The employees, physicians and volunteers of United Regional are passionate about providing excellence in health care for the communities we serve. As we reflect on our progress over the past year, we are pleased to note that we measurably advanced service, safety and quality to unprecedented levels, in many cases equivalent to some of the best hospitals in the country. We invested in innovative technologies. We redesigned processes. We recruited highly skilled physicians, nurses and other personnel. All to ensure excellence in health care for the communities we serve.

Our 2010 annual report celebrates the ways we made a positive difference in the lives of others.

PASSION
To provide excellence in health care for the communities we serve.

PURPOSE
To make a positive difference in the lives of others.

PILLARS
- People
- Service
- Quality
- Finance
- Growth
Our employees, physicians and volunteers are connected to our purpose of making a positive difference in the lives of others—patients, their families and each other. They are engaged in achieving the organization’s goals and ensuring that their individual performance impacts the quality of care, whether they directly touch the patient or support others who do. United Regional is committed to providing our people with opportunities for personal and professional development, health and wellness and fostering a culture that celebrates excellence in health care for those we serve.
Our United Regional Family
Thursday, December 9, 2010, was only Brandon Smith’s fourth day as a security officer at United Regional, and he was still orienting with his training officer Dennis Gilbreath. It was also the day his 13-month-old son, Jaxon, was scheduled for an MRI. Jaxon had stopped walking the day before Thanksgiving and was now under the care of pediatrician Dr. Rodney Yap to determine what was wrong.

At United Regional we have the ability to perform MRIs on our youngest of patients, eliminating the need for the Smiths to travel outside the community for the needed care. But, just starting a new job, Brandon was unsure if he would be able to take off work to be with his son and wife during this procedure. Officer Gilbreath didn’t wait for Brandon to ask. He gave Brandon the flexibility to be with Jaxon during the MRI and afterwards, to ensure he was okay following anesthesia.

With the results of the MRI, Dr. Yap quickly made a diagnosis of a bone infection and admitted Jaxon to our pediatric unit that same day to begin eight days of antibiotic treatment. During this time, Brandon was scheduled to do training on a hospital floor. Once again, Officer Gilbreath showed care and concern for his employee. He assigned Brandon to his son’s floor so that he could work and still check on his son throughout the day.

So appreciative, Brandon wrote a letter to the hospital that summed up his feelings about his experience with his new employer—“I have never worked for a company that was so caring for my family. I knew this is where I needed to be.” Brandon and his wife celebrated the successful outcome of their son’s condition, and the employer who provided such a compassionate working environment.
Brandon wrote a letter to the hospital that summed up his feelings about his experience with his new employer—“I have never worked for a company that was so caring for my family. I knew this is where I needed to be.”
Giving a Part of Themselves

In the spring of 2010, we held a special dedication and unveiled a display that would honor the families who made the decisions to donate their loved ones’ organs so that others might benefit. As the Director of the ICU and CCU, Jody Gregory has the opportunity to see families make this meaningful decision—and he wanted to give them something meaningful in return. Susan Lanford, Director of Pastoral Care, and her staff offer support and comfort to these families throughout the hospital stay.

For the displays, Jody used his artistic talent to paint a beautiful picture of the sky—at sunrise or sunset—each viewer could decide. And Susan, using her gift for words, wrote a poem to represent the transition from one life given for another. A beautiful painting could have been purchased and a touching poem selected to honor the donors and their loved ones. But Jody and Susan felt the desire to give a part of themselves to show their admiration for these special families.

Employee Generosity

Each year the United Regional Foundation conducts the employee Spirit of Giving Campaign which gives United Regional employees the opportunity to contribute to community organizations and system initiatives. In 2010, our employees once again showed great generosity. Approximately 1,500 employees made donations totaling just under $250,000. There were 382 first-time donors and 336 employees who increased their contributions over 2009. Programs and organizations that benefited from their financial gifts included:

- Children’s Miracle Network
- Friendship Fund
- Hands to Hands
- Rathgeber Hospitality House
- United Way

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<th>Program</th>
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<tr>
<td>Children’s Miracle Network</td>
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<td>Hands to Hands</td>
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<tr>
<td>United Way</td>
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Thanksgiving Baskets and Angel Trees
The giving spirit of our employees is also seen in ways outside the annual campaign. During the Thanksgiving and Christmas holidays employees responded to the need of fellow employees. Food was donated to fill 60 food baskets, providing Thanksgiving dinner for 231 people. At Christmas, employees adopted 60 households and 144 children, for a total of 267 people—all who had a happier holiday because of the generosity of our staff. In all, employees donated $27,000 in food, gift cards, toys, clothes and other items for families in need.

What’s All the Buzz About?
There’s nothing like peer pressure and a little friendly competition to jump start a diet and exercise plan. Or rather, nothing compares with the support of your peers in motivating you to do miraculous things. That’s what the Wellness Committee envisioned when they developed the Bee Healthy for Life Challenge, one of the ways United Regional invests in the health and well-being of its employees.

In August 2010, the 12-week Bee Healthy for Life Challenge was launched. The program consisted of learning how to prepare and eat healthy and delicious meals, exercising six days a week, attendance at healthy lifestyle classes and completing a daily food journal. Personal goals were set and “before” photos and measurements were taken.

Sixty employees completed the challenge with remarkable results and overwhelming, positive feedback from participants. But more was shed than just pounds and inches. Participants ditched unhealthy eating habits and sedentary lifestyles and adopted daily routines to help them Bee Healthy for Life!

