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

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

accomplished through our
PILLARS

It takes a team with both skill and dedication to perform our life’s work.

Our life’s work can be holding a hand one minute and restarting a heart the next.

With each improvement in the delivery of quality care, we are advancing our life’s work.

Our life’s work depends on financial strength to fuel it.

As the community’s needs change and grow, so does our life’s work.

we're ready.
What it means to be an engaged employee is that you are an involved employee. Involved, not only with the patients that you care for or your co-workers, but also with hospital and community functions and with projects that benefit others. When you are a caregiver, you do not simply turn that off when you go home at night. You are always thinking of things that you or your team can do for someone else that can make a positive difference in the lives of others.

Rhonda Jorgensen, Respiratory Therapist

Modern hospital facilities with advanced technologies are important components in delivering quality health care services to patients. Our new Bridwell Tower, scheduled to open in August 2009, will offer patients just that.

But it’s what happens inside a building that matters most. That’s where an experienced, skilled and compassionate staff, working as a team, meets the physical, emotional and spiritual needs of the patient. Their efforts provide the foundation for delivering excellent patient care.

Creating and fostering an employee culture that embraces United Regional’s passion for excellence begins with hiring the right people, but it doesn’t end there. Additional effort goes into retaining and engaging those employees by providing training and resources and investing in their current and future well-being.

Employee engagement, a demonstrated commitment to personal and professional growth, and the generosity of our employee giving, all speak to a workforce that lives by, “More than a day’s work. It’s our life’s work.”
**Engagement of Our Employees**

Engaged employees are defined as those who are fully involved in, and enthusiastic about, their work. They are connected to the organization, and work with a sense of passion.

In August 2008, we asked all United Regional employees to take an employee engagement survey. This was the third such survey since 2005. Our employee participation rates and results have improved each time.

This year, of the 1,950 employees invited to participate, 1,844 responded — resulting in an unusually high participation rate of 95%. A high participation rate gives great validity to the results. It also shows that employees know the information will be used to make continued improvements.

The survey was conducted by Morehead Associates, a national organization specializing in employee opinion research. Morehead’s national health care database of more than 600,000 hospital workers was used as a benchmark for comparison to the United Regional employee responses.

United Regional employees ranked significantly above the 2008 National Health Care average on 51 survey questions, placing our hospital in the top 10% of hospitals nationwide, and in the top 4% on “power items” — those survey questions that have the greatest impact on employee level of engagement with their organizations.

Our outstanding results tell us that our employees are very engaged in the goals of our hospital and the initiatives that we have in place to provide outstanding clinical care and customer service for our patients. We believe that our high patient satisfaction is due in large measure to this strong level of enthusiasm and passion.

**Investment in Our Employees**

United Regional encourages and supports the personal and professional growth of our workforce. In addition to health and retirement benefits, employees have the opportunity to attend job-related conferences and workshops. We also help develop and support our leaders, offering approximately 130 directors and managers a two-day, off-campus training program presented each quarter through our Leadership Development Institute.

School to Work is a unique United Regional program that helps employees further their education while helping the hospital ensure an ample number of skilled caregivers to serve our patients. The program provides financial assistance to full-time employees who want to continue their education toward LVN or RN undergraduate degrees. United Regional allows employees to attend school on a full-time basis while working 24 hours part-time — still receiving full-time pay and benefits. Tuition and other eligible expenses are also covered. Currently, 59 employees are participating in this program.

Following graduation, employees commit to work one year in their current department. However, 82 out of the 84 employees who have graduated through our School to Work program (since 2006) have chosen to stay at United Regional beyond the one-year commitment and are still working here today.

Lucho Marin was a nurse’s aide for seven years and is now an RN. He says, “I am grateful to United Regional for giving me this opportunity. My life is totally different, and I highly recommend the School to Work program.”
The Generosity of Our Employees
Each year, United Regional employees are invited to make personal donations through the annual Spirit of Giving campaign, organized by the United Regional Foundation. And, each year, their generosity is extraordinary. “Our employees have a remarkable capacity for giving,” says Phyllis Cowling, president and CEO. “Not only do they give their skill and compassion to patients, they willingly provide monetary donations to support our community.”

In 2008, 69% of our workforce contributed a total of $247,749 — a 10% increase from 2007. The number of first-time givers totaled 337, while 295 employees increased their contributions from previous years.

“Our employees have a remarkable capacity for giving,” says Phyllis Cowling, president and CEO. “Not only do they give their skill and compassion to patients, they willingly provide monetary donations to support the community.”

