Thirty-five years of leadership excellence

2014 UHS Hospital Management Conference

The Joint Commission recognizes UHS facilities

UHS founding executive team
Alan B. Miller, George Strong and Sidney Miller
2014 is a significant year for UHS, as we celebrate 35 years of providing first-rate healthcare services to our patients. Over the past three-and-a-half decades UHS has grown into a Fortune 500 company with approximately $8.0 billion in annual revenue and more than 220 facilities throughout the U.S., in Puerto Rico and the U.S. Virgin Islands. We have built a national reputation for quality and integrity that is unparalleled in the healthcare industry.

The 2014 UHS Hospital Management Conference, held in Philadelphia in March, was especially meaningful and exciting in this anniversary year. The theme of the conference, “35 Years of Leadership Excellence,” combined historical perspective, future initiatives and joyful celebration. Over three days the 300-plus attendees took part in conference sessions and speaker presentations focused on quality, service, growth and leadership.

The annual presentation of the Chairman’s Council Awards, Eagle Awards, Service Excellence Awards and Quality Awards gave everyone a chance to acknowledge leadership excellence throughout the company. Congratulations to all the award recipients — your outstanding accomplishments inspire us to give no less than our very best efforts each and every day.

CONTINUING TO GROW IN A CHALLENGING INDUSTRY

Over the past several years the healthcare industry in our country has been undergoing substantial changes, brought about by healthcare reform, exciting but costly technological advances, and the necessity to reduce costs in order to continue to bring quality, affordable healthcare to patients.

In 2013 UHS responded positively to the challenges and pressures imposed upon us and I’m pleased to report that we realized solid financial growth while continuing to increase operating efficiency and cost control. Net revenue in 2013 increased 4.6 percent, to $7.28 billion, compared to $6.96 billion in 2012. Adjusted net income was $452.1 million, compared to $406.4 million in 2012.

ACUTE CARE AND BEHAVIORAL HEALTH DIVISIONS REMAIN STRONG

Process improvement programs, best practices and new technologies are keeping the Acute Care Division hospitals at the forefront of medical innovation and patient care. Building patient engagement and safety are priorities of UHS hospital leaders, as reimbursement rates are more and more tied to quality measures and patient satisfaction scores.

As the number of employed physicians continues to increase, we are building and enhancing our working relationships with physicians through clinical integration programs, in order to maintain our priority of providing effective, high quality healthcare services.

To meet the growing demand for inpatient psychiatric care, the Behavioral Health Division added 450 new acute inpatient beds in 2014. New behavioral health facilities in key UHS markets include Austin Oaks Hospital in Austin, Texas, and Palo Verde Behavioral Health in Tucson, Arizona. UHS has also made a significant investment in the Phoenix, Arizona market by acquiring a 67,324 square foot medical building that will be converted into a psychiatric hospital. Quail Run Behavioral Health will operate 100 inpatient beds and is expected to open in the fall of 2014.

A 35-YEAR MISSION, REACHING INTO THE FUTURE

Since its inception in 1979, UHS has remained true to our mission of providing superior quality healthcare services, delivered with integrity and commitment to our patients. As we mark our 35th anniversary, I am optimistic about the future of our company — and of the healthcare industry.

At UHS we have a high purpose: we take care of sick people. I am deeply appreciative of the hard work and dedication of the exceptional group of people who make up UHS. I am proud of what we have accomplished in a demanding industry, and I am confident that we will continue to successfully meet the challenges ahead.

Sincerely,

Alan B. Miller
Chairman of the Board
Chief Executive Officer

“I am wearing an American Flag lapel pin, and urge you to do the same, in solidarity with and support of our troops in the Middle East.”
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Look for the ribbon at the bottom of each page for key milestones in UHS history
Thirty-five years of leadership excellence

2014 Hospital Management Conference
March 16 – 19, 2014
Philadelphia, Pennsylvania

Recognizing and honoring the longevity of UHS and providing education, insight and motivation to more than 300 acute care, behavioral health and corporate leaders were at the center of the 2014 UHS Hospital Management Conference. The theme of this year’s conference was “35 Years of Leadership Excellence” and initiatives to improve quality, service and growth were presented. There were more than 40 hours of education and guest presentations on leadership perspectives, developing and implementing strategies to improve business operations, the patient experience and negotiation and persuasion skills.
SUNDAY, MARCH 16
UHS Chairman and CEO Alan B. Miller opened the event and President Marc D. Miller welcomed attendees and introduced video presentations from Senior Vice President and Acute Care Division President Marvin Pember and Senior Vice President and Behavioral Health Division President Debbie Osteen. The presentations highlighted 2013 operations and presented a historic perspective of both the acute care and behavioral health divisions. The morning session concluded with a financial update by UHS Senior Vice President and Chief Financial Officer Steve Filton and a question and answer session with members of the UHS leadership team.
In the afternoon Lieutenant General (Retired) David Huntoon spoke about Leadership Perspectives and educational sessions centered on information services, legal updates and behavioral health sessions on key policy and advocacy issues.

MONDAY, MARCH 17
The morning presentation by Stuart Diamond, Author and Emeritus Practice Professor of Legal Studies and Business Ethics at The Wharton School of University of Pennsylvania, provided an in-depth perspective on strategies to help the healthcare industry successfully negotiate for reimbursement and patients in a changing environment.
Afternoon breakout sessions for behavioral health attendees included a guest speaker from the National Alliance for Suicide Prevention, while acute care division attendees focused on Pillars of Quality and Service.
The 35th Anniversary Celebration and Awards Dinner was held at the National Constitution Center in historic Philadelphia, with Independence Hall and the Liberty Bell as the backdrop.

TUESDAY, MARCH 18
Growth, development and service excellence were the focus of the third day of the conference. Herschel Walker, national spokesperson for UHS Patriot Support Programs, was the guest speaker at lunch. He shared his personal story of overcoming mental illness and why his mission is to help military personnel understand the importance of getting help.
The highlight of the evening was the annual Awards Dinner where Chairman’s Council and Eagle Awards were presented.

WEDNESDAY, MARCH 19
On the final day, attendees shared best practices and celebrated leadership excellence. Mr. Miller introduced a video that captured the unique and special culture at UHS as told by CEO/Managing Directors from acute care and behavioral health facilities from across the country. They focused on leadership excellence and the characteristics of ethics and integrity that drew them to the company and that help their facilities and employees achieve success.
In his closing remarks, Mr. Miller reinforced the importance of leadership, service excellence and integrity in achieving success. He said successful leaders inspire employees through good character and a culture focused on providing superior quality and personal service.
The Eagle Awards

Eagle Awards are presented to individuals named to the UHS Chairman’s Council three consecutive years.

Ron Escarda
CEO/Managing Director
Fairfax Behavioral Health

Ron Escarda has been leading the team at Fairfax Behavioral Health in Kirkland, Washington, since 1999 and he is a true leader in the behavioral health community in the state of Washington. Last year he oversaw the start of a 60-bed expansion project and he helped establish a collaboration with the Providence Health System to open 30 behavioral health beds at Providence Everett Hospital; and he expects approval for a third Certificate of Need to create a hospital within a hospital unit at another acute system in the Seattle area. Under his leadership, Fairfax had a successful year, with significant inpatient and outpatient volume growth and the facility’s two alternative schools in Kirkland and Tacoma, Washington, will be expanding in 2014.

Andy Hotaling
CEO/Managing Director
Forest View Hospital

Andy Hotaling is overseeing the second facility expansion at Forest View Hospital in Grand Rapids, Michigan, in his five-year tenure there. His colleagues and employees describe him as a “hands-on coach and leader, very knowledgeable about the behavioral health business and a person with high values.” He is detailed-orientated and keeps himself familiar with everything that goes on in his hospital and market. According to his employees one of his favorite sayings is “do the right thing for the right reasons.” It is this philosophy that helped the facility achieve excellent financial results, good patient satisfaction, consistent quality scores and regulatory compliance.

