2015 UHS HOSPITAL MANAGEMENT CONFERENCE

Service Excellence Winners for 2014

INSIDE: 2014 Eagle Award, Chairman’s Council and Quality Award Winners
A MESSAGE FROM THE CHAIRMAN

In our 36-year history, we at UHS have worked hard to recognize opportunities and successfully address and meet the challenges we face. The UHS Hospital Management Conference offers a venue for us to focus on how we can adapt and succeed in the constantly changing healthcare industry. This year’s conference, which took place in Philadelphia in April, followed the theme: *Lead. Adapt. Transform.* The 300-plus attendees from all over the nation and our Cygnet subsidiary in the UK took part in conference sessions and speaker presentations, such as “The Future of Healthcare: Transformation Strategies Required for Success.”

At the conference, we exchange ideas with our peers and the corporate staff who support us. Most importantly, we recognize individuals who lead teams and whose facilities have achieved outstanding performance.

ACUTE CARE AND BEHAVIORAL HEALTH DIVISIONS: FOCUS ON GROWTH AND PROGRESS

Moving on from successful results this past year, the Acute Care Division is focusing on growth and community outreach. This effort is bringing emergency and outpatient services to underserved areas. We constructed two new freestanding EDs that will provide access to emergency treatment to residents of Weslaco and Mission, Texas through our South Texas Health System facilities. Additionally, a new freestanding ED in South Laredo is nearly complete.

In 2014 UHS opened Prominence Health Plan in Nevada and Texas, offering for the first time a Medicare Advantage product. Prominence Health Plan and its affiliations with Northern Nevada Medical Center, South Texas Health System and Northwest Texas Healthcare System are creating a vital alignment of narrow networks and population health in these markets.

Over the next five to 10 years, ambulatory care will emerge as the most rapidly growing area in the healthcare industry. The Acute Care Division is building on our home healthcare, urgent care, ambulatory surgery centers, telehealth, hospice and retail pharmacy initiatives with growth and development under the brand name of CentRx. A CentRx Pharmacy opened at Texoma Medical Center in Denison, Texas, in January. It will be followed by pharmacies in Texas, Nevada, California, Oklahoma, Florida, South Carolina and Washington, D.C.

2014 was a year of significant growth and operational achievements for the Behavioral Health Division. The Division focused on aggressive organic growth with the addition of 600 new acute inpatient psychiatric beds. New projects include the 80-bed Holly Hill Children’s Hospital in Raleigh, North Carolina, the state’s first private, stand-alone hospital specifically treating the behavioral health needs of children and adolescents. UHS’s commitment to expanding its Phoenix, Arizona market resulted in the opening of Quail Run Behavioral Health in late 2014. The facility is licensed for 102 inpatient psychiatric beds and provides acute behavioral services for children, adolescents and adults. In Virginia, the Newport News Behavioral Health Center’s newly constructed acute inpatient facility for children and adolescents opened in March 2015.

Quality is at the center of everything we do. In 2014, 37 UHS Behavioral Health Division facilities were recognized as *Top Performers on Key Quality Measures* by The Joint Commission. This encompasses over 25 percent of the freestanding psychiatric facilities with this recognition. Eleven Acute Care Division hospitals received *Top Performer* status, encompassing 45 percent of UHS Acute Care hospitals.

OUR FINANCIAL GROWTH REMAINS SOLID

I’m pleased to report that UHS realized solid financial growth in 2014. Net revenue increased 10.7 percent to $8.07 billion in 2014, compared to $7.28 billion in 2013. Adjusted net income increased 29 percent to $581.8 million in 2014, compared to $452.1 million in 2013.

UHS PEOPLE … LEADING, ADAPTING, SUCCEEDING

Over 70,000 UHS people are engaged in a very honorable profession. We positively impact every patient who comes to us. People trust us to do the right thing, always. Miracles happen in our facilities because you remain focused on our mission to deliver the highest quality care. I thank each and every employee for your dedication and commitment to the people we serve and for your ongoing pursuit of excellence.

Sincerely,

Alan B. Miller
Chairman of the Board
Chief Executive Officer
“Lead. Adapt. Transform” was the theme of the 2015 UHS Hospital Management Conference, a four-day event focused on adapting and succeeding in the constantly changing healthcare industry.

The city of Philadelphia, home to the nation’s first hospital, served as the setting. With its ever-changing skyline, the city was a relevant backdrop to the conference. From the birthplace of liberty as the nation’s capital … to the 975-foot tall Comcast Center, the 18th tallest building in the United States … and the looming 59-story tower now under construction … the city is constantly evolving to ensure a strong future.

Over 300 acute care, behavioral health and corporate attendees shared best practices, quality initiatives and strategies for success, while eight guest speakers provided education and insight. Exceptional achievements were also celebrated with the presentation of Service Excellence, Quality, Chairman’s Council and Eagle Awards.