“with remarkable results and overwhelming, positive feedback from participants.”
Valet Staff Contribute More than Parking Services

The patients and visitors who interact with our valet parking staff know how dedicated they are to providing warm greetings, quickly responding to parking needs and helping with patient wheelchair transport. Valet parking is complimentary, but often they are thanked for their great service with a tip. The valet parking team chooses to donate their tips to Children’s Miracle Network at United Regional. In 2010, the valet parking team donated more than $15,000 to help serve our youngest patients.

The Morehead Apex Workplace of Distinction Award

Engaged employees work with a sense of passion and connectivity to the organization. They proactively look for ways to make the organization better for our guests and for each other.

Every two years, we ask all United Regional employees to take a survey, conducted by Morehead Associates, to determine their level of engagement with United Regional.

Morehead and Associates is a national organization specializing in employee opinion research and has more than 600,000 hospital employees in their health care database. In 2010, our results once again showed a committed workforce dedicated to our passion of delivering excellence in health care for the communities we serve.

Out of a total workforce of 1,920, 90% responded that they are proud to tell others they work at United Regional, a percentage significantly above the national health care average. Because of that achievement, United Regional was honored with the Morehead Apex Workplace of Distinction Award.

We are committed to providing an excellent work environment for our employees. This survey is one of the ways we measure our success in doing so. Once again, our employees have shown their pride in being a part of United Regional, where we make a positive difference in the lives of others every day.
School To Work
Another way United Regional reinvests in our employees is through support of educational opportunities. One unique program, School to Work, has given many employees the opportunity to work a weekly 24-hour part-time position while attending college and getting paid for 36 hours with full-time benefits. The program helps employees fulfill a life dream while helping to ensure an ample number of skilled caregivers are available to serve our patients.

— Meagan’s Story

“I recently found an old diary that I kept as a five-year-old girl. In it, I had written a true account of taking care of my mother and younger brother while they were sick with the stomach bug and my dad was out of town. At the end of the disgusting account, I wrote that when I grew up, I wanted to be a nurse. I took the long way to get here, but now, 22 years later, I have R.N. behind my name.”

Meagan Hoover, R.N., first used her degree in public relations and served as the Children’s Miracle Network (CMN) coordinator at United Regional. Although she was doing important work, her interviews with families of infants that were helped through CMN made her want to be a nurse even more. She knew her calling was to care for others the way that nurses had cared for her during her childhood after she had been diagnosed with type I diabetes.

“Quitting a full-time job to go back to school would have put quite a dent on our pocketbook, so the financial support through the School to Work program was fantastic. It made reaching my dream of becoming a nurse a reality,” Meagan admits. Meagan worked part-time as a patient care assistant while she attended nursing school, and in May 2010, Meagan graduated and became a nurse on United Regional’s Mother & Baby Unit. “I now have the knowledge and experience necessary to provide bedside care to patients, and give them hope just like I had been given 19 years ago,” Meagan enthusiastically comments. More than 128 employees have received advanced degrees through the School to Work program since 2004.
Honoring Physicians Who Make a Positive Difference in the Lives of Others

Each year in association with Doctors’ Day, grateful patients and their families are given the opportunity to honor physicians for delivering outstanding medical care, for providing compassionate service or for touching their lives in other special ways. Donations are made through the United Regional Foundation. Physicians not only receive an acknowledgment of the donations made in their honor, they also receive the personal messages written by the donors on their behalf.

In 2010, 97 physicians were honored with donations accompanied by sentiments of gratitude and praise, some of which we share below:

To Dr. André Desiré
Dr. Desiré - when I collapsed in the Emergency Room parking lot some months back, you were on call. You waged a very tough battle to pull me through. I will never forget your efforts. Thank you ever so much.
~ Carol West

To Dr. Diane Heinis
Thank you so much for taking us as patients even before we were residents of Wichita Falls. We appreciate your loving care and concern, your patience and your beautiful smile. And you always have time for us—we never feel rushed—that’s something money can’t buy. We are very blessed to have you as our physician. Thank you.
~ Dub and LaRay Huddelston

To Dr. Daunne Peters
Thanks for the wonderful care you give our children. You always put our minds at ease. We value you and Nicole (Hooper, NP) very much.
~ Kenneth and Lindsay Greer

To Dr. John Montgomery
Thank you for helping me stay healthy. As a result of your expertise, you have successfully planned my follow-up sessions. You are a great doctor. You are always willing to listen to my concerns and answer questions. You are very caring and patient. God bless you.
~ Dolores Estrada
United Regional encourages, supports, recognizes and appreciates the employees and volunteers who give of themselves to make a positive difference in the lives of others. They do not commit to serving others for recognition, but for the joy that it brings them. Here, we want to celebrate their gifts of service and of time and talent given to our patients, their families and to our community.
A Special Goodbye

Kelley Cox, RN, was caring for a young patient who was at the end of her short life, the staff preparing to remove her ventilator and allow her to die peacefully. Her grandmother, who had been this child’s guardian since the age of four months when she had suffered a severe injury, wanted her to “feel like a princess.” So Kelley went out and found a dress for this child, this little princess, to wear.

The grandmother also wanted to hold her baby in her arms as she passed from this life. For various reasons, the furniture in the patient room could not accommodate this; the grandmother was physically unable to get into the bed with the little girl. Kelley called Bryan Owens, a project coordinator in our Facilities Department, and asked if he could find a small sofa to allow the grandmother and granddaughter to share their last moments together. Bryan found a loveseat, cleaned and transported it to the patient’s room, allowing the grandmother to hold her baby in her arms as the life-sustaining vent was removed, singing “Jesus Loves Me” until the little girl passed away.