The Spirit of Giving campaign funds many worthwhile services:

Children’s Miracle Network
is a non-profit organization dedicated to saving and improving the lives of children by raising funds for children’s hospitals across North America. As a Children’s Miracle Network hospital, United Regional utilizes funds raised to provide:

- Pediatric medicine
- Intermediate special care nursery
- Labor, delivery and nursery care
- Emergency department
- Intensive care
- Respiratory, radiology and surgical services
- Educational services

Elevating Excellence Capital Campaign
has been instrumental in funding the new Bridwell Tower, a four-story addition providing advanced technology, as well as medical and surgical services, for both inpatients and outpatients.

Rathgeber Hospitality House
provides overnight accommodations for the family members of patients hospitalized at United Regional.

Friendship Fund
uses funds donated by generous co-workers to provide loans to employees who face catastrophic situations.

United Way
uses the donations of United Regional employees to support a variety of local charities and non-profit organizations.
What our patients said:
“Superior, wonderful, caring nurses — my family from out-of-town was amazed.”
“I have never received the care, kindness and concern for my comfort as I did at United Regional. Nurses and staff are the best I’ve ever come across.”

Service means many things. It’s attentiveness to our patients’ needs. It’s compassion toward those who are in pain or alone. It’s hospitality for our patients’ families. It’s community outreach. It’s the means through which we fulfill our passion of providing excellence in health care for the communities we serve, and our purpose of making a positive difference in the lives of others.

Our Patients’ Perception of Care
How well we achieve our passion and purpose is continuously measured through the eyes of our patients and their family members. Using a satisfaction survey, mailed to a random sampling of our patients following their hospitalization, we are able to compare our Patient Perception of Care to peer hospitals across the nation.

Patients evaluate many aspects of their stay with us, beginning with the admission process and continuing through discharge — including nursing and physician care, food service, room cleanliness and comfort, and radiology and laboratory services. In addition, patients and their families have the opportunity to rate us, not only on the technical skills of our caregivers and support staff, but also with regard to the friendliness and courtesy of everyone involved in their care. In 2008, United Regional ranked in the top 15% of similar hospitals nationwide for three out of four quarters. While we are proud of this accomplishment, we continue to look for opportunities to improve each patient’s experience, striving for excellence in every way, every day.

Meeting Our Patients’ Special Needs:
NOSA and NODA
Imagine being in the hospital alone, without family or friends to comfort you in times of pain, without anyone to ease your fears, to cheer your progress, to share your disappointments and to do the little extras that help you through your stay.
We at United Regional understand that sometimes loved ones are unable to be with patients during their hospital stay. Now, through our No One Stays Alone (NOSA) and No One Dies Alone (NODA) programs, patients no longer have to face challenging circumstances by themselves.

Through our Pastoral Care department, volunteers receive extensive training on how to serve patients in their time of need. Volunteers who participate in No One Stays Alone are available to help fill the hours by reading to patients, making conversation, playing games or just providing company. No One Dies Alone volunteers provide support in whatever way is most meaningful to the dying patient. Musical CDs, inspirational books, blankets, lotion and more are provided to help volunteers comfort patients.

Both programs were launched in October 2008, with more than 40 volunteers comprised of both our employed staff and members of the community. In just two-and-a-half months of operation, the program achieved remarkable results:

<table>
<thead>
<tr>
<th>Patients Served</th>
<th>Volunteers Involved</th>
<th>Hours Given</th>
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<tbody>
<tr>
<td>NOSA 7</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>NODA 6</td>
<td>26</td>
<td>45</td>
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</table>

Our Volunteer Services
Volunteers play a vital role and contribute greatly to United Regional. In 2008 alone, more than 350 volunteers donated 37,945 hours of service. We welcomed 115 new volunteers into our adult and teenage programs. Through donations and fundraising projects, our volunteers contributed $52,375 to United Regional’s Rathgeber Hospitality House, the 55 Advantage program, the departments of Cardiology and Pastoral Care, and the Children’s Miracle Network.

Our Service to the Community
Providing medical care and health education is only part of how United Regional supports the community. In 2008, we contributed, in numerous ways, to community organizations and events with volunteer manpower and monetary donations. In addition to the programs listed below, many employees give their time and effort as members of community organization boards and committees.

Hotter 'N Hell Hundred
We provided staff and supplies for 18 medical service tents and treated over 400 participants.

Kids Fest
Over 2,500 attended and visited our educational booths on child-related disease prevention and treatment and child safety.

Senior Focus
Our staff manned health education and screening booths at this annual event.
- 262 wellness screenings
- 405 flu shots given
- 79 PSA done

Breast Cancer Awareness Month
Over 200 women attended and had the opportunity to schedule or complete a mammogram that day.