**CONFERENCE FAST FACTS**

★ Number of attendees 315
★ Number of facilities represented 196
★ Number of states represented 36*
★ Number of presentations 55
★ Number of awards presented 32

*plus Washington, D.C., Puerto Rico and the United Kingdom
**SUNDAY, APRIL 12**
UHS Chairman and CEO Alan B. Miller; UHS President Marc D. Miller; UHS Senior Vice President and Chief Financial Officer Steve Filton; UHS Senior Vice President and President of the Acute Care Division Marvin Pember and UHS Senior Vice President and President of the Behavioral Health Division Debbie Osteen opened the 2015 Conference with remarks, video presentations recapping 2014 results and a Q&A session.

In the afternoon, Chas Rhoades, Chief Research Officer of the Advisory Board, spoke to acute care leaders about the future of healthcare and strategies required for success. Behavioral Health Division attendees participated in a session led by Cygnet Health Care CEO David Cole and COO Nicky McLeod, along with a session on federal and state legislative and regulatory issues, led by Isa Diaz, Vice President, Strategic Planning and Public Affairs, Behavioral Health Division.

**MONDAY, APRIL 13**
Attendees from both divisions heard Adam Grant, Wharton School of Business professor and author, present “Driving Organizational Success by Building a Culture of Contributors.” Grant’s presentation focused on how to create an environment where employees can share knowledge and skills, and as a result, be fulfilled and effective in their work. Additional acute care sessions on Monday focused on quality, high reliability and patient experience. Rep. Tim Murphy (R-PA), U.S. House of Representatives, received a standing ovation from Behavioral Health Division attendees after speaking about his groundbreaking legislation, the Helping Families in Mental Health Crisis Act, which will soon be introduced in the U.S. House of Representatives.

The day concluded with a reception and awards dinner at the Union League of Philadelphia. Founded in 1862 as a patriotic society to support the Union and the policies of President Abraham Lincoln, the building occupies an entire city block in the heart of the city and has hosted U.S. Presidents, heads of state and dignitaries from around the world. Quality and Service Excellence Awards were presented at Monday’s ceremony.

**TUESDAY, APRIL 14**
Educational sessions continued on Tuesday morning. The Acute Care Division focused on growth and development, with presentations on new initiatives such as physician documentation and observation units. The Behavioral Health Division heard speaker Niyum Gandhi, Partner, Oliver Wyman Health & Life Sciences, who examined population health and its implications on behavioral healthcare, followed by Meiram Bendat, Principal of Psych-Appeal, Inc., who discussed mental health parity enforcement.

Both divisions came together in the afternoon for a presentation on trends, the Affordable Care Act and the 2016 presidential race by Bill McInturff from Public Opinion Strategies. Excellence in leadership was celebrated Tuesday evening when 24 Chairman’s Council honorees and five Eagle Award winners were recognized during the awards dinner and reception.

**WEDNESDAY, APRIL 15**
The concluding day of the conference was dedicated to the sharing of best practices, takeaways and action steps. Marc D. Miller and Marvin Pember addressed the Acute Care Division, while behavioral health attendees discussed trends in reimbursement and telemedicine. During his closing presentation, Alan B. Miller emphasized the important role all UHS employees play in providing excellent service to their communities. He presented a moving video in which patients shared their stories of receiving superior care at UHS facilities.
Kevin Patton
CEO/Managing Director
Old Vineyard Behavioral Health Services

Kevin has been the CEO at Old Vineyard Behavioral Health Services since 2010. Under Kevin’s leadership the facility maintained a 92 percent annual occupancy in 2014 and the partial program has grown by 16 percent. Kevin’s hard work and focus on service excellence has paid great dividends in all areas of the facility. Old Vineyard continues to make great strides in the community and has a statewide reputation for quality care and service.

Paul Andrews
CEO/Managing Director
The Brook-KMI/The Brook-Dupont

Paul has been the CEO for The Brook-KMI and The Brook-Dupont since 2009. He heads two strong leadership teams committed to patient safety and quality care. Paul has identified new opportunities to offset the effects of managed Medicaid and address the decreased military presence at Ft. Knox. He has expanded geriatric services, developed additional units and increased telemedicine services during his tenure.

Kerry Knott
Regional Vice President
Behavioral Health Division

In 2013, Kerry moved from Virginia to Florida to serve as CEO of two facilities in Bradenton, Florida. Kerry was responsible for renovating a group home and re-opening it as Palm Shores. He then did a full start-up in the 4th quarter of 2014 for a second facility, Suncoast Behavioral Health, a 60-bed facility serving adolescent and adult acute care patients, which opened ahead of schedule. At Palm Shores, Kerry set a focus on quality, staff development, employee and customer satisfaction. Recently Kerry was promoted to Regional Vice President with oversight of 14 facilities.

Michael McDonald
CEO/Managing Director
Holly Hill Hospital

Michael has been the CEO at Holly Hill Hospital in Raleigh, North Carolina, since November 2012. His steady leadership and charismatic management style led to another year of outstanding growth for Holly Hill. In October 2014, Michael and his leadership team successfully opened Holly Hill Children’s Hospital, a new 80-bed campus for children and adolescents. Michael and his team continue to strengthen their community involvement in many ways, including working with NAMI, the National Alliance on Mental Illness.