This is just one of many acts of kindness provided by our staff, volunteers and physicians every day. On the following pages we share others.
So Kelley went out and found a dress for this child, this little princess, to wear... Bryan found a loveseat, cleaned and transported it to the patient’s room, allowing the grandmother to hold her baby in her arms... singing ‘Jesus Loves Me’ until the little girl passed away.”
Groundhog Shadow Day at United Regional

2010 was the 15th year United Regional participated in the North Texas Tech Prep Job Shadow Day. Each February, Michelle Watson, RN, coordinates high school juniors and seniors from an 11-county region to shadow employees in the careers of their choice for a day. There were more than 20 student participants interested in learning about medical careers as nurses and physicians as well as careers as a chef and security officer in a health care setting. United Regional employees take pride in serving as mentors for future caregivers.

In Good Hands—Security-Enhancing Service

The United Regional Security Department is dedicated to providing a safe and secure environment for our patients, visitors, staff and volunteers. Advanced and ongoing training is a standard of performance for all department members.

Our security officers completed a training course in 2010 for the International Association of Health Care Safety and Security (IAHSS). This certification body is the “gold standard” in health care security, and partnering with them helps ensure we provide quality health care security on our campus.

In addition, all security officers are now certified in CPR, CPI, (Non-Violent Crisis Intervention) and Expandable Batons. This level of training is optimal to protect and deter criminal activity, making our hospital campus safer for everyone.

But security enhancements didn’t stop with advanced training. Officers also implemented a Security Bike Program and launched a new security plan entitled “The Secondary Protection Doctrine.” Officers on bike patrol survey not only the hospital campus, but also the surrounding streets and neighborhoods. It allows the officers to notify the local authorities when they see something that is suspicious or dangerous, before it reaches the hospital.
Camp Beyond
Camp Beyond is a program facilitated by the combined efforts of regional independent school districts, Midwestern State University, Vernon College and North Central Texas College. The program focuses on encouraging high school juniors and seniors to think about what they will do “beyond” their high school graduation. Many of the “campers” will be first generation college students. The camp is designed to give students a holistic view of a college experience such as staying in the dorms, eating in the cafeteria, visiting other college campuses and sitting in sessions about life skills, financial aid and career planning.

United Regional was one of the host facilities for Camp Beyond in 2010. The campers participated in a hands-on experience at the Simulation Lab, and learned about careers in healthcare, how to write a resume and interview for jobs.

Our service to these students is always rewarding, especially when we meet a camper like Ashley Castaneda, who has known for a very long time that she wanted to be a nurse. She explains that her mother died when she was a young child and she remembers, even at such an early age, what a positive impact the nurses had on her and her family. When people asked her what she wanted to be when she grew up, she would say “one of those people who helped take care of my mom.” She is doing what it takes to fulfill that dream and we will be staying in touch—we’re always looking for more great nurses.

Improving Communication for Patients with Hearing Impairments
United Regional implemented a new tool in 2010 to use in communicating with patients who have a hearing impairment. Although hospital staff may call in certified sign language interpreters, we added internet-based webcam access to certified interpreters. This allows patients to have access to sign language interpreters seven days a week, 24 hours a day and anywhere in the hospital through our wireless network.

This service also improves the timeliness of access since there is no waiting for interpreters to physically come to the hospital.

“...patients to have access to sign language interpreters seven days a week, 24-hours a day and anywhere in the hospital through our wireless network.”
Volunteers Touch the Lives of Many

Our volunteers and the services they provide are very valuable to our staff and patients and to the operations of our hospital. They greet and update patients in the emergency room, serve as navigators to patients and visitors, prepare delicious hand-made milkshakes and other fare in the Coffee Bar, cheerfully assist customers in the Gift Shop, provide companionship to patients at their bedside, and perform important duties at the surgical and outpatient services reception desks, just to name a few.

But there is another group of volunteers we highlight this year—the ones who touch the lives of patients they never meet. These volunteers are the “knitters and sewers” who craft with loving care hundreds of items that provide joy and comfort to patients every day.

Fourteen of these volunteers contributed 3,551 hours of sewing and knitting in 2010. They get together once a month at the hospital to perform their handiwork and to bring in items that they have made at home. Some of the items include:

- **Soft dolls** for pediatric patients to cuddle with
- **Ouch Pouches** for breast cancer patients to reduce pressure under their arms after surgery
- **Cough Pillows** for post-surgical patients
  - **Bonnets** and **knitted caps** for chemotherapy patients
  - **Activity Aprons** to help patients experiencing stroke or dementia stay occupied and reduce anxiety while sitting for long periods of time
  - **Wheelchair coverlets** and **lap blankets**
  - **Flannel mittens, receiving blankets** and **baby caps** for newborns to wear home
Doris has volunteered every Friday at the Information Desk for 42 years.

42 Years of Service
Each April we celebrate National Volunteer Month and honor the men and women who give their time throughout the year.

We honored 107 volunteers in 2010 and among them was “Longest Years of Service” honoree, Doris Martin. Doris has volunteered every Friday at the Information Desk for 42 years. Thank you, Doris, for your dedication and tireless service.

Supporting Projects, Building Skills
United Regional has a special group of volunteers who contribute their time every Monday through Wednesday. Rider High School and Wichita Falls High School Special Education students volunteer for an hour-and-a-half each of these days. Teacher Kim Myers says “This gives our class opportunities to combine volunteerism with practicing vocational skills in an actual work environment.”