Mark Littrell
CEO/Managing Director
Lincoln Prairie Behavioral Health Center

Mark Littrell has been the CEO of Lincoln Prairie Behavioral Health Center in Springfield, Illinois, for over five years and under his leadership inpatient admissions have grown by six percent and a new partial hospitalization program began early last year. While program development and admission growth are priorities, clinical integrity and quality are his passion and led to the facility being recognized The Joint Commission as a Top Performer on Key Quality Measures® for 2012. He is a high energy, hands-on leader who constantly promotes service excellence and always putting the patient at the forefront of everything the staff does.

Service Excellence Awards

Service Excellence awards are given to facilities that achieve positive patient and business outcomes, improve HCAHPS scores and build a culture of employee engagement. Applicants for this award create a short video to show how staff focus on and deliver service excellence. The videos can be humorous, straightforward or dramatic. They are shown at the annual UHS Hospital Management Conference and shared at each facility.

ACUTE CARE DIVISION
Wellington Regional Medical Center

BEHAVIORAL HEALTH DIVISION
Texas NeuroRehab Center
The UHS Chairman’s Council

The UHS Chairman’s Council awards are presented to individuals who inspire and build exceptional teams that are dedicated to advancing their facilities through strong financial performance and achieving the highest patient satisfaction and outcomes.

Quality Awards

Quality awards are presented to facilities based on their achievements, improvements and sustainability in aligning their business practices with Value Based Purchasing (VBP), a national initiative from the Centers for Medicare and Medicaid Services (CMS). Acute Care Division facilities are recognized for Overall Top Performance in Core Measures and Patient Satisfaction, Top Performance in Patient Satisfaction and Most Improved in Core Measures. In the Behavioral Health Division, an acute behavioral hospital receives a Quality Award for achieving national core performance measures established by The Joint Commission and a residential treatment facility is honored for meeting and exceeding quality metrics established by the UHS Behavioral Health Division.

ACUTE CARE DIVISION QUALITY AWARDS

MOST IMPROVED IN CORE MEASURES:
St. Mary’s Regional Medical Center

TOP PERFORMANCE IN PATIENT SATISFACTION:
Doctors Hospital of Laredo

OVERALL TOP PERFORMANCE IN CORE MEASURES AND PATIENT SATISFACTION:
Texoma Medical Center

BEHAVIORAL HEALTH DIVISION QUALITY AWARDS

ACUTE:
Parkwood Behavioral Health System

RTC:
North Spring Behavioral Healthcare

Sam Kaufman
CEO/Managing Director
Desert Springs Hospital Medical Center

Anna Joy Golden
CEO/Managing Director
Lakeside Behavioral Health System

Jay Kortemeyer
CEO/Managing Director
Brynn Marr Hospital

Mark A. Littrell
CEO/Managing Director
Lincoln Prairie Behavioral Health Center

Michael McDonald
CEO/Managing Director
Holly Hill Hospital

Wendy Merson
CEO/Managing Director
Windmoor Healthcare

Sajit Pullarkat
CEO/Managing Director
Centennial Hills Hospital Medical Center

Andy Hotaling
CEO/Managing Director
Forest View Hospital

Mike Kistler
CEO/Managing Director
Shadow Mountain Behavioral Health System

Jimmy Burroughs
CEO/Managing Director
Kingwood Pines Hospital

Kerry Knott
CEO/Managing Director
Palm Shores Behavioral Health Center

Ron Escarda
CEO/Managing Director
Fairfax Behavioral Health

Anna Joy Golden
CEO/Managing Director
Lakeside Behavioral Health System

Jay Kortemeyer
CEO/Managing Director
Brynn Marr Hospital

Mark A. Littrell
CEO/Managing Director
Lincoln Prairie Behavioral Health Center

Michael McDonald
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Windmoor Healthcare

Anna Joy Golden
CEO/Managing Director
Lakeside Behavioral Health System

Jay Kortemeyer
CEO/Managing Director
Brynn Marr Hospital

Mark A. Littrell
CEO/Managing Director
Lincoln Prairie Behavioral Health Center

Michael McDonald
CEO/Managing Director
Holly Hill Hospital

Wendy Merson
CEO/Managing Director
Windmoor Healthcare
Ethan Permenter
CEO/Managing Director
Parkwood Behavioral Health System

Shawn Silva
CEO/Managing Director
Heritage Oaks Hospital

Jennifer Snyder
CEO/Managing Director
Alabama Clinical Schools

Terry Stephens
CEO/Managing Director
River Park Hospital

Mike Zauner
CEO/Managing Director
Sierra Vista Hospital

From left to right, Frank Lopez, Regional Vice President, Acute Care Division; Stan Tatum, CEO/Managing Director, St. Mary’s Regional Medical Center; Alan B. Miller, Chairman and CEO; Marc D. Miller, President; Rene Lopez, CEO/Managing Director, Doctors Hospital of Laredo; Marvin Pember, Senior Vice President and President, Acute Care Division.

From left to right, Debbie Osteen, Senior Vice President and President, Behavioral Health Division; David Winters, CEO/Managing Director, North Spring Behavioral Healthcare; Ron Seal, CEO/Managing Director, Texoma Medical Center; Ethan Permenter, CEO/Managing Director, Parkwood Behavioral Health System; Shelley Nowak, Divisional Vice President, Behavioral Health Division; Second Row, left to right, Craig Hilton, Group Director; Hampton Behavioral Health Center; Gary Gilberti, Divisional Senior Vice President, Behavioral Health Division; Marc D. Miller, President; Alan B. Miller, Chairman and CEO; Marvin Pember, Senior Vice President and President, Acute Care Division; Frank Lopez, Regional Vice President, Acute Care Division.
The Joint Commission recognized the largest number of UHS facilities as Top Performers on Key Quality Measures® for 2012, including 43 behavioral health facilities and five acute care facilities. Most significantly, 17 more UHS facilities earned recognition compared to one year ago and 16 facilities were honored for the second consecutive year.

The Joint Commission is the leading accreditor of healthcare organizations in the United States and each year identifies hospitals with exemplary performance using evidence-based clinical processes that are shown to improve care for heart attack, pneumonia, surgery, children's asthma, stroke and venous thromboembolism. The Joint Commission also measures inpatient psychiatric services for the monitoring and use of multiple antipsychotic medications, continuing care plans and restraint and seclusion.

“We understand that what matters most to our patients is safe, effective care. That’s why we make a commitment to accreditation and to positive patient outcomes through evidence-based practice. We are proud of our facilities that received the distinction of being Top Performers on Key Quality Measures,” said Alan B. Miller, Chairman and CEO of UHS.

See page 34 for a list of the facilities named Top Performers.

48 UHS facilities recognized as 2012 Top Performers by The Joint Commission
HUMAN RESOURCES

1979  First management contract signed with Waupun Memorial Hospital in Waupun, Wisconsin

AT YOUR SERVICE!

UHS announces new Benefits Administration platform

A new partnership between UHS and Towers Watson, a human resources consulting company and a leader in benefits administration, will provide enhanced benefits services to employees at UHS subsidiary locations, excluding Puerto Rico and the U.S. Virgin Islands. This partnership will bring best-in-class benefits technology and employee support through a new employee Self-Service Benefits Enrollment Site, a Benefits Information Portal and a Benefits Service Center. The new resources will be available to employees on July 15.

WHAT IT MEANS FOR UHS EMPLOYEES
The new Benefits Administration platform will give employees more control over their benefits experience, including:

• Self-service benefits enrollment with access available from home, at work or on-the-go, during Open Enrollment, to report life events, manage personal benefits information and more.
• Benefits portal to access benefits information, including personalized benefits information, benefit plan overviews, benefit vendor information, benefits updates and more.
• Benefits Service Center that enables employees to reach trained benefits representatives for answers to questions.

While this will be a new process for benefit-eligible employees, UHS is committed to supporting employees during the change and ensuring a first class experience for all. Non-benefit-eligible employees will also have access to the Benefits Portal, which will host information on wellness and maintaining a healthy lifestyle.

WHAT IT MEANS FOR UHS BENEFITS
This change will help UHS meet benefits administrative requirements, modernize benefits administration and improve the employee benefit experience.