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Mike Zauner
CEO/Managing Director
Sierra Vista Hospital

Under Mike’s leadership, Sierra Vista Hospital continued to sustain high performance and exceed its objectives. Mike is constantly pursuing growth opportunities and his current projects include developing an ECT program, opening an offsite partial program and continuing work on a 51-bed expansion which will be completed this year. Service excellence is a priority at Sierra Vista and Mike continues to be politically active in advancing mental health legislation in California.

The Eagle Awards

This highest award is given to individuals named to the UHS Chairman’s Council three times. Honorees are service excellence champions with a hands-on management style who are dedicated and responsive to employees, patients and the community.

From left to right: Mike Zauner, CEO/Managing Director, Sierra Vista Hospital; Kevin Patton, CEO/Managing Director, Old Vineyard Behavioral Health Services; Debbie Osteen, UHS Senior Vice President and President, Behavioral Health Division; Marc D. Miller, UHS President; Alan B. Miller, UHS Chairman and CEO; Kerry Knott, Regional Vice President, Behavioral Health Division; Michael McDonald, CEO/Managing Director, Holly Hill Hospital; Paul Andrews, CEO/Managing Director, The Brook-KMI/The Brook-Dupont.
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.

Leonard Freehof
CEO/Managing Director
Spring Valley Hospital Medical Center

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

Robbin Lee
CEO/Managing Director
Wellington Regional Medical Center

Paul Andrews
CEO/Managing Director
The Brook-KMI/The Brook-Dupont

Tim Bedford
CEO/Managing Director
Emerald Coast Behavioral Hospital

Elicia Bunch
CEO/Managing Director
Centennial Peaks Hospital

Carey Carlock
CEO/Managing Director
Riveredge Hospital

John Cooper
CEO/Managing Director
Fremont Hospital

Anna Joy Golden
CEO/Managing Director
Lakeside Behavioral Health System

Alyson Harder
CEO/Managing Director
Heartland Behavioral Health Services

Paul Kirkham
CEO/Managing Director
Newport News Behavioral Health Center

James Kreitler
CEO/Managing Director
Calvary Center

Kerry Knott
CEO/Managing Director
Palm Shores Behavioral Health Center/Suncoast Behavioral Health Center

Michael McDonald
CEO/Managing Director
Holly Hill Hospital

James Miller
CEO/Managing Director
Alliance Health Center

David Morris
CEO/Managing Director
El Paso Behavioral Health

Astro Munoz
CEO/Managing Director
Hospital Panamericano

Matthew Ours
CEO/Managing Director
Kempsville Center for Behavioral Health

Kevin Patton
CEO/Managing Director
Old Vineyard Behavioral Health
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<th>Name</th>
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<td>Jean Scallon</td>
<td>CEO/Managing Director</td>
<td>Bloomington Meadows Hospital</td>
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<td>Shawn Silva</td>
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<td>Terry Stephens</td>
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<td>Joseph Trapani</td>
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<td>Mike Zauner</td>
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<td>First row, left to right: Carey Carlock, CEO/Managing Director, Riveredge Hospital; Elicia Bunch, CEO/Managing Director, Centennial Peaks Hospital; Alyson Harder, CEO/Managing Director, Heartland Behavioral Health Services; Jim Kreitler, CEO/Managing Director, Calvary Center; Jean Scallon, CEO/Managing Director, Bloomington Meadows Hospital; Robbin Lee, CEO/Managing Director, Wellington Regional Medical Center; Karla Perez, Regional Vice President, Acute Care Division; Anna Joy Golden, CEO/Managing Director, Lakeside Behavioral Health System; David Morris, CEO/Managing Director, El Paso Behavioral Health; Shelley Nowak, Divisional Vice President, Behavioral Health Division; Frank Lopez, Regional Vice President, Acute Care Division; Second row: Mike Zauner, CEO/Managing Director, Sierras Vista Hospital; Leonard Frehof, CEO/Managing Director, Spring Valley Hospital Medical Center; Sharon Worsham, Divisional Vice President, Behavioral Health Division; Sam Kaufman, CEO/Managing Director, Desert Springs Hospital Medical Center and Valley Hospital Medical Center; Terry Stephens, CEO/Managing Director, River Park Hospital; Debbie Osteen, UHS Senior Vice President and President, Behavioral Health Division; Marvin Pember, UHS Senior Vice President and President, Acute Care Division; Michael McDonald, CEO/Managing Director, Holly Hill Hospital; John Cooper, CEO/Managing Director, Fremont Hospital; Roe Hudson, Divisional Vice President, Behavioral Health Division; Paul Kirkham, CEO/Managing Director, Newport News Behavioral Health Center; Shawn Silva, CEO/Managing Director, Heritage Oaks Hospital; Third row: Matt Ours, CEO/Managing Director, Kempsville Center for Behavioral Health; Joey Trapani, CEO/Managing Director, Poplar Springs Hospital; Gary Gilbert, Divisional Senior Vice President, Behavioral Health Division; Joe Crabtree, Divisional Vice President, Behavioral Health Division; Kevin Patton, CEO/Managing Director, Old Vineyard Behavioral Health Services; Tim Bedford, CEO/Managing Director, Emerald Coast Behavioral Hospital; Marc D. Miller, UHS President; Alan B. Miller, UHS Chairman and CEO; James Miller, CEO/Managing Director, Alliance Health Center; Paul Andrews, CEO/Managing Director, The Brook-KMI and The Brook-Dupont; John Hollinsworth, Divisional Vice President, Behavioral Health Division; Martin Schappell, Divisional Senior Vice President, Behavioral Health Division; Kerry Knott, Regional Vice President, Behavioral Health Division; Bob Deney, Divisional Senior Vice President, Behavioral Health Division; Astro Munoz, CEO/Managing Director, Hospital Panamericano.</td>
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Quality Awards

Quality awards recognize achievement, improvement and sustainability in aligning business practices and are presented to acute care and behavioral health facilities that exceed quality metrics and core measures, and improve patient satisfaction.