These students are a vital part of our volunteer program and we appreciate the hours and enthusiasm they give to hospital projects.
The Gift of Companionship

United Regional launched a volunteer program in 2008 for patients who find themselves alone, without family or friends to provide comfort and companionship. These two programs, No One Stays Alone (NOSA) and No One Dies Alone (NODA), have a total of 44 volunteers comprised of members of our community and from the ranks of our employees. They receive extensive training from our Pastoral Care department to learn how to serve patients when they are most vulnerable and alone.

We know that there are circumstances that do not permit family members and friends to be by the side of patients, no matter how much they want to be. The NODA and NOSA programs give comfort to both the patients who want someone near and to the patients’ loved ones who cannot be here with them. During 2010, 88 volunteers provided 149 hours to 36 NOSA patients and 56 volunteers gave 110 hours to 10 NODA patients.

Pink Darlings’ Project Promotes Healthy Eating

The Pink Darlings are the teenagers who volunteer at the hospital after school, weekends and during the summer. Not only do they give their time working in departments throughout the hospital, they also have projects that raise money for funding hospital equipment and services.

Ask any employee or visitor who doesn’t remember the delicious, buttery aroma of freshly popped popcorn the Pink Darlings sell throughout the year. But in 2010, they adopted a new project that supported healthier eating habits as part of our Bee Healthy program which strives to improve the health and wellness of our employees.

They partnered with the Wichita Falls Farmers Market and set up a fruit and vegetable stand outside the hospital dining room each Wednesday afternoon, May through August. The project was so popular that frequently all items sold out during the first hour of the sales. Our employees and visitors had convenient access to healthier food choices; in total, 4,004 baskets of fresh produce were sold throughout the season.
Our Service to the Community

Heart of a Woman
United Regional and the United Regional Foundation joined together to bring more than 600 women in the Wichita Falls area heart health education. The women also have the opportunity to participate in complimentary health screenings including a full wellness panel blood screening which provides them with test results used in detecting heart disease. In 2010, 444 women participated in the health screenings. Out of these, 194 were identified as having abnormal cholesterol, 70 had abnormal triglycerides and 22 had abnormal glucose. All of these women were notified so that they could take these results to their primary care physicians.

Executive Loan Program to United Way
We financially sponsor a United Regional employee to provide the United Way organization with leadership and management for their projects.

Hotter ‘N Hell Hundred
We provided 18 medical service tents with supplies, physicians, nurses and other staff to attend to the medical needs of the riders.

Community Education Seminars
Physicians provided education to members of our community regarding various medical procedures including total joint replacement, bariatric surgery and robotic-assisted gynecologic surgery.

Senior Focus
Health screenings were provided to over 2,000 seniors in our community.

55 Advantage Programs
The 55 Advantage Program was designed to help seniors stay healthy. About 500 members get together every other month to share lunch and hear a presentation from a physician or a member of United Regional’s staff on important health topics.

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Our Service to the Community
(continued from previous page)

Breast Cancer Education
Our mammography coordinator and our breast health nurse navigator participated in over 100 community events to educate community members on the importance of getting regular mammograms to detect breast cancer at its earliest and most treatable stage.

Susan G. Komen Race for the Cure
Employees walk to raise money and awareness for breast cancer research.

Child Passenger Safety Check
Members of our Trauma Department partner with other organizations in our community to perform safety checks on child passenger car seats. In 2010 we participated in 5 child passenger safety checks; 165 seats were checked and 109 new car seats were given away through this program.

Leadership Wichita Falls
We sponsor “health day” for the class members of Leadership Wichita Falls so that they can learn about the health care resources available in our community and at United Regional.

ACS Relay for Life
We sponsored a team comprised of medical staff, employees, volunteers and friends to help raise more than $4,000 and celebrate survivorship for the American Cancer Society of Wichita Falls.

MSU Health Fair
Students are provided with health screenings as well as the opportunity to learn about the services we provide and careers in the health care field.

Call-A-Nurse
Physician referral, class registration, and nurse triage services are offered at no charge to the community through the system’s “Call-A-Nurse” phone line. Referrals are given to physicians on our medical staff as well as other community health care services. In 2010, the referral hotline processed 8,704 calls.
Physicians and employees are dedicated to and engaged in quality initiatives that have achieved tangible service, quality and safety metrics at levels that, in many cases, are considered “best in class” on a national scale. We share the results of our endeavors and the recognitions we earned and celebrated in 2010.
Every Patient, Every Time

Three out of 1,000 people in the United States develop sepsis, an infection of the bloodstream that is more common in people who have a weak immune system.

Although the above ratio seems small, the potential for a tragic and fatal outcome increases if it is not quickly diagnosed and treated. Knowing the life-saving capabilities of an immunology analyzer two years ago, United Regional invested in the new piece of laboratory equipment to assure a quicker diagnosis—giving physicians vital clinical information in less than an hour instead of the previous average turnaround time of 24 hours.

And in 2010 another tool was put in place, a Sepsis Improvement Team, charged with the goal of further reducing the mortality rate for sepsis. The team took proven treatment therapies and incorporated them into a clinical “pathway” for patients who present with severe sepsis or septic shock—helping to ensure that the same tests and treatment are used with every patient, every time.

Patients at risk for sepsis are now detected earlier and treatment is started sooner thanks to the work of the team in the development and implementation of the treatment protocol.

That turned out to be good news for Patricia Throughton. While at a local rehabilitation hospital, she began to experience shortness of breath, weakness, was less responsive and had a change to her mental status. She was transported to United Regional’s emergency room for advanced care.

Her condition continued to deteriorate to the point she was nearing septic shock, necessitating the need for artificial ventilation. Her ER physician quickly initiated the “sepsis FAST tracking bundle,” first ordering the diagnostic blood test and after confirmation, starting aggressive treatment. This all happened less than an hour after Patricia arrived at United Regional. In less than a week, she was able to return to the rehabilitation hospital.