Heart of a Woman
We provided health screenings and education - over 3,000 women attended the expo.

Community Education Seminars
Each year, we provide community education seminars in Wichita Falls and the surrounding area. Over 200 people attended 13 seminars on health-related topics presented by physicians on the staff of our hospital.

Leadership Wichita Falls
We hosted 45 class members on Health Day to educate them about our services and our Bridwell Tower expansion project.

55 Advantage Monthly Programs
Attendance for our 12 programs topped 4,800. Physicians and other clinical staff provided presentations on senior-related health topics and enjoyed a meal together.

MSU Health Fair
Students visited booths to learn about our medical services and health conditions and treatment. Health screenings were also provided.

American Cancer Society Relay for Life
We sponsored a team and had more than 50 walkers to support the event that raises money and awareness for the American Cancer Society.

Light the Night Leukemia Walk
We sponsored a team of walkers to support this organization.

Susan G. Komen Race for the Cure
Our team had 75 members among the 2,000 participants.
The ever-rising standards of skill and compassion among our caregivers, the ongoing pursuit of best practices and the adoption of newer and better patient safety initiatives are examples of how we strive for quality every day. Employees, physicians, senior leadership and the hospital board all share a commitment to continuous improvement. To fulfill our commitment, United Regional participates in several national patient care quality initiatives. We highlight two of these initiatives that have resulted in outstanding achievements:

**Quality Initiatives**

**Door-to-Balloon Time**

Every minute of delay in treating a heart attack increases the likelihood and the amount of cardiac muscle damage due to oxygen deprivation. To help ensure that heart attack patients are treated as quickly as possible, United Regional adopted the standard, presented by the American College of Cardiology and the American Heart Association, to achieve a door-to-balloon time of 90 minutes or less.

Door-to-balloon is the time measured from when a patient enters the emergency room with symptoms of a heart attack, to 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.

As soon as a patient arrives at our emergency room with heart attack symptoms, caregivers immediately perform an EKG. The EKG is promptly reviewed by the emergency room physician, who determines if the patient is experiencing a heart attack. When confirmed, the ER notifies a team made up of catheterization lab staff, a cardiologist, a respiratory technologist, security and the nursing house supervisor. The patient is quickly taken to the catheterization lab and prepared for the balloon procedure.

**90-Minute Door-to-Balloon Time Success**

<table>
<thead>
<tr>
<th></th>
<th>United Regional</th>
<th>Texas Hospitals</th>
<th>U.S.A. Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-Minute Door-to-Balloon Time Success</td>
<td>88%</td>
<td>63%</td>
<td>66%</td>
</tr>
</tbody>
</table>
In 2008, United Regional met the 90-minute door-to-balloon time in 88% of heart attack cases, missing the remaining 12% by only one to four minutes. During the same period, the average for other Texas hospitals was 63%, and nationwide for hospitals was 66%.

**Preventing Ventilator-Associated Pneumonia (VAP)**
VAP increases the risk of death and hospital length-of-stay among critically ill patients and can add approximately $40,000 in cost to a single hospitalization. At one time, VAP was considered a non-preventable risk for ICU patients who required a ventilator for more than 48 hours. Today, United Regional is proving that VAP can be prevented.

With the goal of eliminating VAP, our respiratory care department, intensive care units and physician intensivists implemented a process called a **ventilator bundle** — a series of interdependent, scientifically grounded steps that can prevent VAP.

Everyone on the critical care team became excited when the first three months passed without a single VAP case. Then, three months became six, and six became eight. On December 31, 2008, we celebrated 349 days without one case of VAP. January 16, 2009, marked a full year with no VAP cases.

**The ventilator bundle includes:**
- raising the head of the patient’s bed 30 to 45 degrees
- providing treatment to prevent blood clots
- giving the patient medication to prevent stomach ulcers
- daily assessments to determine if the patient can breathe without the aid of the ventilator

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**Advanced Technology**
In 2008, United Regional invested in leading-edge technology to enhance the quality of patient care and improve patient outcomes. Some of these advances include:

**Digital Mammography**
United Regional is proud to provide women in our community with one of the most advanced screening technologies available today: full-field digital mammography. This technology helps identify cancers at their earliest stages, when they are the most treatable. The digital mammography system provides 15% more accurate mammograms among women who are under age 50 or not yet in menopause, and 11% greater accuracy among women with dense breast tissue. Digital images are available almost immediately, making results more readily accessible to physicians and anxious patients.