Acute Care Division

Overall Quality
St. Mary’s Regional Medical Center

Top Performance in Patient Experience
McAllen Heart Hospital

Most Improved in Core Measures or Patient Safety
Aiken Regional Medical Centers

Behavioral Health Division

Acute
Riveredge Hospital

RTC
La Amistad Behavioral Health

Service Excellence Awards

Positive outcomes, patient satisfaction and HCAHPS scores, along with establishing a culture of employee engagement are key to achieving the highest level of Service Excellence and to ensuring patients, families and employees have a “WOW” experience in our facilities.

Acute Care Division
Northern Nevada Medical Center

Behavioral Health Division
Holly Hill Hospital
Rolling Hills Hospital
In its annual rankings released in January, UHS was listed as one of America’s Most Honored Companies by Institutional Investor. The company was named as having one of the top All-America Executive Teams based on its corporate leadership, performance and expertise in investor relations. UHS was recognized among an elite group of 136 businesses after an intensive review of nearly 2,000 companies by portfolio managers, buy-side and sell-side analysts. “I am proud of the ranking because it recognizes UHS among an elite group and it sets our company apart,” said Alan B. Miller, Chairman and CEO of UHS.

Once again, UHS was recognized as one of Fortune’s World’s Most Admired Companies in 2015, ranking #1 in Social Responsibility and #2 overall in the Healthcare Sector. The Fortune World’s Most Admired Companies is the definitive report card on corporate reputation, taking into account nine criteria such as investment value, quality of services and management, innovation and financial soundness. Companies are rated by executives, directors and analysts from 57 industry sectors.

OVER $10,000 RAISED FOR ALS FOUNDATION
Starting in August 2014, the Corporate office conducted various activities to raise funds for the ALS Foundation, which contributes to the education, resource and support needs of ALS patients and family caregivers.

Amyotrophic lateral sclerosis (ALS) is often referred to as “Lou Gehrig’s Disease,” and is a progressive neurodegenerative disease that affects nerve cells in the brain and the spinal cord. Fern Kaufman, Director of Corporate Pharmacy, spearheaded the events in memory of her uncle, Stephen Nemchek, who passed away from the disease. Overall, more than $10,000 was raised.

WOUNDED WARRIOR PROJECT® FUNDRAISING EFFORT A RESOUNDING SUCCESS
UHS once again generously supported the nation’s troops and their families by donating over $40,000 during the 2014 fundraising campaign for the Wounded Warrior Project®. UHS Chairman and CEO Alan B. Miller matched the donation amount raised by Corporate-based employees.

The Wounded Warrior Project is dedicated to helping wounded servicemen and women rebuild their lives after military service by providing housing, financial assistance, food, counseling and training.
A key element in driving UHS forward is making sure its leaders are aligned with core competencies and with the changing direction of the industry. To ensure this happens, Human Resources has recently introduced the L3 leadership development program for executives. An evolution of the previous Associate Administrator training and paralleled by the COO in Training Program in the Behavioral Health Division, L3 comprises more rigorous selection of candidates, a new custom leadership competency model, content specific to three learning levels (innovation, execution and results) and a 360 assessment process that connects results to key business outcomes. To produce a highly relevant program that reflects the changing healthcare environment, UHS partnered with Librix, St. Louis, Missouri, for the instructional design on L3 and Strategic Management Decisions (SMD), Huntersville, North Carolina, for the leadership competency model and 360 assessment. The model and assessment were custom-built with input from executives in the Acute Care Division.

After intensive interviews, the development team identified numerous skills and competencies required to be a leader at UHS. They analyzed the data and came up with the new L3 competency model, which is divided into leader and interpersonal domains. The domains cover areas such as strategic thinking, talent review, communications, risk taking and problem solving. “If an executive candidate is strong in some areas and weak in others, that’s important to know,” says Jamie Welsh, Corporate Director of Human Resources. “We can help that person ‘skill-up’ specifically in those areas and actualize change.”

Welsh says that only 25 percent of this targeted training takes place in the classroom – the rest happens in the field. “We will use stretch assignments and action learning teams at on-site locations where training provides education in real time, and helps the hospitals as well,” he says. The new Henderson Hospital in Las Vegas, Nevada (see page 24) may serve as an upcoming training site.