Although our sepsis mortality rates were ranking at or below the national averages of 30 to 50 percent—the team wanted them still lower. By the end of 2010, our sepsis mortality rate had declined to 15 percent—more than our initial goal.
Although our sepsis mortality rates were ranking at or below the national averages of 30 to 50 percent—the team wanted them still lower. By the end of 2010, our sepsis mortality rate had declined to 15 percent—more than our initial goal.”
Recognition by the Institute for Healthcare Improvement and the Texas Hospital Association

The Institute for Healthcare Improvement (IHI) holds an annual conference, the National Forum, which is the premier meeting for people committed to the mission of providing safe and effective patient care at a reasonable cost. Since 2008, United Regional has sent physicians, board members and hospital leaders to the conference to learn about best practices and ways to improve the quality of patient care for implementation at our hospital.

We are particularly proud that several of our quality initiatives were represented at the 2010 IHI Conference with posters highlighting our achievements including: Emergency Department Patient Flow; Sepsis Improvement Team; Care Coordination; Ventilator Associated Pneumonia; and Surgical Care Improvement Project. Poster submissions are judged on quality initiative outcomes and are accepted for presentation if the outcomes are considered best practice.

American College of Radiology Accreditations

United Regional’s radiologic equipment and the technicians who perform the procedures meet the highest of standards. Our digital mammography unit, stereotactic biopsy unit, MRI and CT scanners are accredited by the American College of Radiology (ACR). We have the only CT scanner in the region certified by the ACR for pediatric scanning.

The ACR awards accreditation to facilities for the achievement of high practice standards after a peer-review evaluation of the practice. Evaluations are conducted by board-certified physicians and medical physicists who are experts in the field. They assess qualifications of the personnel and the adequacy of facility equipment. The surveyors report their finding to the ACR’s Committee on Accreditation. Our digital mammography unit and our MRI are also accredited through the state of Texas. Following our Department of State Health Services inspection, we were awarded a certificate given to only those facilities with a perfect inspection.
Knowledge-Based Medication Administration

United Regional Health Care System in 2010 added bar-code based technology to further our commitment to improving patient safety. The bar-coded medication administration solution enables nurses to quickly verify the five rights of medication administration — right medication, right dose, right time, right route and right patient.

At the bedside, nurses use a hand-held wireless device to scan the medication packet, their own employee ID badge and the patient’s armband to verify the “five rights.” An alert is triggered if any one of these elements isn’t matched, prompting the nurse to check the patient’s chart and the doctor’s order. If everything matches, the dose is given and the patient’s electronic chart is automatically updated. This advanced technology not only makes medication administration safer for our patients, it also provides physicians, nurses, pharmacists and other caregivers easy access to monitoring the effectiveness of each drug treatment and making changes when needed.

Joint Commission Accreditation

Founded in 1951, The Joint Commission seeks to continuously improve health care for the public, in collaboration with other stakeholders, by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.

United Regional underwent a rigorous, week-long on-site survey in September 2010. A team of Joint Commission expert surveyors evaluated us for compliance with standards of care specific to the needs of patients, including infection prevention and control, leadership and medication management. Frontline staff is essential to maintaining continuous standards compliance and demonstrating that compliance during the on-site survey.

We are proud to have again achieved a three-year accreditation status. Joint Commission accreditation means United Regional complies with the highest national standards for safety and quality of care and is committed to continually improving patient care. And, equally important, the Joint Commission surveyors were complimentary of our direct patient care givers and the processes we had developed and implemented for the delivery of high quality care—two of which they deemed as “leading practices” and asked us to submit to their Leading Practice Library to be used by other hospitals throughout the nation.
American Diabetes Association
The prestigious American Diabetes Association Education Recognition Certificate for quality diabetes self-management education program was awarded to United Regional’s Diabetes Self-Management program in January 2010. The American Diabetes Association recognized that our program offers high-quality education that is an essential component of effective diabetes treatment.

Recognition of our program assures that it meets the National Standards for Diabetes Self-Management Education Programs and offers high quality education services to the patients it serves. Through the support of the health care team and increased knowledge and awareness of diabetes, the patient can successfully manage the illness.

Our program educates participants on self-care skills covering the following topics: diabetes disease process; nutritional management; physical activity; medication monitoring; treating acute complications; treating chronic complications through risk reduction; and management during pregnancy.

Turning Over a New Leaf
As a health care organization, we are committed to health and wellness that includes providing our patients, visitors, staff and volunteers a safe environment that is free of tobacco. A tobacco-free campus is one of the best decisions that we could make to protect the well-being of the communities we serve.

On November 18, 2010, the day of the Great American Smokeout, United Regional turned over a new leaf and implemented a tobacco-free campus policy. On this date, tobacco products of any kind were no longer permitted inside our facilities or anywhere on campus, including parking lots and sidewalks adjacent to property owned or leased by United Regional. We eliminated smoking receptacles and designated smoking areas.

We communicated the policy change for our patients and visitors well in advance of implementation, and we provided smoking cessation products in our gift shop and in our pharmacy for physicians who wish to prescribe them.

We marked the day for our employees with a “Going Cold Turkey” event. Staff donned turkey hats and costumes and participated in our annual turkey distribution—just in time for Thanksgiving dinner. And in support of those employees who were ready to quit, we offered additional smoking cessation classes and gave away smoking cessation aids.
Gold Plus Award for Stroke Care

United Regional earned the Gold Plus award in 2010 from the American Stroke Association. Additionally, we have been designated as a Level II Stroke Center by the state of Texas for the exemplary treatment we provide.