**Surgical Navigation System**
Just as a GPS can guide a driver to a precise location, the Stryker Navigation System helps guide orthopedic surgeons during joint replacement procedures. By improving precision in alignment, the computer-assisted system helps optimize stability, durability and range of motion in artificial joints.
The navigation system uses an infrared camera and instruments, along with unique tracking software, to continually monitor the position and alignment of the implant components in relation to the patient’s anatomy. The computer analyzes and displays data on a monitor, showing the angles, lines and measurements needed to more accurately align the prosthetic hip or knee with the patient’s body.

**Infant CPAP**
After they’re born, babies must breathe continuously to get oxygen. In a premature baby, the part of the central nervous system that controls breathing is not yet mature enough to allow nonstop breathing. This causes large bursts of breath, followed by periods of shallow breathing or stopped breathing, known as apnea of prematurity. When this occurs, babies often require a form of assisted breathing called nasal continuous positive airway pressure (CPAP). The pressure from the CPAP machine helps keep preemies’ lungs open so they can breathe on their own.

With the addition of the infant CPAPs, premature babies no longer must be transferred to out-of-town pediatric hospitals for access to life-saving treatment. Newborns can now remain in our community without separation from their moms and dads while they receive the specialized care they need.

**Giraffe® Bed**
Premature infants lack the body fat necessary to maintain their body temperatures. Their skin is very thin and its moisture evaporates very quickly. These babies are also vulnerable to illness and infection.

The Giraffe® bed is a microenvironment for these infants. The bed is named “giraffe” because of its long neck that can go up or down at the push of a button. Through an innovative design and advanced technology, The Giraffe® bed serves as an incubator, radiant warmer and crib all-in-one. The bed provides essential heat to maintain a normal body temperature, in either an open or closed position. Because the bed is so versatile, babies can remain in it throughout their stay without the stress of being moved from bed to bed.

**Chemistry Analyzer**
Patients in intensive care are at increased risk for sepsis, a condition in which the body is fighting a severe infection that has spread via the bloodstream. The chemistry analyzer allows for earlier detection of sepsis indicators so that treatment can be administered more rapidly.

**Galileo Mission**
Galileo Mission is our name for a multi-year, multi-phase, $22-million transformation of our information systems. Phase 2 of Galileo Mission went live on September 27, 2008, implementing electronic applications to improve documentation of patient care in the emergency department. Also implemented was the radiology information system, which enables physicians to view X-rays and scans on their office or home computers.
As United Regional has grown in financial strength, we’ve reinvested capital into worthy initiatives, such as the construction of new facilities and facility upgrades, as well as the purchase of new equipment and advanced technologies. At the same time, we’ve continued our commitment to uncompensated care and community benefit programs.
For almost 100 years, United Regional has provided the residents of Wichita Falls and the surrounding area with progressive medical care. As the communities we serve change, we continually assess and reassess their health care needs to make sure we are fully prepared to meet them.

Expansion of Our Medical Staff
In 2008, United Regional recruited into the community four new physicians in the areas of cardiovascular surgery, neurosurgery, orthopedic surgery and minimally invasive general and bariatric surgery. These additions have enabled us to meet the community’s increased need for these medical specialties.

Christopher W. Finnell, MD
General Surgery
Dr. Finnell is a native of Holliday, Texas, and a graduate of Midwestern State University. He was fellowship-trained in minimally invasive bariatric and gastrointestinal surgery at Hackensack University Medical Center in New Jersey. He graduated from the University of Texas Medical School in Houston and completed his surgical residency at the University of Tennessee in Memphis. He is board-certified in general surgery by the American Board of Surgery.

James Obney, MD
Cardiovascular and Thoracic Surgery
Dr. Obney joined the United Regional medical staff from Tampa, Florida, where he served as the Chief of Cardiothoracic Surgery at the Veteran’s Hospital. He graduated from the Medical College of Ohio at Toledo and completed his surgical training at Brooke Army Medical Center in San Antonio. Dr. Obney holds board certifications from the American Board of Surgery and the American Board of Thoracic Surgery.
Future in the Falls

United Regional continually assesses our region’s need for various physician specialties, evaluating not only current demands, but anticipating future ones as well. In 2008, we launched an innovative physician recruitment program that evolved from a conversation between Phyllis Cowling, our president and CEO, and Dr. David Flack, a staff pathologist and father of a current medical student. Both agreed that individuals who are already familiar with our community could very well be the ideal candidates to help build the next generation of local physicians. So began the Future in the Falls program.

The Future in the Falls program reaches out to medical students, residents and fellows who have ties to Wichita Falls and the surrounding areas. Hospital administration and members of the physician staff regularly communicate with program participants to provide support and guidance as they progress in their medical education. The goal is to recruit them to join our medical community. At the end of 2008, there were 23 potential recruits actively involved in the program.