From May 9 to May 26, 2015, every UHS employee had the opportunity to complete the 2015 Employee Engagement Survey. “Research says that highly engaged employees are more likely to treat a patient well and rate higher on patient surveys,” says Jamie Welsh. The survey consisted of 40 core questions, with custom questions added by each location or facility. The questions related to those asked in 2013, the last time the survey was given, so that comparisons can be made and improvements can be identified. The survey, which employees accessed through u-talk.net, is now in the analysis phase.
MILITARY SUPPORT

Behavioral Health Division establishes Patriot Support Advisory Board

Patriot Support Programs of UHS provide specialized services to active duty service members. As part of UHS’ commitment to the Armed Forces, the Behavioral Health Division established the Patriot Support Advisory Board, composed of seven retired service members representing many branches of the U.S. Military. The Board meets quarterly and provides continuous insight and recommendation to support services, facilities and staff. Members of the Board include:

LIEUTENANT GENERAL (RET) RONALD BLANCK, MC, U.S. Army, is the Chairman of the UHS Patriot Support Advisory Board. His last duty assignment was serving as the Surgeon General, U.S. Army.

THE HONORABLE MICHAEL KUSSMAN, MC, former Under Secretary for VA Health and Brigadier General (Ret), U.S. Army, completed 37 years of distinguished government service in May 2009.

VICE ADMIRAL (RET) DAVID FROST, U.S. Navy, retired in 1996 after 33 years of service in the Navy. His final military assignment was Deputy Commander, United States Space Command and Vice Commander, NORAD.

LIEUTENANT GENERAL (RET) JAMES ROUDEBUSH, MC, U.S. Air Force, retired in August of 2009 following 34 years of active duty military service. His last duty assignment was serving as the Surgeon General of the Air Force in Washington, DC.

REAR ADMIRAL (RET) WILLIAM McDANIEL, MC, U.S. Navy, served in a variety of locations, including Vietnam, Spain, Japan, Korea and Hawaii, after commissioning in the Navy in 1969.

COLONEL (RET) HARRY SILSBY, MC, U.S. Army, served 20 years in the United States Army. He is a highly decorated Combat Medic who served as a Flight Surgeon in Vietnam.

MAJOR (RET) JAMES RAMSEY, U.S. Army, served 22 years in the U.S. Army Medical Department. He is a highly decorated (Combat Medic) Vietnam Veteran who served with the 1st Cavalry Division in 1968-69 MEDEVAC Rescue.
Emerald Coast supports Warrior Beach Retreat

Emerald Coast Behavioral Hospital, Panama City, Florida, fired up their grills again on April 10, 2015, for a barbecue fundraiser to benefit the Warrior Beach Retreat, a local non-profit organization that brings wounded soldiers and their families from across the country to Panama City Beach to enjoy a week-long retreat of fun, relaxation and healing. Last September, Emerald Coast held a similar fundraiser and raised over $6,200 for the cause. With the help of community partners who donated their time and equipment for this year’s event, the team at Emerald Coast was able to raise over $9,200.

Emerald Coast Behavioral Hospital has a 30-bed Military Resiliency Unit that is part of UHS’ Patriot Support Programs. Said CEO/Managing Director Tim Bedford: “Supporting our nation’s active duty and veteran service members and their families is something that is very near and dear to our hearts. We are honored to be involved with the Warrior Beach Retreat and excited to contribute to the cause.”

WHAT QUALITIES ARE FOUND IN THE BEST EMPLOYEES?

Children at Willow Springs Center benefit from care and compassion of veterans

The children served at Willow Springs Center in Reno, Nevada, have certainly benefited from the special skills and abilities of veterans. As a TRICARE® accredited hospital, Willow Springs often serves the children of military personnel. “Having prior service members on staff has really made Willow Springs Center successful at meeting the special needs of military families,” says Angela Davis, Director of Human Resources.

Registered Nurse Nathan Brimm attended boot camp at Naval Station Great Lakes in Illinois. He attended school in Memphis, then went to Japan and was attached to the USS Independence. He later served in Operation Southern Watch in the Persian Gulf.

Nathan credits military service for preparing him for a career as a police officer and now as a psychiatric nurse. Nathan believes veterans, young and old, carry an instinctual ability for helping. He advises any service member to continue on that path in some capacity: “Being a nurse is very challenging and rewarding, much like the military. I wouldn’t have it any other way!”

David Barajas, Mental Health Technician at Willow Springs, was both a Calvary Scout and Military Police Officer in the U.S. Army and the Nevada Army National Guard. He also spent time overseas at the Bagram Airfield detention center in Afghanistan.

David credits the military with giving him a sense of motivation and pride in his work, and teaching him the importance of operating within an organization’s rules and regulations. He says: “The Army instills loyalty, duty, respect, selfless service, honor, integrity and personal courage; all of which I attempt to bring to my co-workers, peers and patients.”

This consistency with Service Excellence standards and the overall mission of Willow Springs Center contributes to his success as a Mental Health Technician. A believer in the value of education, David is currently pursuing a psychology degree.

“TRICARE” is a registered trademark of the Department of Defense, Defense Health Agency. All rights reserved.
One of the fastest-growing metropolitan areas in the nation, the McAllen-Edinburg-Mission region in Texas has increased in population by nearly 67 percent since 2001, according to U.S. Census data. “Western Hidalgo County grew so rapidly, it became medically underserved,” says Jason Chang, CEO/Managing Director of McAllen Heart Hospital.