WHAT’S NEXT?
Employees will receive additional information and educational materials before July 15 and in the weeks and months leading up to Open Enrollment in the fall.

Beginning July 15:
• Employees can access the new Self-Service Benefits Enrollment site via www.uhsinc.com.
• The new Benefits Portal will be live with personal benefits-related content, health and wellness information and more.
• The new Benefits Service Center will be available to provide benefits-related support.

For questions about the new Benefits Administration platform, call the Corporate Benefits Department 1-800-782-4049
As a national spokesman for Patriot Support Programs of UHS, Herschel Walker visits and supports military personnel recovering from physical injuries and mental illnesses that are the result of combat and deployment.

A Heisman trophy winner, NFL All-Pro football legend and collegiate football hall of fame honoree, Walker was diagnosed in 1997 with dissociative identity disorder, or DID, and received treatment. As a national spokesman, he meets with military personnel and their families to help them understand the importance of seeking treatment for mental health and substance abuse issues.

One visit was to Wilford Hall Ambulatory Surgical Center at Lackland Air Force Base in San Antonio, Texas, where he spoke to more than 200 airmen about the importance of seeking treatment and overcoming his mental illness. “People think that being in the hospital is a sign of weakness,” he said. “But the Herschel Walker who was in the hospital is the same Herschel Walker who did all of the great things on the football field.”

He also shared his story with Marines, sailors and their families at Marine Corps Base Camp Lejeune in North Carolina, where he talked candidly about his struggle and the treatment he received. He said that getting treatment for his disorder was the key to success.

Navy Captain David A. Lane, MD, FAAP, Commanding Officer Naval Hospital Camp Lejeune said following the event, “(Walker) has the insight to realize there are a lot of people who for whatever reason have not sought the help they need. He’s taken on the mission of helping people get the help they need.”
UHS Corporate Employees Support Wounded Warrior Project®

UHS Corporate-based employees continued to support the Wounded Warrior Project®, and last year raised over $21,680. The money was raised through private donations. The donation was hand-delivered to (Ret) Sgt. Deven Schei of the U.S. Army 101st Airborne Air Assault Division and Teresa Nichols from the Wounded Warrior Project Major Gifts office in Florida. They attended the UHS corporate employee meeting in November and thanked UHS for generously supporting the program.

The Wounded Warrior Project provides counseling services, recreation programs and transition services to wounded U.S. military service members, along with subsidies for housing, food, day care and transportation for them and their families as they rebuild their lives.

Debbie Osteen Named to Executive Committee of National Action Alliance for Suicide Prevention

In May 2014, Debbie Osteen, UHS Senior Vice President and President of the Behavioral Health Division, was named to the Executive Committee for the National Action Alliance for Suicide Prevention based in Washington, DC. The Executive Committee provides strategic direction to the alliance in its goal to save 20,000 lives in five years.

“Our new Executive Committee members bring a wealth of knowledge and expertise that will be a tremendous asset to making actionable, life-saving changes in the field of suicide prevention,” said Secretary of the Army John McHugh, the Action Alliance Public Sector Co-Chair. “All of the new members are prominent leaders in their respective fields and each will influence their professional, healthcare and substance abuse prevention and treatment networks to further advance the Action Alliance’s mission of saving lives.” He said the Executive Committee is positioned to leverage significant changes in business, health care transformation and substance abuse prevention and treatment and to strengthen the Action Alliance’s impact and longevity.

Also appointed were Joel Bosch, COO of eCD Market; Arthur T. Dean, Chairman and CEO of Community Anti-Drug Coalitions of America (CADCA); Robert Gebbia, CEO of the American Foundation for Suicide Prevention (AFSP), and Peter Provot, PhD, President and CEO of Odyssey House, a multi-site drug treatment, mental health services and supportive housing agency.

The National Action Alliance for Suicide Prevention is a public-private partnership that works to advance the National Strategy for Suicide Prevention and make suicide prevention a national priority.
UHS IS leading the way with information technology

BEING A LEADER IN HEALTHCARE ALSO MEANS BEING AT THE FOREFRONT WITH THE LATEST INFORMATION TECHNOLOGY.

UHS is known for being among the first to deliver comprehensive, quality healthcare and for bringing advanced information capabilities to hospitals and clinicians. According to Michael Nelson, UHS Vice President and Chief Information Officer, UHS is a leader because we are creative with how we use technology.

In both the Behavioral Health and Acute Care divisions, replacement versions of the CAR/PAC systems were recently developed in the “.Net” framework to provide better performance and an improved user interface. The UHS information services team also leverages the technology developed for similar business needs that involve “submitting, tracking routing, approvals and retention.”

In addition, the acute care electronic health record continues to incorporate advanced functionality, including the following improvements:

BAR CODE MEDICATION ADMINISTRATION
Recently, scanning moved from a handheld device to a scanner that attaches to a laptop at the patient’s bedside. Using existing technology improves patient safety and provides better outcomes and higher quality of care. ➤
**Emergency Department Triage and Tracking**

*South Texas Health System* is the first healthcare organization in the Rio Grande Valley with an integrated information system to triage patients and improve and shorten wait times. This powerful technology enables physicians to quickly complete documentation and improve workflow.

**Computerized Physician Order Entry**

Successfully rolled out to all acute care hospitals, many facilities, including the *George Washington University Hospital* in Washington, DC, are achieving tremendous success. Two weeks after the capabilities were implemented at the George Washington University Hospital, 85 percent of all physician orders were input electronically. Similar success occurred at *Southwest Healthcare System* where 80 percent of physician orders at *Inland Valley Medical Center* in Wildomar, California, and *Rancho Springs Medical Center* in Murrieta, California, were being input electronically just two weeks after the system went live. And when *Temecula Valley Hospital* in Temecula, California, opened in October, physicians immediately began utilizing the computerized order entry system.

**Customized Functionality**

The information services team works together with Lynda Smirz, MD, Vice President and Chief Medical Officer, Acute Care Division and Chief Nursing Officer Terry McGoldrick to design improvements to existing workflow/technology challenges. The new designs are then translated into customizations in the system. A recent example is the “Communications” tab, which now includes a process for clinical staff to easily communicate with physicians and a “Discharge Advisor” to prompt physicians to complete Core Measure-related tasks prior to discharge. UHS has been well served by the involvement of clinicians in the design, build and enhancement of clinical systems, including physicians that contribute to the successful use and enhancement of UHS Fusion.

> “Our goal is to help enhance and improve the quality of care delivered to patients and to support the clinical integration processes that are important for the future of healthcare.”
> — Michael Nelson, UHS Vice President and Chief Information Officer

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UHS and Cerner® Fusion team members celebrate implementation of Phase I.


*Harold Betts passed away in October 2013; he was a valued member of the Fusion team.*

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1991 Class B Common Stock traded on New York Stock Exchange

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Improving operations means better care for patients

Making ER easier and more efficient for patients

Patients at The Valley Health System in Las Vegas, Nevada, are getting treated in the system’s emergency rooms easier and faster. Thanks to a performance and process improvement project, emergency room wait times decreased significantly, registration is easier and patients are seen by a healthcare provider faster.

The project was so successful that each of the five hospitals advertise emergency room wait times on their websites and implemented ER Reserve, a unique program that allows patients with non-life-threatening illnesses or injuries to request an appointment time in the emergency room and then wait at home until the requested time.

“The Las Vegas project is having a sustained impact ... ER volume is up, inpatient census is improving and patients tell us they are having a better experience,” said Chuck DeBusk, Vice President Performance and Process Improvement, Acute Care Division. “The project is recognized by other facilities as a best practice program they want to implement.”

Reducing surgery cancellations improves patient experience

Another successful program focuses on reducing or eliminating same-day surgery cancellations. Lisa Molgren, Director of Surgical Services Operations for the Acute Care Division, explained that facilities have performed well in scheduling and completing preadmission testing to decrease the number of cancellations: “Our focus is on improving operations to make the patient experience better.”

She added that results have been outstanding as facilities have implemented the new process and reached targeted goals in the first year with the overall completion rate for preadmission testing across the division at over 94 percent.
“Everything we do is dedicated to making the healthcare process and the patient experience better with the end result focused on improving patient satisfaction.”