United Regional serves as the hub for the regional stroke network, and works with hospitals in the region on using best practice protocols for treating strokes emergently.

As a leader in stroke care, United Regional also educates community members on the signs of a stroke—confusion and trouble speaking, numbness of face, arm or leg, loss of balance, vision loss, and sudden, severe headache—and why it is so important to get to a hospital where treatment can begin and damage from a stroke can be prevented or limited.

Most strokes are ischemic—a blockage in an artery that prevents blood from reaching the brain. The longer the brain is deprived of oxygen, the greater the damage. We use a drug called tPA to dissolve the clot and restore blood flow to the brain. From the onset of stroke symptoms, doctors have a 4 1/2-hour window to begin treatment with tPA.

During part of this window, doctors must evaluate symptoms and determine what kind of stroke someone is experiencing and whether it can be treated with tPA. In 2010, 100 percent of United Regional stroke patients eligible for tPA received the drug—better than the national average of 87 percent. As a certified and Level II Stroke Center, United Regional treats about 400 stroke patients annually.
Robotic Precision Combined with Surgeons’ Skill

In April 2010, we added the da Vinci® Surgical System to our list of advanced technologies to benefit our patients. It is the most progressive robotic laparoscopic technology available anywhere in the world today for gynecologic, urologic and certain other surgical procedures. With this technology, even major surgeries can be performed through the smallest of incisions. The benefits to patients are many including less pain, less blood loss, less scarring, shorter hospital stay, faster recovery time and quicker return to everyday activities.

The da Vinci robot cannot make movements or decisions on its own—the skill of the surgeon is combined with the precision of the robot to deliver more exact moves than possible through the human hand alone. Together, these technological advancements provide our surgeons with precision, dexterity and control that enable a minimally invasive approach for many complex surgical procedures.

We achieved a milestone on December 15, 2010—the 100th robotic surgery was performed at United Regional. Members of our community are recognizing the benefits of this minimally invasive surgical option, and they no longer have to leave our area for this latest surgical technology.

It is the most progressive robotic laparoscopic technology available anywhere in the world today for gynecologic, urologic and certain other surgical procedures.”
Door-to-Balloon Time
A common phrase used during many cardiac events is “time is muscle.” Every minute of delay in treating a heart attack increases the likelihood, and the amount, of cardiac muscle damage due to oxygen deprivation.

In 2006, the American College of Cardiology and American Heart Association introduced a “door-to-balloon” standard of 90 minutes or less. The clock starts ticking for door-to-balloon measurement when the patient enters the emergency room with symptoms of a heart attack and concludes when the patient is in the cardiac catheterization lab and the “balloon” has been inflated in the blocked artery to open it and restore blood flow.

To ensure that patients receive the highest quality of cardiac care, United Regional adopted the same standard, and this is how we implement it. Medical providers in our ER begin tests such as an EKG and lab work on the patient. Once the ER physician determines the patient is experiencing a heart attack, the cardiac catheterization lab staff is notified as well as a cardiologist, respiratory therapy, the house nursing supervisor and security, who are there to ensure fast and safe patient transport.

The patient is then taken to the cardiac catheterization lab where the team inserts a catheter guidewire up to the location where an artery is blocked. The balloon is inflated, returning blood flow to the heart and decreasing the likelihood of more damage.

Ninety minutes or less is the national standard for door-to-balloon success rates. United Regional met this standard in 2010 in 100% of patients who came into the ER with a heart attack. The hospital averaged a door-to-balloon time of 63 minutes, significantly better than the national standard.
Emergency Department Improves Patient Flow Process

The number of patients visiting hospital emergency rooms is steadily rising in the United States, leading to longer wait times and patients leaving without receiving treatment. But visit our Emergency Room and you’ll get a different story. Patients are getting in and out of the ER faster.

In 2010, we improved the way we triage patients, reducing the wait times and improving patient satisfaction. We also completed renovations in the ER to support this new process.

One of the greatest improvements is the “rapid admission” screening. Previously, patients had to provide a lot of information about their health history, prescriptions and other medical issues, which would take a considerable amount of time. Now they only answer two or three critical questions before care begins.

There is also a secondary seating area for patients who are not critically ill, which reduces their wait time between 20 to 60 minutes. Once patients have been seen by a physician, they are then sent to a “results-are pending” (RAP) room instead of having to wait in an examination room for a diagnosis. This frees up crucial treatment rooms and allows more patients to be seen in shorter periods of time. The entire process of admitting patients is more efficient than in years past, with a constant flow of patients through the Emergency Room.

We are now able to serve more patients and provide treatment to them sooner. At the end of 2010, our door-to-doctor time averaged just 30 minutes—a great improvement from the 124 minute average at the end of 2009.

Our door-to-discharge time—the time it takes for a patient arriving in the ER to leave the ER after treatment—averaged two hours, 15 minutes in 2010 compared to the average for Texas ERs, which was four hours and six minutes. We served more than 70,000 patients in our emergency room in 2010.

“We are now able to serve more patients and provide treatment to them sooner.
In 2010, we served more than 70,000 patients in our emergency room.”
Financial stability and strength allow us to reinvest in our people, services, technology and facilities, and enables us to continue our commitment to uncompensated care. And, in 2010, for the second consecutive year, we did not increase hospital charges. Following, we celebrate the many ways our resources were used to make a positive difference in the lives of our patients and our communities.

I had a procedure at United Regional in April of this year (2010). I had a lot of medical bills and thus could not afford the hospital fees. The hospital waived all their charges after my insurance paid some money...