In order to bring more resources to full-time and seasonal residents of the area, South Texas Health System opened two new freestanding emergency departments (FEDs) early in 2015: STHS ER at Weslaco in January and STHS ER at Mission in March.

Another FED near Doctors Hospital of Laredo will open later this year, with others currently in the planning stage.

A stand-alone ER gives area residents an additional resource for safe, convenient care. It can also serve patients in outlying rural areas that may be a considerable distance from a community hospital.

Jason Chang, CEO of McAllen Heart Hospital and an STHS ER project manager, cut the ribbon to open the new STHS ER at Weslaco at the grand opening celebration and health fair on January 24.
“Someone experiencing stroke symptoms in a rural area may be 20 to 30 minutes from a hospital,” says Paul Tirjan, Vice President, Ambulatory Care Services. “It’s best if stroke is treated within an hour of onset. Accessible medical care can make the difference between a patient’s full or partial recovery.”

The new FEDs have the same capabilities as other South Texas Health System ERs. Physicians and staff at the FED can stabilize a patient, then transfer him or her to an STHS hospital if necessary. “If a trauma patient comes in to a hospital, naturally, many of the resources are diverted to that emergency,” says Tirjan. “At an FED, everyone that comes in the door gets a lot of attention.” The facilities also offer diagnostic and imaging services for walk-in patients.

“The STHS ERs at Weslaco and Mission are proactive ways to streamline care and ease congestion in hospital emergency rooms, serve new populations and make medical care more convenient,” Chang says.

CentRx Health, comprising three resources for patients at UHS acute care hospitals, will provide care to more people and add efficiency to delivery.

CentRx Pharmacy
Already operational at Texoma Medical Center in Denison, Texas, and Northern Nevada Medical Center in Sparks, Nevada, CentRx pharmacies let patients receive their medications before they leave the hospital. Another 10 hospital-affiliated CentRx pharmacies are planned to open this summer. Hospital employees will also benefit from the convenience of having on-site access to both prescription and nonprescription medications.

CentRx Telehealth
Aided by technology, telemedicine gives patients access to a broader range of care. “Through video visits, physicians at UHS acute care hospitals can respond to patients quickly, no matter where they are or what time it is,” says Paul Tirjan. A national telehealth and cardiac monitoring center in Nevada is also planned. The center will monitor patients with arrhythmias and congestive heart failure to help reduce hospital readmissions.

CentRx Homecare
A smooth transition from hospital to home has become increasingly important as hospital readmissions are tied to reimbursement rates. CentRx Homecare will help make the change as seamless as possible and enhance the services available at UHS hospitals. Home care and pharmacies will be linked for expedited medication management.
UHS Information Services is focusing on updating infrastructure throughout the Behavioral Health Division, completing the Phase 3 implementation of UHS Fusion and building advanced solutions that offer UHS a competitive advantage.

**PRIORITIZING CUSTOMER SERVICE**
Good communication is vital to quality healthcare. That’s why Information Services (IS) is reviewing the technology that serves the Behavioral Health Division, making significant hardware updates and adding customer service staff. “We’re investing more than $5 million to upgrade the behavioral health infrastructure,” says Mike Kahler, Senior Director of Information Services, Behavioral Health Division. “We have aggressive objectives around improved support, faster response time and smoother operations.”

IS is also addressing the technology needs of the 17-hospital Cygnet Health Care network in the United Kingdom, purchased in 2014. Requiring the merging of cultures as well as computers, the project includes evaluating the UK systems and determining which ones we will convert to the US-based systems. Cygnet has identified an IS Director to oversee the transition.

**UHS FUSION PHASE 3**
Corporate and facility IS teams are continuing to roll out Phase 3, which integrates voice recognition software to enable physicians to record their documentation directly into a patient’s electronic health record. Voice recognition not only eliminates turnaround time for transcription, it also condenses creation of a patient history in the surgical department from two phases – pre-op and post-op – to a single dissertation. “The ultimate result is that physicians’ documentation is available to other clinicians sooner, so decision-making can happen faster than it did previously,” says Mike Nelson, UHS Vice President and Chief Information Officer. Phase 3 will be operational in all but two UHS acute care hospitals by the end of 2015.

**CROSSINGS HEALTHCARE SOLUTIONS**
After Fusion Phase 1 was implemented, corporate clinical staff, IS programmers and facility personnel collaborated on improvements in several key areas including medication and order renewal, communication between team members and adherence to quality clinical care. The improvements resulted in development of additional custom Clinical Decision Support modules: Inpatient Physician Notification and Discharge Core Measure Advisor. Successful rollout of the modules and resulting quantitative improvements in patient care attracted the attention of other healthcare organizations. In order to market these customizations, Crossings Healthcare Solutions (Crossings) was established as a wholly owned subsidiary of UHS and is now working with four customers on IS projects. According to Ehab Hanna, MD, Chief Medical Information Officer, Acute Care Division, and Ori Lotan, MD, Chief Medical Information Officer, Crossings, “UHS is setting the standard for best practice in the Cerner® system and other Cerner customers are turning to us and Crossings for advice.”
COMPLIANCE

Proper handling of Protected Health Information

There has been a fair amount of news recently about breaches of electronic data, demonstrating the need for improved security and ongoing employee education about keeping medical records and Protected Health Information (PHI) confidential. Amidst the buzz surrounding these incidents, we cannot lose sight of the fact that many UHS facilities, especially in the Behavioral Health Division, still operate in a predominantly paper-based environment. Annually, there are millions of dollars in fines assessed against hospitals and doctors’ offices for improper destruction and removal of patient records and other forms of paper PHI.