— Chuck DeBusk, Vice President Performance and Process Improvement, Acute Care Division

UHS takes the lead in helping consumers with insurance exchanges

After the Patient Protection and Affordable Care Act began offering health insurance coverage through the Health Insurance Marketplace, UHS became a designated organization to train certified application counselors.

In the Acute Care Division, “We wanted to take the lead in this effort, so we shared a great deal of information about the Health Insurance Marketplace on our hospital websites and in the communities we serve,” said Maribeth Jenquine, Vice President Financial Services, Acute Care Division. “Through a strong, focused effort, we reached a large number of people and provided them with information they needed to successfully apply for health insurance through the Marketplace and state-run health exchanges.”

Information was provided on each acute care hospital website, along with a link to healthcare.gov. The next step was to have UHS and the acute care facilities become designated organizations to train certified application counselors who provide detailed information about the available insurance programs and coverage options and assist consumers with the application process.

The first month after the Health Insurance Marketplace opened, eight corporate-based employees were certified application counselors and a plan was implemented to certify hospital-based patient account personnel as application counselors.

The Behavioral Health Division also provided support for individuals applying for new insurance coverage. Isa Diaz, Vice President, Public Affairs, Behavioral Health Division helped spearhead efforts to establish facility-based certified application counselors. She said, “Our goal was to have at least one person in each facility obtain certification, especially in our admissions departments.”

Designation by CMS as a certification entity provides the foundation for UHS behavioral health facilities to extend patient advocacy services and assist patients that are newly eligible for Medicaid as they purchase new insurance coverage.

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Designation by CMS as a certification entity provides the foundation for UHS behavioral health facilities to extend patient advocacy services and assist patients that are newly eligible for Medicaid as they purchase new insurance coverage.
**Collaboration improves quality of care**

With Independence Physician Management (IPM) providing expertise in practice management and business services, physicians can focus on delivering a higher level of care that will improve patient safety and result in better outcomes.

Currently there are 250 IPM physicians taking advantage of the benefits of employment and realizing the value of IPM services. “Our goal is to improve operations and create a strong market presence that allows physicians to treat their patients. We focus on the business of medicine and they focus on delivering the highest quality care,” said John Johannessen, Vice President, Physician Operations, Acute Care Division. ➤

IPM offers expertise in business office physician practice operations, managed care contracting, revenue cycle management and marketing. With these responsibilities in the hands of IPM experts, physicians can deliver quality care that meets clinical measures dedicated to improving patient satisfaction and outcomes and resulting in higher reimbursements for their practices.

“More and more physicians realize that partnering with hospitals to achieve a fully integrated health network will improve patient care,” said David Kibbe, Divisional Vice President, Acute Care. “Physicians and hospitals are on the same playing field. When physicians align themselves with the hospital to achieve better outcomes, everyone benefits, most importantly patients.”

As IPM achieves continued success in engaging physicians and improving quality and outcomes, the concept was adopted for non-hospital-based physicians through the Physician Relationship Management (PRM) group. PRM focuses on engaging primary care and non-hospital-based physicians and offering business and marketing support to help them streamline operations, identify growth opportunities, manage costs and drive new referrals.

A key benefit to both IPM and PRM physicians is information system software that supports clinical integration and helps improve performance by reducing practice variability and adhering to quality standards. Using Crimson software IPM and PRM physicians can follow their clinical and business performance and measure it against colleagues. Key data provided to physicians includes readmission rates, successful adherence to core measures and patient satisfaction. With this information, the hospital and physicians can collaborate to improve the patient experience. ■
Sharing best practices, improving communication and embracing clinical alignment and clinical integration were topics featured at the first UHS Quality Management Summit. Held over four days in October 2013, the summit brought together 140 chief medical officers, chief nursing officers, risk managers, infection prevention specialists and physicians and featured 36 hours of education, keynote presentations and breakout sessions.

During the first two days of the summit, nationally acclaimed speakers highlighted the importance of implementing quality initiatives. Stephen Harden, Chairman and CEO of LifeWings LLC, shared how aviation safety, leadership and team building correlate to the healthcare industry to help reduce patient-harming medical errors and improve safety and quality in hospitals. His presentation offered tips and techniques to make patient care safer, improve organizational excellence and empower clinicians to speak up if quality is compromised.

The final two days of the summit focused on instruction through breakout sessions dedicated to core measures, readmissions, healthcare-acquired conditions and infection prevention.

Charles E. Edmiston, Jr., PhD, CIC, Professor of Surgery and Hospital Epidemiologist, Department of Surgery, Medical College of Wisconsin in Milwaukee, presented “Prevention of Surgical Site Infections” and Thomas H. Lee, MD, MSc, Chief Medical Officer for Press Ganey Associates, Inc., spoke on “The Patient Experience – HCAHPS.” Other special guest speakers included Jay Cohen, a Florida-based attorney who specializes in medical malpractice. Harriet Forman, EdD, RN, a nurse and author, participated in the Chief Nursing Officer breakout session and presented “Developing a Motivational Management Climate to Ensure Successful Staff and Patient Satisfaction.”

In addition, UHS corporate and hospital-based clinicians developed specialty sessions on clinical integration, risk management, quality, infection prevention, the UHS Fusion/Cerner information system and employee engagement.

“The summit was designed to help us open the lines of communication if there is any question that a patient’s safety is at risk,” said Lynda Smirz, MD, Vice President and Chief Medical Officer, Acute Care Division. “Our goal is to establish organizational excellence so our staff is always committed to providing a better, safer environment for patients.”
Best practices focus: improving care, reducing readmissions

Improving clinical processes results in higher levels of care, better patient outcomes and a better patient experience. The Clinical Operations Improvement Team leads initiatives and facilitates the implementation of evidence-based practice to improve clinical performance and more efficient utilization of resources.

FOCUS ON READMISSION RATES

The Clinical Operations Improvement Team developed a toolkit for acute care facilities to help reduce unnecessary hospital readmissions and meet the guidelines established by the Centers for Medicare and Medicaid Services (CMS). The toolkit integrates the data in Cerner and MIDAS to identify opportunities for improvement in facilities and outlines specific steps to maximize communication and accountability in nursing, case management, administration and the medical staff, creating higher focus on the transition of care.

The ongoing progress is communicated in the Readmission Dashboard distributed to the leadership teams monthly.

Strategies include:
- Identify and communicate earlier in the hospital stay patients who are most at risk for readmission.
- Interview readmitted patients to determine the cause for coming back to the hospital.
- Communicate more thoroughly with post-discharge facilities and establish a better continuum of care.
- Improve patient and family education so they have a better understanding of the illness.

BLOOD UTILIZATION SUCCESS CONTINUES

Debra Johnston and Ted Sims, Project Managers in the Clinical Operations Improvement Team spearhead a best practice shared across the acute care division. Using the foundation established at Northwest Texas Healthcare System in Amarillo, Texas, a toolkit of evidence-based practices and reference information has been implanted for use across the Acute Care Division. The focus is a physician-led initiative that will achieve a more clinically effective use of blood and blood products, resulting in a reduction of the number of transfusions and hospital-acquired infections, which in turn achieves higher patient satisfaction and a cost savings.

The Corporate Nursing and Education Development team made the nursing education component available on HealthStream and information on the Blood Management Program is available on SharePoint.

“Sharing best practices creates excitement and results in the opportunity to provide better care, reduce costs and improve patient satisfaction.”

— Ted Donnelly, Director, Clinical Operations Improvement Team
Creating an infrastructure that brings independent physicians together to improve the quality of care and patient outcomes is the goal of clinical integration networks across the country with the help of UHS.

As of December 2013, there were six clinically integrated networks established, representing 2,100 physicians in Nevada, California, Texas and Florida. The networks offer an integrated delivery model that allows hospitals, health systems and physicians to establish common quality measures to improve care and reward incentives.

**QUALITY CARE:** Physicians who are affiliated with clinically integrated networks commit to uphold standards of care based on best practices and consistent with scientific evidence, payer expectations and national quality programs.