Not only was the care excellent, they worked with me to alleviate my financial stress by approving me for financial assistance. I will be forever grateful.

MSU Student
In 2010 we supported our financial commitments in the following ways:

**Because We Did Not Receive Full Payment (and Other Community Benefits Delivered)**
- From those unable to pay Charity care based on costs: $27,244,200
- From Medicaid: $1,342,400
- From community benefit programs: $7,725,400

**Total Cost of Community Benefits** $36,312,100

*SOURCE: 2010 Annual Statement of Community Benefit Standards. The Cost of Community Benefits Programs does not include unreimbursed Medicare program costs.*

**What We Reinvest in Our Community**
- To construct new facilities: $10,958,000
- To update information technology: $3,577,500
- To purchase equipment: $4,708,800

**Total Cost of Community Reinvestment** $19,244,300

*SOURCE: 2010 United Regional internal records*

**How Our Money is Spent**
- To pay our employees’ salaries and benefits: $119,980,900
- To purchase supplies: $49,902,900
- To allow for wear and tear on our buildings and equipment: $22,200,500
- To pay interest on our outstanding debt: $5,505,700
- To allow for patient costs that were not paid (bad debt): $14,543,200
- Other operating expenses: $53,013,700

**Total Operating Expenses** $265,146,900

*SOURCE: 2010 United Regional audited financial statements*
In 2010, we added innovative technologies, expanded programs, recruited new physicians and other personnel, and renovated facilities to benefit patient care now and into the future. These reinvestments represent our commitment to providing the most up-to-date medical advancements so that patients have convenient access to high quality health care and eliminating the need to travel outside the region away from the support of family and friends.
Welcoming New Physicians
United Regional continuously assesses the health needs of the communities we serve to ensure adequate access to the medical services needed and the physicians to provide them. One example in 2010 is the addition of Jerald Giles, MD to our community. We identified the need for additional ENT services to support the need in our community. Dr. Giles considered other practices and other cities, but chose to practice in Wichita Falls and joined the practice of Head and Neck Surgical Associates. Here’s why.

“The size of the community provides me the opportunity to have a rewarding practice and family life—it offers a great work/life balance,” states Dr. Giles. “My wife and I decided that Wichita Falls was a great place to raise a family. The community has been very welcoming to our entire family,” he adds.

In 2010, United Regional welcomed these new physicians into our community.

Ahmad Abazid, MD  Family Practice
Jerald Giles, MD  Otolaryngology
Phillip Harvey, DDS, MS  Oral Maxillofacial Surgery/SAFB
John Hilmi, MD  Emergency Medicine
Tanya Howard, MD  Emergency Medicine
Yogish Kamath, MD  Neurosurgery
Reza Kazemaini, MD  Radiology
Reza Khalili, MD  Internal Medicine/Hospitalist
Tania Khan, MD  Family Practice
Timothy Lee, DDS  Pediatric Dentistry
Phillip Stephan, MD  Plastic and General Surgery
Cortnie York, MD  Emergency Medicine
The size of the community provides me the opportunity to have a rewarding practice and family life—it offers a great work/life balance... My wife and I decided that Wichita Falls was a great place to raise a family.”
Chapel Dedication
Our Chapel on the first floor of Bethania Building was beautifully renovated so that our patients, visitors and staff have a place to find serenity, to reflect and refresh. The newly-renovated United Regional Chapel was dedicated in October 2010, in memory of Frances and Wayne Watts through a generous gift from the Al Guinn Family.

New Sites To See
It is important to provide our employees and community members with up-to-date information on new programs and services, health and wellness topics, technological advancements and more. This year we redesigned both our intranet site for employees and our external website for consumers.

The new intranet site provides employees with easy-to-access tools to help them do their jobs, as well as information on system goals, quality initiatives, and hospital happenings, to help keep them connected to each other and the organization.

The external website continues to provide information on our medical services, a physician directory and hospital-specific information for patients and visitors. It also offers an extensive health library with updated information on diseases and conditions, diagnoses and treatments, interactive health quizzes and calculators and healthy living guides specific to men, women, children and seniors.
Future in the Falls

The Future in the Falls Program reaches out to medical students, residents and fellows who have ties to the Wichita Falls area. The program’s goal is to encourage participants to return to the area to practice medicine once they complete their training. The innovative physician recruitment program was started in 2008 with 29 participants and has grown to 47 in 2010. Vicki Finnell, program director, keeps in touch with participants through very much appreciated “goodie bags” sent throughout the year. Dr. David Flack, program ambassador, is always available to discuss medical education and real-life practice options.

Through the United Regional Foundation Future in the Falls Scholarship Fund, $10,000 in scholarships were awarded to nine medical students in 2010. These scholarships were made possible through a grant from the Bryant Edwards Foundation.

Grants from three local foundations will assist United Regional Foundation in providing Future in the Falls Scholarships in the years to come. The J. S. Bridwell Foundation, the Bryant Edwards Foundation, and the Fain Foundation joined forces in 2010 to provide grants totaling $100,000 to the Future in the Falls Scholarship Fund. Efforts continue to raise an additional $400,000 to fully endow the fund, providing scholarships annually to third and fourth year medical students with ties to the Wichita Falls area.

A total of 13 medical students have been awarded scholarships since the fund was established in 2009 through two initial grants from the J. S. Bridwell and Bryant Edwards Foundations, along with individual contributions. The Future in the Falls program keeps in touch with local students in medical school, residency programs and fellowships to encourage them to return to the area to begin their medical practices.