Make sure you know the facts

It is imperative that all UHS facilities periodically review their procedures for the destruction and removal of paper PHI from their hospitals. Each UHS facility has a Facility Privacy Officer (FPO) who is responsible for overseeing compliance. However, all employees should be familiar with the procedures. The following are mandatory UHS guidelines for handling paper PHI:

• Do not leave medical records or other reports, labs, etc. unattended in patient areas, common areas or nursing stations.
• All PHI must be discarded in secured bins or designated containers.
• PHI must never be placed into general trash containers.
• PHI must never be discarded into dumpsters or community recycling containers.
• If your facility has paper shredders, please use them for the daily destruction of paper PHI.
• Always follow your hospital’s protocols.

All facilities have a locked disposal container

Your facility has a contract with a vendor who will coordinate the removal of PHI from the hospital. This usually is accomplished through large recycling cans or similar types of locked containers. Please ensure that you are aware of the location of these containers and follow the rules for their proper use. Always consult with your FPO on questions concerning the proper handling of PHI, paper or electronic, at your hospital.

“Compliance regarding PHI isn’t just an issue of organization. It’s the law.”
- James Caponi, Staff Vice President, Chief Compliance and Privacy Officer
INDEPENDENCE PHYSICIAN MANAGEMENT
& PHYSICIAN RELATIONSHIP MANAGEMENT

Building a network of dedicated physicians

DEFINING MEASURABLE STANDARDS OF CARE, ESTABLISHING PHYSICIAN ADVISORY GROUPS AND CONSOLIDATING MEDICAL RECORDS ARE THREE INITIATIVES CURRENTLY IN PROGRESS.

Independence Physician Management (IPM) is continuing to match the strong growth it saw in 2014. More than 45 physicians have joined the network so far in 2015. A notable addition is Jacobs Medical Associates in Henderson, Nevada, a primary care practice that will complement the services provided by the new Henderson Hospital, now under construction. ➤

Jacobs Medical Associates is one of IPM’s newest practices. The Family Medicine and Internal Medicine physicians will complement the services provided at the forthcoming Henderson Hospital. From left to right: Jeffrey Ng, MD; William R. Shoemaker, MD; Leslie Caryl Jacobs, MD; Loring Bradford Jacobs, MD; Laura Addis, DO.
“Building a clinical leadership component starts with engaged physicians who care about their patients and, essentially, the future of healthcare,” says John Johannessen, Vice President, Independence Physician Management. He explains that with the help of these physicians, UHS is able to develop measurable standards of care. “Hospitals measure readmission rates, infection rates and all kinds of other rates, but so far, there’s no measure of how a doctor performs in the office,” he says. “Creating these standards of care is the first step to identifying quality performers.”

The Physician Services team achieved a number of goals in 2014 and the first quarter of 2015. Team members facilitated the consolidation of the systems that manage electronic health records in IPM practices across the country, from six down to three, and assisted physicians with record keeping during the transition. They’ve started to look at adding quality metrics to physicians’ contracts and have created physician advisory groups at the hospital level. “The advisory groups are made up of about eight people, including employed physicians and IPM and hospital leaders,” says Johannessen. “The purpose is to discuss market indications and collaborate on strategy and policy development.”

“Proposed legislation could have an impact on Physician Services in the latter half of 2015, says Johannessen. “Three proposals pending legislative action can potentially affect us if they’re passed, and we’re carefully watching the outcome. In the meantime, we’re developing strategies to handle these changes,” says Johannessen. “This will be a significant year from an Independence Physician Management perspective.”

“The numbers of new physicians in 2014 and so far in 2015 point to excellent progress toward developing physician leadership through a strong, integrated network of primary care and specialist physicians – what UHS believes is the basis to achieving quality outcomes for patients.”

– John Johannessen, Vice President, Independence Physician Management
Ensuring appropriate levels of care for patients

Observation Units and first-level necessity reviews are adding more efficiency to patient care and freeing up ER and inpatient beds across the Acute Care Division.

Observation Units (OUs), soon to be working in conjunction with a new Patient Admission Review Center (PARC) at the Corporate office, are having a significant impact on decreasing ER wait times and increasing bed capacity in acute care facilities. Until now, patients who needed to be evaluated for possible admission to the hospital were side-by-side with patients already determined to need inpatient care. “The problem is that the treatment plans for the two kinds of patients are different,” says Paula Antognoli, PhD, RN, Project Manager, Performance and Process Improvement, Acute Care. “The goal for a patient in observation is getting him or her back to wellness as quickly as possible, so the treatment plan is more aggressive.”