**ACCOUNTABILITY:** Physicians report quality data from their practices for review by the clinically integrated network and hold themselves accountable to one another to ensure they provide the best possible care.

**CONTRACTING:** Without losing their status as an independent practitioner, the network allows its affiliate physicians to participate in contract negotiations with payers and establish quality-adjusted fee schedules and pay for performance incentives.

“Clinical integration is a physician-driven, physician-led and physician-managed program to improve the quality and efficiency of patient care and to provide a framework for contracting that recognizes and rewards a physician’s commitment to improving care,” said Melissa Santarelli, Manager, Training and Communications. She said effective clinical integration initiatives provide measurable results, foster interdependence among providers and enable physicians to achieve higher quality and greater cost effectiveness than they could accomplish on their own.

The clinical integration team is currently focused on continuing to build physician alignment and affiliation with the current networks, in addition to hospital-based performance improvement initiatives in other markets.

*Left to right: Juan Rendon, MD, Cynthia Salinas, MD and Steven L. Glorsky, MD*
A strong foundation ensures future growth

Strategic, efficient and sustainable growth, including construction of new and replacement facilities, renovations and expansions, establishes UHS as a leader in the healthcare industry and serves as the foundation for past, present and future success.

“How we build new hospitals and how we expand and renovate existing facilities must be strategic and must be done in a way that improves the quality of care we deliver and supports sustainability and efficiencies,” said John Bennett, Senior Director, Design and Construction. “When we design and build a new hospital or expand an existing facility, our focus is on re-engineering the delivery of healthcare. We work closely with process improvement teams during the design phase and long before construction begins so that we create a facility that meets the needs of the people we serve.”

In 2013, the design and construction team oversaw projects that ranged from renovations and remodeling to expansion and new construction. Highlights of the year include the opening of the new 140-bed Temecula Valley Hospital in California, unveiling the seventh-floor expansion and the addition of 38 beds at Texoma Medical Center in Texas and the addition of 145 behavioral health beds in facilities throughout the United States. Also in 2013, UHS broke ground on a new adolescent behavioral health facility in Raleigh, North Carolina, a new behavioral health facility in Phoenix, Arizona, and a new 60-bed expansion at Fairfax Hospital in Kirkland, Washington.

Looking ahead to 2014, expansions and renovations at existing acute care and behavioral health facilities will continue and several new freestanding emergency departments, ambulatory centers and laboratories are under construction and scheduled to open.

“Whether we look back 35 years when UHS was founded or we look at where we are today and where we are going, the constant has always been that we keep patients at the forefront in everything and we do everything we can to ensure they have access to quality, affordable healthcare.”

— John Bennett, Senior Director, Design & Construction
**PROMOTIONS & NEW HIRES**

**PROMOTIONS**

Jason Chang  
CEO/Managing Director  
McAllen Heart Hospital

Lisa Cocca  
CEO/Managing Director  
Belmont Pines Hospital

Jean-Charles Constant  
CEO/Managing Director  
Dover Behavioral Health System

Monica Cook  
CEO/Managing Director  
Saint Simons By-The-Sea

Michelle David  
CEO/Managing Director  
Valley Hospital

Dustin Davis  
CEO/Managing Director  
Virginia Beach Psychiatric Center

Bob Deney  
Senior Vice President  
Behavioral Health Division

Richard Fletcher  
CEO/Managing Director  
Lakewood Ranch Medical Center

Dr. Ehab Hanna  
Chief Medical Information Officer  
Acute Care Division

Diane Henneman  
CEO/Managing Director  
Havenwyck Hospital

Craig Hilton  
Group Director  
Behavioral Health Division  
Hampton Behavioral Health Center

Shurna Jeffers-Knight  
CEO/Managing Director  
Virgin Islands Behavioral Health

Mike Kahler  
Senior Director  
Behavioral Health Information Services

Sam Kaufman  
CEO/Managing Director  
Valley Hospital Medical Center  
Desert Springs Hospital Medical Center

Leonard Kirby  
CEO/Managing Director  
Fairmount Behavioral Health System

Robbin Lee  
CEO/Managing Director  
Wellington Regional Medical Center

Denise Lester  
CEO/Managing Director  
McDowell Center for Children

Ken Lubben  
Staff Vice President  
Information Services Corporate

James D. Miller  
CEO/Managing Director  
Alliance Health Center

Craig Scholnick  
CEO/Managing Director  
Benchmark Behavioral Health Systems

Joey Trapani  
CEO/Managing Director  
Poplar Springs Hospital and Residential Treatment Center

Mandy Westerman  
CEO/Managing Director  
River Crest Hospital

Allison Zednicek  
CEO/Managing Director  
West Hills Hospital

Kate Dellacceca  
CEO/Managing Director  
Garfield Park Hospital

Kreg Gillman  
CEO/Managing Director  
Salt Lake Behavioral Health

Jeffrey Herman  
CEO/Managing Director  
The Meadows Hospital

Dwight A. Lacy  
CEO/Managing Director  
Rivendell Behavioral Health Services

Ric McAllister  
CEO/Managing Director  
Windsor Laurelwood Center for Behavioral Medicine

Jamie Molbert  
CEO/Managing Director  
Harbor Point Behavioral Health Center

Brad Neet  
CEO/Managing Director  
Southwest Healthcare System

Alan Olive  
CEO/Managing Director  
Northern Nevada Medical Center

Jeff Pritchard  
CEO/Managing Director  
SummitRidge Hospital

John Repique  
CEO/Managing Director  
Friends Hospital

Jeanne Schmid  
Staff Vice President  
Labor Relations Corporate

Paul Stefanacci  
Chief Medical Officer  
Temecula Valley Hospital

Mark Uffer  
CEO/Managing Director  
Corona Regional Medical Center

**NEW HIRES**

Laura Ames  
CEO/Managing Director  
The Arbour Hospital

Rick Buckelew  
CEO/Managing Director  
Austin Lakes Hospital

Linda Dailey  
CEO/Managing Director  
Fox Run Center for Children and Adolescents

Jean Scallon earns multiple honors

Jean Scallon, CEO/Managing Director of Bloomington Meadows Hospital in Bloomington, Indiana, was named a Fellow of the American College of Healthcare Executives (FACHE) following a rigorous credentialing process, a Board of Governors exam and continued participation in ACHE and civic activities. In addition, the Greater Bloomington Chamber of Commerce recognized Jean as one of the Women Excel Bloomington award winners. Jean is active in the community and serves as Board Chair of the NW YMCA Branch Council, Co-Chair of Monroe County Suicide Coalition, member of the Indiana State Suicide Advisory Council and she is active in the Indiana Hospital Association and the Greater Bloomington Chamber of Commerce.

Manny Llano wins award

Manny Llano, Behavioral Health Division Group Director for Atlantic Shores Hospital, Fort Lauderdale Hospital and High Point Treatment Center, received the 2014 Hispanic Leadership Award from the South Florida Hispanic Chamber of Commerce. Manny is pictured with Isa Diaz, Vice President, Public Affairs, Behavioral Health Division.

Joanne Webster receives Volunteer Award

Joanne Webster, CDVS, center, Director of Volunteer Services at Manatee Memorial Hospital, received this year’s Sally Sitta Commitment to Excellence in Volunteer Administration Award. Also pictured are Jill Palmer, left, 2012-2013 Chair of the Commitment/Excellence/Volunteer/Administration Committee, and Judi Roberts, 2012-2013 President of the Florida Association of Directors of Volunteer Services, Inc.

**2005**  
Acquires KEYS Group Holdings, including 46 facilities in 10 states
**DID YOU KNOW?**

You are your own “safety manager”

Patients, co-employees and your family depend on you. Take personal responsibility for your safety. You are your own “safety manager” when you follow these recommended tips:

- If you don’t know how to do something safely, check with your supervisor.
- If you see a hazard, report it immediately to your supervisor.
- Do your part to keep your work area free from hazards (cords, purses).
- Contribute suggestions to make your work processes safer.