2010 Scholarship Recipients
- Brad Barham
- Matt Burge
- Chanel Granville
- Katie Leonard
- Aaron Reinke
- Ted Ritchie
- Jelani Teamer
- Dominic Van Nielen
- Chance Witt

“The program’s goal is to encourage participants to return to the area to practice medicine once they complete their training.”
Senior Leadership Team

Phyllis Cowling
President and Chief Executive Officer

Nancy Townley, RN
Senior Vice President of Operations

Robert Pert
Chief Financial Officer

Pam Bradshaw, RN
Vice President of Nursing and Clinical Services

Stevie Jo Brown
Vice President of Marketing and Communications

Rick Carpenter
Vice President of Facilities Management

J. Scott Hoyer, MD
Vice President of Quality and Chief Medical Officer

Wichita County/City of Wichita Falls Hospital Board

Howard Farrell, PhD
Chairman
Woody Gossom
Don Hamlin

Darron Leiker
Renea Murphy
Arnold Oliver
Erwin Soell, MD

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Gary Ozier, MD
Ashvinkumar Patel, MD
Kevin Thomas, MD

Ex-Officio Members

Todd Davenport, President, United Regional Foundation Board
Yvonne Hearn, MD, Past-President, United Regional Medical Staff
Leo Mercer, MD, President, United Regional Medical Staff
It is with great joy that the United Regional Foundation celebrates the generosity of the many individuals, families, foundations, service organizations, and corporations whose financial contributions helped United Regional make a positive difference in the lives of others in 2010.
The Foundation assists United Regional in further improving community health through investments in life-saving medical equipment, advanced information technology, and state-of-the-art facilities.

Contributions and pledges of $866,200 were secured in support of United Regional projects, equipment and programs in 2010. In addition, $475,200 was raised for improvements at the Rathgeber Hospitality House, bringing total 2010 contribution revenue to $1,341,400.

$2,861,300 was distributed by the Foundation in 2010 to United Regional and Rathgeber Hospitality House from funds raised for building and facility improvements, Children’s Miracle Network sponsored equipment and programs, and other special projects. A portion of the funds distributed in 2010 was raised and collected in prior years.

**2010 Contributions and Pledges**
- Special fundraisers and gifts: 344,200
- Children’s Miracle Network: 493,300
- Capital gifts and commitments: 503,900
- Total: $1,341,400

*SOURCE: 2010 United Regional Foundation audited financial statements.

**2010 Distributions**
- Special projects: 207,000
- Equipment and programs: 403,700
- Building projects: 2,250,600
- Total: $2,861,300

*SOURCE: 2010 United Regional Foundation audited financial statements.*
Chapel Dedicated in Memory of Frances and Wayne Watts

United Regional’s chapel reopened in October of 2010 providing a place of solace and support for patients, their families, and hospital visitors, as well as physicians, employees, and volunteers.

A generous gift to renovate the chapel from the Al Guinn family was made in memory of long-time friends and business partners Frances and Wayne Watts of Walsh and Watts, Inc. in Wichita Falls.

“Wayne and Frances were very special people, who were committed not only to our community but to sharing our Lord’s message throughout the world,” said Mr. Guinn. “I feel sure they would be pleased to know this chapel is dedicated in their memory.”

The 1,700 square foot chapel is located on the first floor of the Bethania building and includes components of the former Bethania Hospital and Wichita General Hospital chapels. Stained glass windows installed when the chapel was built in 1946 still grace the east wall, and the altar formerly used in the Wichita General chapel was moved into the newly renovated space.

“The chapel welcomes and supports people of all faiths and people of no faith while they are in the hospital,” said Pastoral Services Director Susan Lanford. “Its simple design and furnishings, including quietly cascading water over natural rock, create an environment intended to soothe and comfort all who enter the room seeking a quiet, peaceful place for meditation and prayer, for finding comfort, and for regaining hope.”

Several additional generous donations and an outpouring of employee contributions during the 2009 Spirit of Giving Campaign also helped complete the chapel and pastoral care area.

“Wayne and Frances were very special people, who were committed not only to our community but to sharing our Lord’s message throughout the world...”
Rathgeber Hospitality House

2010 was a year of celebration for the Rathgeber Hospitality House. Festivities and special projects marked the tenth anniversary of the opening of the 26-room “hotel-like” facility serving patient families who live outside Wichita Falls.

Launched as a project of the United Regional Foundation, the Rathgeber House opened on April 4, 2000 to help meet the needs of those who must stay close to family members hospitalized at United Regional. Today the Rathgeber House provides rest and respite for more than 10,000 visitor nights each year. Operating solely on contributions, a minimum donation of $35 per night is requested, although no one is turned away if they are unable to contribute.

Rathgeber Board members and staff began raising funds for a two-phase improvement project in 2010. Most of phase one, a refurbishment of the House, was accomplished during the year, and included replacing double beds with queen beds, new linens, improvements to the air conditioning system, new carpet for the entire facility, updates to handicap bathrooms, and a whole host of smaller projects. Phase two, which includes the addition of a family room and more storage, will begin in the spring of 2011.

United Regional Foundation Board of Directors

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Ex-Officio Members
Carolyn Allison, United Regional Auxiliary
Kevin Goldstein, Rathgeber Hospitality House

Rathgeber Hospitality House Board of Directors

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2010 United Regional Foundation Donors

United Regional Foundation expresses sincere appreciation to all those whose contributions and participation in Foundation, Children's Miracle Network and Rathgeber Hospital Nurse's aids and events help support excellence in health care for the communities we serve. This annual report acknowledges all who made contributions and pledge payments of $100 and above between January 1 through December 31, 2010.