Campus Additions

As part of our campus master plan, United Regional continues new construction, renovations and major equipment purchases to help ensure the delivery of excellent patient care. Some of these projects and purchases include:

- Dialysis center and pharmacy renovations, updates and expansions provide higher quality patient care
- Air Evac Lifeteam hangar provides better accessibility for emergency patient transport to the United Regional campus from the communities we serve

Bridwell Tower

United Regional’s most exciting expansion project is the Bridwell Tower, named in appreciation of the J.S. Bridwell Foundation’s generous lead gift. Currently under construction, the four-story, 179,000-square-foot facility is our single largest investment in the communities we serve.

Scheduled to open in August 2009, the new tower will house outpatient and diagnostic services, surgical suites, a mother-and-baby unit and pediatric services. Its beautiful environment and advanced technologies will support our highly skilled and compassionate staff in the delivery of some of the most progressive medical care available anywhere.
While 2008 was a year filled with advances and achievements, we are always aware that our work will never be done. It begins again with each new year, with each new patient, and with each new opportunity to improve care. So while some might be tempted to rest on their laurels, we are not. As 2008 drew to a close, we were already striving to make 2009 even better. After all, what we do at United Regional is far more than a day’s work. It’s our life’s work.
United Regional Foundation
Financial Overview

The mission of United Regional Foundation is to enhance United Regional’s ability to provide excellence in health care through philanthropy and stewardship.

The Foundation secured contributions and pledges of $8,093,257 in support of United Regional projects, equipment and programs in 2008. The Elevating Excellence campaign for the new Bridwell Tower accounted for more than $7,000,000 of that amount.

The Foundation distributed $3,147,359 to United Regional from funds raised for building and facility improvements, Children’s Miracle Network-sponsored equipment and programs, and other special projects.

2008 Contributions and Pledges
- Special fundraisers and gifts: $393,458
- Children’s Miracle Network: $660,155
- Capital gifts and commitments: $7,039,644
- Total: $8,093,257

*source: 2008 United Regional Foundation audited financial statements.

2008 Distributions
- Special projects: $266,069
- Equipment and programs: $523,160
- Building projects: $2,358,130
- Total: $3,147,359

*source: 2008 United Regional Foundation audited financial statements.

Rathgeber Hospitality House
One beneficiary of the Foundation is the Rathgeber Hospitality House. When out-of-town families and friends are able to be here during a loved one’s hospital stay, the Rathgeber Hospitality House provides a safe, secure, affordable and caring place to live. A donation of $35.00 per night is requested, but no one is turned away because of inability to pay.

<table>
<thead>
<tr>
<th>Guests Served From</th>
<th>Room Fees</th>
<th>Subsidized</th>
<th>$17,489</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 States &amp; 3 Countries</td>
<td>Money raised that goes to room fees, food and other guest supplies</td>
<td>$100,000</td>
<td></td>
</tr>
</tbody>
</table>

2008-2009 United Regional Foundation Board of Directors
- Cathy Biggs (President)
- Linda Beltchev (Past President)
- Dale Brock
- Bobby Brown
- Beverly Callender
- Todd Davenport
- Roy Davault
- Kevin Goldstein
- Ann Gunn
- Brent Hillery
- Kim McClellan (Secretary)
- Jim Parker
- Gale Richardson
- Rick Schleider (Treasurer)
- Brian Stahler
- Kenneth Sulterneier, MD
- Marva Walker
- Arthur Bea Williams
- Linda Wilson
- Larry Young, MD

Elevating Excellence Campaign Cabinet
- Carol Gunn – Co-Chair
- Robert Gunn – Co-Chair
- Doyle Bentley
- Mike Bullitt
- Mac Cannedy
- Mike Eleya
- Martha Fain
- Al Guinn
- Fred Langner, MD
- Ashwinkumar Patel, MD
- Marilyn Stafford
- Tom Stephens
- Ty Thacker
- Larry Young, MD

“What a wonderful surprise to find this beautiful haven. A sad trip for us as we came to be with my brother’s family. He will be released to hospice and we are so thankful for a little time with him and his family. So thank you all who have given, that we might enjoy the sweet hospitality. A beautiful, comfortable place to come for a night of rest.”

more than a day's work.

A day's work is measured by the punch of a time clock. A life's work is measured in goals met, lives touched and differences made. Once a year, we pause to see how we're doing, to take stock of our progress and to work our life's work relative to our five pillars:

- People
- Service
- Quality
- Finance
- Growth