**Help us help you to stay safe. If you have a tip that will keep employees and patients safe, WE WANT TO KNOW.**

Email your safety tip to Valerie Cupo, Director, UHS Corporate Loss Control, at Valerie.Cupo@uhsinc.com

Some prior tips include:

- Wearing rubber rain boots when assisting patients with showering can keep feet dry and prevent the risk of falling.

**Financial Data**

For the three months ended March 31, 2014

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Net Revenue</td>
<td>$1.9 billion</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$350 million</td>
</tr>
<tr>
<td>Net Income</td>
<td>$137 million</td>
</tr>
<tr>
<td>Earnings Per Share</td>
<td>$1.36</td>
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</tbody>
</table>

For the twelve months ended December 31, 2013

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Net Revenue</td>
<td>$7.3 billion</td>
</tr>
<tr>
<td>EBITDA</td>
<td>$1.3 billion</td>
</tr>
<tr>
<td>Net Income</td>
<td>$452 million</td>
</tr>
<tr>
<td>Earnings Per Share</td>
<td>$4.55</td>
</tr>
</tbody>
</table>

(1) Net income and EPS adjusted for one time and/or prior period items and EHR impact

Net Revenues

(2) Prior years adjusted for new bad debt accounting rule adopted 1-1-12
GW Hospital’s cardiology program highlighted

An interview on the CBS News Show “60 Minutes” and a speaking engagement at the National Press Club highlighted the George Washington University Hospital in Washington, DC, and its cardiology program in October and December 2013.

Jonathan S. Reiner, MD, Director of the Cardiac Catheterization Lab and professor of medicine at the GW School of Medicine and Health Sciences, and former Vice President Richard Cheney appeared together to promote their book *Heart: An American Medical Odyssey* that chronicles Cheney’s 35-year battle with heart disease and provides insight into the incredible medical breakthroughs that have changed cardiac care over the last four decades. Pictured following their presentation at the National Press Club in Washington, DC, from left: Dr. Reiner; Barry Wolfman, CEO/Managing Director of the hospital; Kim Russo, COO of the hospital; and Mr. Cheney.

New Diabetes Treatment Center opens at Valley Hospital

Valley Hospital Medical Center in Las Vegas, Nevada, offers a full continuum of diabetes care and resources, including inpatient and outpatient services that are part of its new Diabetes Treatment Center. The center opened in the medical office building adjacent to Valley Hospital Medical Center.

According to Diane Harman, RN, Certified Diabetes Educator and Program Manager, the center is available for diabetes assistance for inpatients. There is also an outpatient clinic with counseling and educational classes that focuses on living with diabetes, monitoring, nutrition and medication management.
Fort Duncan Regional Medical Center recognized in *Texas Hospitals* magazine

Advances in patient care, improved quality and patient safety at Fort Duncan Regional Medical Center in Eagle Pass, Texas, were the focus of an article in *Texas Hospitals* magazine, the publication of the Texas Hospital Association. The hospital was recognized for building patient engagement by empowering patients and their care partners to take ownership of their care and learn as much as possible about their care by asking questions.

“We recommend patients have someone who can act as their care partner to advocate for them,” said Wilma Carbonel-Mason, RN, Director of Education. “We also tell our patients to be assertive and not let anyone touch them who has not washed their hands or give them medicine or draw blood samples unless they have confirmed their name and date of birth.” The result is a significant reduction in central line-associated bloodstream infections and ventilator-associated pneumonia.

**HOSPITAL EARNS PROVIDER OF THE YEAR AWARD**

Fort Duncan Regional Medical Center earned the 2013 Community Healthcare Provider of the Year Award from readers of the *Eagle Pass Business Journal*. CEO/Managing Director Richard Prati said, “It is a tremendous honor to receive this award because it signifies the dedication and hard work of our staff.”

Wellington Regional brings employees together to celebrate Dr. King – and one another

On January 20, 2014, Wellington Regional Medical Center in Wellington, Florida held the hospital’s annual Dr. Martin Luther King, Jr. event – an opportunity for all employees to come together to celebrate a true American hero. This was also a time for staff members to feel appreciated for all they do as “everyday heroes.”

CEO/Managing Director Robbin Lee opened the event with a heartfelt and inspirational speech. Joseph Paul, CFO, helped to organize the special day, in which employees’ children read passages from Dr. King’s “I Have a Dream” speech, as a video of WRMC employees played in the background. The video was created with dedication by WRMC’s Emergency Department Director and Service Excellence Facilitator, Sharonda Brown. A local pastor spoke about Dr. King’s journey, and the Wellington employee choir sang hymns.

From left to right: Richard Prati, CEO/Managing Director of Fort Duncan Regional Medical Center; Lourdes Munoz-Perez, Marketing Director at the hospital; San Antonio, Texas, Mayor Julian Castro; and Romelia Besa, Risk Management Director at the hospital.
Annual Teddy Bear Clinic educates children

Every year, Centennial Hills Hospital Medical Center in Las Vegas, Nevada, invites kids and parents to attend the annual Teddy Bear Clinic. Kids ages 3 to 12 bring their favorite stuffed animal to the hospital, where a kid-friendly clinic teaches children about what happens at a hospital to eliminate their fears. Special educational stations focus on healthy eating and staying active.

NEW TECHNOLOGY AND TREATMENTS AT CENTENNIAL HILLS HOSPITAL

Centennial Hills Hospital became the first facility in the Las Vegas area to use the O-Arm® Multidimensional Imaging System. Called O-Arm because the unit is shaped like the letter O, it features a patented opening that opens and closes around a patient in the operating room. The new technology gives surgeons three-dimensional X-ray images and 360-degree scans in real time.

The hospital also made advanced liver cancer treatment available. Radioactive isotope yttrium-90, called Y-90, allows patients to tolerate higher doses of radiation. The Y-90 particles are injected directly into the liver through a catheter, resulting in limited impact on healthy tissue.

A tradition of giving at Manatee Memorial

Each year during Laboratory Week the lab employees at Manatee Memorial Hospital sponsor hospital-wide fund-raising “fun” events, such as 50/50 drawings, basket raffles and sales, to support the hospital’s pediatric department. The lab employees take the proceeds from the events and go shopping for toys. The smiles on the tiny patients’ faces are well worth the employees’ hard work and warm their big “Service Excellence hearts.”

Many of the children treated at Manatee Memorial’s pediatric department possess very little. Thanks to this special program, each child that comes to the hospital goes home with a brand new toy.

Manatee Memorial Hospital is also a community partner and supporter of Meals on Wheels Plus. Accepting a donation check for the Senior Meals on Wheels program, left to right: Ladonna Norwoyta, EAC member; Maribeth Phillips, CEO, Meals on Wheels Plus; Vernon DeSear, VP Marketing, Manatee Healthcare System; Lucy O’Neill, EAC member.
Cosmic bowling benefits children in Aiken

For the first time ever, Aiken, South Carolina, was treated to cosmic bowling, thanks to the 1st Annual Caring for Carolina Cosmic Bowling Fundraiser. The event was a partnership with Aiken Regional Medical Centers and its Caring for Carolina partners, Beasley Broadcasting, Maxwell Law Firm and WJBF News Channel 6 and raised $9,809 for the local Children’s Place Guardian Angel campaign. The money will be used to provide coats, clothing, pajamas and shoes to local at-risk children who experience behavioral problems caused by trauma or neglect.

Congratulations to the Aiken Regional Medical Centers team for a second place win!

First-time achievements at Summerlin Hospital

Latest news ... single-site hysterectomies available at Summerlin Hospital Medical Center in Las Vegas, Nevada! The robotic-assisted surgery enables surgeons to remove the uterus through one small incision in the navel. The new single-site procedure is the newest procedure performed at The Robotic Surgery Institute at the hospital, which was one of the first hospitals in Las Vegas to begin using the da Vinci® Surgical System for minimally invasive procedures.

In addition to being the first with innovative technology, Summerlin Hospital also received its first Get With The Guidelines® Gold Plus Award for stroke for achieving and maintaining key stroke treatment measures for 12 consecutive months.

