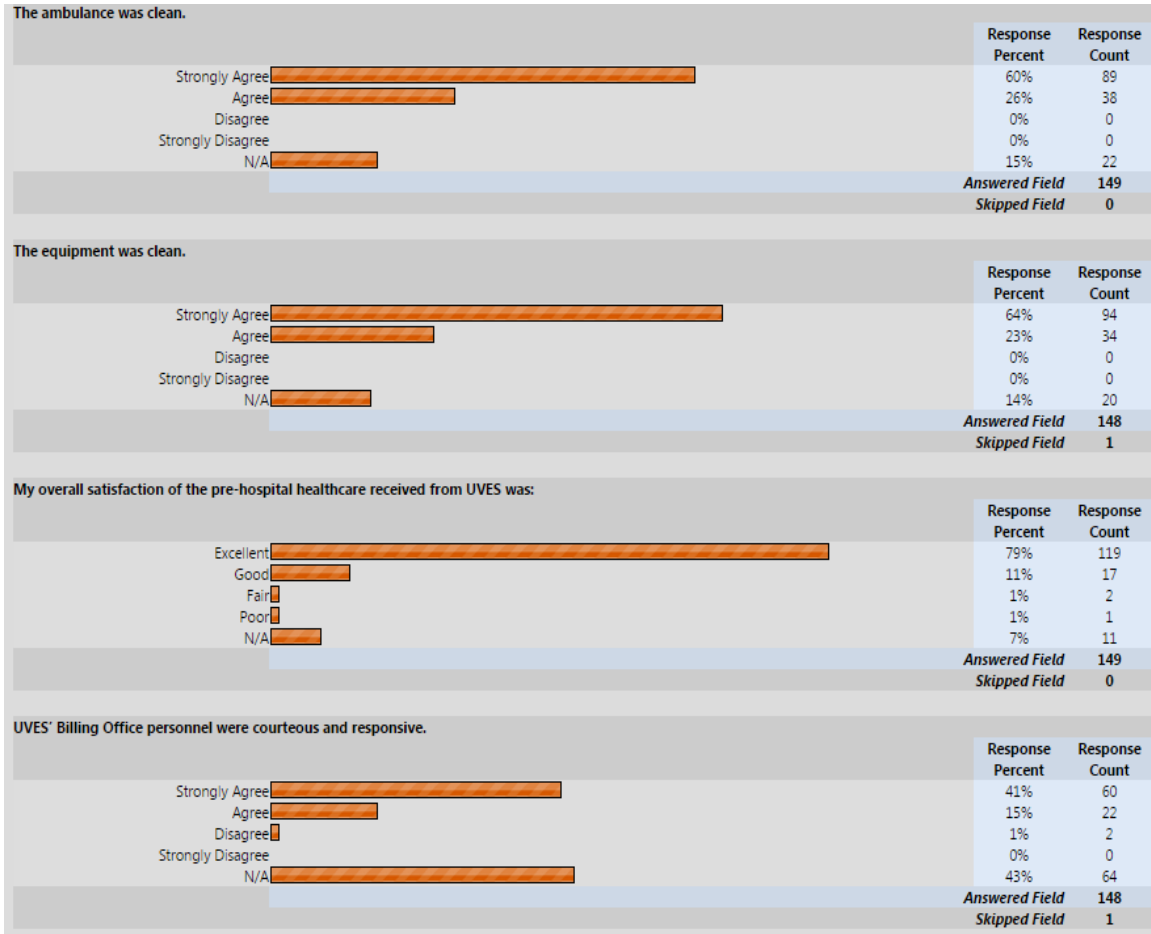
2014 Service Statistics

Patient Satisfaction



2014 Service Statistics

Patient Satisfaction



2014 Service Statistics

2014 Awards

At the 2014 annual holiday party, UVES recognized our members for their service to the community. This was the fifth year UVES has presented awards to members

AEMT of the year Memorial Award

Eric Gabrielson

Basic EMT of the year Memorial Award

Joe Buonomo

Nick Panko Community Service Award

Lynn Struzinsky

Special Department Citations

Justin Maroney- with 858 Hours in 2014
Kyle Rogers- with 440 hours in 2014
Rose Zunic- with 413 hours in 2014
Cheryl Fedorchak- with 300 hours in 2014
Patrick Vavra- with 247 hours in 2014

Peer Nominated

Renee Conklin
Stephanie Bender
Kristy Botsford
Southern Tier Paramedic Program
David Abell, Endicott Fire Department

Life Member Achievement Award

James Distin

Volunteer of the Year Award

Justin Maroney

Chief's Award

Lori Prince
Amy Maney