2012 Named to the Fortune 500 ranking of America’s largest corporations
The BridgeWay ranked among Top Hospitals in Arkansas

Each year U.S. News and World Report recognizes more than 700 U.S. hospitals as the Best Regional Hospitals, indicating they are highly proficient in serving the needs of the majority of patients in at least one specialty. The hospitals are ranked by state, region and metro area.

In 2013, The BridgeWay in North Little Rock, Arkansas ranked third among hospitals in Central Arkansas – and ranked as the top freestanding psychiatric hospital in the state. This honor is a testament to the high quality of care and Service Excellence that The BridgeWay staff provides to their patients.

Staff members tour USS Vicksburg at Navy base

Comander, Navy Installations Command Naval Station Mayport in Jacksonville, Florida, is the third largest fleet concentration area in the United States, with more than 14,000 active-duty personnel, 45,000 family members and retirees and 1,400 civilian employees.

In a spirit of Service Excellence and collaboration, the staff of River Point Behavioral Health and Wekiva Springs Center, both in Jacksonville, Florida, spent a day at Naval Station Mayport and toured the USS Vicksburg, a guided missile cruiser, serving in the U.S. Navy.

The experience gave the leadership team and staff that treat sailors insight into the lives of service men and women. The experience provided a real-life perspective of what happens on a ship and how sailors work, eat and sleep during deployment. It allowed the staff to build a stronger relationship with the military installation and helped attendees understand how they can provide the best treatment possible for patients referred by Naval Station Mayport providers.
Supporting residents with autism

Therapists and special education faculty at The Hughes Center in Danville, Virginia, participated in an autism sensory workshop. Modeled as “Make It Take It,” Heather Showalter, Director of Program Services, explained the importance of using soothing, tactile and visual sensory supports to treat autism. Sensory trays and boxes to help increase engagement during school and therapy were created using sand, marbles, rice, beans and child-friendly materials. Participants also made sensory therapy modeling dough and built texture boards with fabrics, textures, colors and assorted touch mediums.

The presentation was shared with other UHS behavioral health facilities that serve individuals on the autism spectrum as a staff development program.

October 23, 2013, was proclaimed Willow Springs Center Day in Nevada by Governor Brian Sandoval to recognize a quarter century of excellence in behavioral health residential care to children. Willow Springs Center, in Reno, Nevada, celebrated its 25th anniversary with hundreds of community, state, local and UHS dignitaries. Opened in 1988 to treat troubled children and teens, the anniversary event commemorated the program’s past and future.

Representatives of US Senators Harry Reid and Dean Heller presented certificates honoring the 116-bed residential treatment center and CEO/Managing Director Jim Serratt took the opportunity to present the Willow Way Community Support Award to Nevada State Senator Debbie Smith for her dedication and advocacy for children’s mental health. He also presented the first Willow Way Lifetime Achievement Award to Toril Strand, Chief Nursing Officer, who is retiring after 25 years of service.
Trauma symposium held in Kansas City

After several months of planning and organizing, Two Rivers Psychiatric Hospital in Kansas City, Missouri, hosted the annual Kansas City Trauma Symposium during the summer of 2013. The response to the program was overwhelming and 120 mental health professionals from throughout the Kansas City area attended.

Speakers presented on topics that included Resiliency-based Trauma Treatment, Key Elements for Successful Trauma Work, How to Address Suicide and Self-Harm within a DBT Framework, Spirituality and Trauma, Commonly Found Comorbidities and Four Major Categories of Psychotropic Medications.

Attendees raved about the symposium and said they believe the information they received will enhance treatment they provide.

New wing opens at SandyPines

A new wing opened at SandyPines in Tequesta, Florida, in January that includes a 28-bed residential building and space that will house RiverBend Academy, the educational component of the facility. SandyPines is a residential treatment facility for children ages 5 to 17.

Hampton Behavioral Health Center offers specialty services in local hospital

In 2012, Hampton Behavioral Health Center in Westampton, New Jersey, began partnering with Robert Wood Johnson University Hospital-Hamilton, to provide behavioral health services in the emergency department at the hospital.

Administrators at the acute care hospital were concerned that the hospital was not meeting the growing behavioral health needs of the community, especially those seeking treatment in the hospital’s emergency department.

As a result, Hampton now has an assessment coordinator in the hospital six days each week to provide psychiatric care assessments in the emergency department.

In addition, Hampton provides after-hours, weekend and holiday assessments using its access center staff and telepsychiatry, a unique audio/video system. Implemented in March of 2013, there have been 56 telepsychiatry assessments completed during the first seven months of operation. Hampton also provides a psychiatrist to the acute care hospital and opened a satellite outpatient office to provide full services to meet the needs in the community.

2013 Alan B. Miller listed among Modern Healthcare’s 100 Most Influential People in Healthcare for 11th consecutive year
Heartland Behavioral Health Services recognized for “Healthy Nevada” program

As part of a long-term study, Cerner Corporation, a healthcare information technology company, chose Nevada, Missouri, home of Heartland Behavioral Health Services, to implement a project entitled “Healthy Nevada.” The goal of the project was to demonstrate that a rural community, like Nevada, can empower its residents to live a healthier life. Nevada was chosen because its statewide ranking for overall health was among the lowest. The project encouraged residents to join Missouri Governor Jay Nixon’s “100 Missouri-Mile Challenge.”

Heartland Behavioral Health Services CEO/Managing Director Alyson Harder served on the board for the project and asked employees to participate. She also established a special challenge – 6,000 miles in 60 days. Employees tracked their mileage daily and at the 48-day mark, Governor Nixon visited Nevada and recognized residents and employees for leading all other Missouri counties in miles logged. Employees surpassed 6,000 miles and continue to incorporate health-oriented initiatives in their lives and the lives of their patients.

Alliance Health Center supports children

For 10 years, Alliance Health Center in Meridian, Mississippi, has been providing behavioral health services to a therapeutic group home and emergency shelter for children in the community. Founded in 2002 by Meridian native and actress Sela Ward, Hope Village for Children has partnered with Alliance Health Center and its residential treatment center, The Crossings, since it opened. “We are proud of our relationship and honored to play a part in helping children live normal lives,” said Cindy Dyess, Director of Business Development.

In the spring, Hope Village held a star-studded anniversary gala. In attendance were Sela Ward and fellow cast members of CSI New York, along with Mississippi-born celebrities and artists Leann Rimes, Brett Favre and Lance Bass. Alliance Health Center and The Crossings were sponsors of the event and employees attending included Cindy Dyess, Christi Webb, Julie Dominique, Felicia Jenkins, Hester Breland, Jody Sifuentes, Stephanie Betts and Hope Mitchell.

Alliance Health Center also sponsors Around Town Carousels Abound to help raise funds for Hope Village. The carousel horses are located throughout Meridian and now Alliance Health Center has its own carousel horse in front of the hospital.

Alliance Health Center staff members enjoy the festivities and meeting Sela Ward at the Hope Village anniversary gala.

Missouri Governor Jay Nixon congratulates employees from Heartland Behavioral Health Services.
New facility opens to serve youth

It was a grand opening for the new Palm Shores Behavioral Health Center in Bradenton, Florida, in September. The new, larger facility replaces the former Manatee Palms Youth Services and provides an open, spacious atmosphere, with new clinical, educational and therapy rooms and open nursing stations. The new facility also includes innovative outdoor recreational therapy space with a sand volleyball court, kickball field and basketball court.

Staff comes to the rescue of therapy dog

Anyone that walks through Millwood Hospital in Arlington, Texas, notices the four-legged members of the treatment team, Darla, a genteel, full-bred Boston Terrier, and Scruffy, an outgoing, full-faced mutt. The two have engaged patients as part of the pet therapy program since 2011. Registered with Therapy Dogs International,® the dogs are key members of the Millwood Hospital team and bring comfort and inspiration to patients, families and staff.

Recently, Scruffy accidentally ate salsa and became gravely ill. He was in the animal hospital for several days and thanks to the care and love from the hospital staff and his owner, Millwood Hospital Music Therapist Ivor Chester, he pulled through, but he had huge medical bills. When Millwood Hospital employees heard about Scruffy’s illness and hospital bills, they rallied and raised money through a raffle to help defray the medical expenses.

Thanks to the medical care, love and support he received, Scruffy is back to work full time, doing what he does best – bringing smiles to the faces of everyone he encounters.
UHS facilities earn many awards for clinical excellence, as well as certifications, accreditations and recognition from the national regulatory agencies and their communities. A partial list follows.

THE BRIDGeway
Ranked third among hospitals in Central Arkansas and as the top freestanding psychiatric hospital in the state by U.S. News and World Report.

CORONA REGIONAL MEDICAL CENTER
Listed in the 2013 HomeCare Elite™ top tier home healthcare agencies for its hospice and home healthcare services for the third consecutive year.

DOCTORS HOSPITAL OF LAREDO
Received advanced certification from The Joint Commission as a Primary Stroke Center; cancer program accreditation by the American College of Surgeons Commission on Cancer; Laredo Morning Times 2013 and 2014 Readers’ Choice Award, voted Best Hospital; Laredo Chamber of Commerce 2013 Customer Service Award for wellness and medical fields; recipient of the 2014 Texas Hospital Quality Improvement Bronze Award.

THE GEORGE WASHINGTON UNIVERSITY HOSPITAL
Honored with top awards in the MARCOM (Marketing and Communication Awards) and the International Davey Awards for the Defining Medicine television campaign, the cardiovascular, neurosciences and single-site surgery commercials.

NORTHERN NEVADA MEDICAL CENTER
Received the 2013 HealthInsight Certificate of Recognition for improving its overall national ranking for clinical quality measures by 30 percent over the previous year; received certification from The Joint Commission for its Pain Management Program, co-managed by Northern Nevada Medical Center and Nevada Advanced Pain Specialists; received certification from The Joint Commission for Orthopedics: Knee Replacement; Orthopedics: Hip Replacement and Spine Surgery; received the Center of Distinction Award for Quality Patient Care and for its Wound Care Program; board member Joe Mayer received the Nevada Hospital Association’s Trustee Excellence Award at the NHA Annual Meeting in September; accredited as a Chest Pain Center and as a Primary Stroke Center.

SPRING VALLEY HOSPITAL MEDICAL CENTER
Named a Best Place to Work by Vegas Inc.

WELLINGTON REGIONAL MEDICAL CENTER
Achieved Gold Plus award from the American Heart Association and American Stroke Association as part of the Get with the Guidelines® program.

ACUTE CARE DIVISION
TOP PERFORMERS
Fort Duncan Regional Medical Center, Eagle Pass, Texas
Manatee Memorial Hospital, Bradenton, Florida
Northern Nevada Medical Center, Sparks, Nevada
Texoma Medical Center, Denison, Texas*
Wellington Regional Medical Center, Wellington, Florida

BEHAVIORAL HEALTH DIVISION
TOP PERFORMERS
Alhambra Hospital, Rosemead, California
Alliance Health Center, Meridian, Mississippi
Arrowhead Behavioral Health, Maumee, Ohio*
Atlantic Shores Hospital, Fort Lauderdale, Florida
Behavioral Hospital of Bellaire, Houston, Texas
Bloomington Meadows Hospital, Bloomington, Indiana*
Brynn Marr Hospital, Jacksonville, North Carolina
Clarion Psychiatric Center, Clarion, Pennsylvania
Cumberland Hall Hospital, Hopkinsville, Kentucky*
Dover Behavioral Health System, Dover, Delaware
Forest View Hospital, Grand Rapids, Michigan
Fort Lauderdale Hospital, Fort Lauderdale, Florida
Friends Hospital, Philadelphia, Pennsylvania*
Heritage Oaks Hospital, Sacramento, California*
Highlands Behavioral Health System, Littleton, Colorado
Hill Crest Behavioral Health Services, Birmingham, Alabama*

Kingwood Pines Hospital, Kingwood, Texas
Lakeside Behavioral Health System, Memphis, Tennessee
Laurel Oaks Behavioral Health Center, Dothan, Alabama
Laurel Ridge Treatment Center, San Antonio, Texas*
Michiana Behavioral Health Center, Plymouth, Indiana*
Millwood Hospital, Arlington, Texas
Peak Behavioral Health Services, Santa Teresa, New Mexico
Pinnacle Pointe Behavioral Healthcare Center, Little Rock, Arkansas*
Rivendell Behavioral Health Services, Bowling Green, Kentucky*
River Park Hospital, Huntington, West Virginia
River Point Behavioral Health, Jacksonville, Florida*
Riveredge Hospital, Forest Park, Illinois
Roxbury Treatment Center, Shippensburg, Pennsylvania
Shadow Mountain Behavioral Health System, Tulsa, Oklahoma*
Spring Mountain Treatment Center, Las Vegas, Nevada*
Texas NeuroRehab Center, Austin, Texas
The Carolina Center for Behavioral Health, Greer, South Carolina
The Pavilion Foundation, Champaign, Illinois*
Three Rivers Behavioral Health, West Columbia, South Carolina
Timberlawn Mental Health System, Dallas, Texas
University Behavioral Health of Denton, Denton, Texas
Valle Vista Health System, Greenwood, Indiana*
Valley Hospital, Phoenix, Arizona
Virginia Beach Psychiatric Center, Virginia Beach, VA
Wekiva Springs Hospital, Jacksonville, Florida
Wellstone Regional Hospital, Jeffersonville, Indiana
Windmoor Healthcare of Clearwater, Clearwater, Florida*

* Denotes facilities recognized for two consecutive years.
Service Excellence
“WOW!” moments make a positive impact on everyone they touch. Please continue sending your stories to MaryAnn.Ninnis@uhsinc.com.

Hill Crest CEO creates major “WOW!” moment during winter storm

In late January, a rare snowstorm brought freezing rain, snow and bitter cold that left thousands of schoolchildren and hundreds of drivers stranded at schools and along Birmingham’s ice-covered highways. At Hill Crest Behavioral Health, a number of staff members were snowed in, including CEO Steve McCabe. Steve remained at Hill Crest from Tuesday morning until Thursday afternoon, deciding not to leave the facility even when it became possible.

Steve went above and beyond to motivate and encourage those who were away from their homes and families during the storm. He purchased multiple “care packages,” delivering comfort items requested by the staff. He worked alongside the dietary staff and served patient meals. He slept on the floor while others slept in his office. He provided relief for employees needing a break, answered phones, emptied trash and did anything he possibly could to assist the staff. The following week, all employees who remained during the winter storm were given special recognition. Steve presented them individually with gift cards and personalized letters of appreciation for their dedication.

Special thanks to nurses at St. Mary’s Regional Medical Center

From a grateful patient:

“I want to take this opportunity to recognize the wonderful staff of professionals at St. Mary’s Regional Medical Center. I took my mother to the ER and she was admitted with what we thought was pneumonia, but later diagnosed as incurable lung cancer. We were at St. Mary’s for two weeks. Our experience was a wonderful one despite the sad and shocking situation.

My mother has never liked hospitals but your staff made her experience a positive one. Family and friends stayed with her around the clock and the staff was always so kind to make sure everyone was fine. From the nursing staff, the most wonderful respiratory staff, including the many who worked nights, to the housekeepers, everyone was just amazing. We moved her on her birthday and the nurse that day had a cake for her and the housekeepers sang happy birthday to her. It made us all cry and made my mother feel so special.

My mother’s journey has been a trying one. She may not remember much as she takes this final journey but my sisters and myself will remember the great care and nurturing individuals we met at St. Mary’s. Thank you and God bless each and every individual that made our mother feel so special.”
Our success is built on a firm foundation of SERVICE, LEADERSHIP, ETHICS and INTEGRITY.

2014 marks the 35th anniversary of Universal Health Services, Inc., a Fortune 500 company with approximately $8.0 billion in annual revenue whose subsidiaries own and operate more than 220 acute care hospitals, behavioral health facilities and ambulatory centers in the U.S., Puerto Rico and the U.S. Virgin Islands.

Our steady growth and innovation are inspired by Founder, Chairman and CEO Alan B. Miller’s early vision for a company that would offer advanced patient care at a reasonable cost. This philosophy will continue to guide us well in the years ahead.