Antognoli says the role of PARC, which will be staffed by experienced clinicians, is to assign the appropriate level of care at the point of the decision to place a patient in a bed. If a patient requires a short stay and monitoring, but not admission, he or she is a candidate for the OU.

In general, the units are small – usually 10 to 12 beds – and OU staff rounds more frequently, providing undivided care. “The nurses in this unit are specifically trained to manage observation patients,” Antognoli says.

Chuck DeBusk, Vice President, Performance and Process Improvement, Acute Care Division, notes that OUs are already open in some UHS facilities, including a cardiopulmonary unit at Valley Hospital in Las Vegas, Nevada, and a new Chest Pain Center at Northwest Texas Healthcare System in Amarillo, Texas. Other facilities that are either in the process of planning OUs or considering them are Texoma Medical Center in Denison, Texas; Wellington Regional Medical Center in Wellington, Florida; the George Washington University Hospital in Washington, D.C.; and Aiken Regional Medical Centers in Aiken, South Carolina. “Spring Valley Hospital in Las Vegas is also working with the state of Nevada to be able to use a temporary structure adjacent to the ED as a managed Observation Unit with 22 beds,” adds DeBusk.

Efficiency is just one advantage of OUs. Equally important is that research points to better results for patients. According to one study, with a period of observation and focused management, four out of five patients avoid the need for hospitalization.* Additionally, with concentrated care, many patients can be discharged safely in 12 to 14 hours.

“We’re taking advantage of the literature and science that says Observation Units are a good idea for both patients and administrators,” says Antognoli. “When patients are grouped in an area where they receive focused care and management, their outcomes are better.”

**OBSERVATION UNIT FAST FACTS**

*Each observation bed opens 2.2 to 3.5 inpatient beds.*

*With focused observation, 4 out of 5 patients avoid hospitalization.*

*80 percent of observation patients are discharged within 24 to 48 hours.*

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**Patient safety focus**

*Every day at UHS, physicians, nurses, clinicians and staff go the extra mile to provide safe, quality care to patients. Here’s just one example.*

**Medical Assistant’s care goes above and beyond**

A patient at Northern Nevada Medical Center had surgery for a diabetic ulcer performed by Timothy Mooney, DPM. The day after surgery, the patient returned to the hospital ER, short of breath. She was found to have a myocardial infarction and she was kept at the hospital, where she underwent an emergent procedure.

After the procedure, the patient did not feel well enough to travel to Dr. Mooney’s office for her follow-up care. **Medical Assistant Teri McMullin, RMA,** went to the patient’s home for two weeks to change her dressings and make sure she was doing well and receiving the care she needed. Says Dr. Mooney: “Teri has always impressed me but this is above and beyond. We are lucky to have someone who shows such care for our patients.”
Blood utilization success improves patient outcomes

The implementation of best practices surrounding blood utilization began in May of 2013, led by Debra Johnston, a project manager on the Clinical Operations Improvement Team. This initiative focused on a physician-led process to implement evidence-based guidelines throughout the Acute Care Division regarding blood and blood products.

Incorporating the Corporate Nursing and Education Development team and a SharePoint resource center to provide supporting literature and updates, the project aims to achieve more clinically effective use of blood and blood products, resulting in a reduction of the number of transfusions as well as a reduction in hospital-acquired infections.

“The transition requires changing the thought processes around blood transfusions in the clinical setting,” says Ted Donnelly, Director, Clinical Operations Improvement Team. “Medical evidence has shown that the standard transfusion of two units is not needed for every patient. With the new evidence-based guidelines, including trigger levels for Hemoglobin and Hematocrit, we’re saving blood for those who need it the most.”

Since the program was started 24 months ago, the blood utilization guidelines have been adopted in most UHS acute care facilities and have been accompanied by a consistent reduction in the percentage of patients receiving transfusions and the units transfused per patient.

The result has been a significant cost reduction, and a positive impact on another critical metric: The reduction in Central Line-Associated Bloodstream Infections (CLABSI). These infections result in longer inpatient stays, higher costs, decreased Medicare reimbursement and decreased patient satisfaction.

“A statistical correlation exists between the 2014 decrease in CLABSIs and the implementation of the blood utilization program in our facilities,” says Jacquie Christie, Infection Prevention Consultant, Quality Management Team. “Based on practice evidence, we conclude that the effective use of these guidelines by hospital medical staffs directly improves the care delivered to our patients.”
A commitment to provide reliable, evidence-based care in a culture of transparency

"Where you have variation, you can have a potential drop in quality.”
— David Kibbe, Divisional Vice President, Acute Care Division

The UHS Acute Care Division is continually working to find solutions that improve quality of care for patients. At the top of the list is reducing clinical variation, which is identifying the most effective care plans and agreeing on best practices. Consisting of accumulated evidence-based practice data, reduced clinical variation is the goal for select conditions and procedures across the division in order to realize significant long-term improvement in reliability and quality.

Technology is highly involved because care plans are built into UHS Fusion in the form of order sets, alerts and workflow schematics that are followed by physicians, nurses and staff. The order sets are continually revised, taking into account research and enhancements that have been shown to provide better patient outcomes.

“The involvement and engagement of physicians in developing these pathways and order sets is critical to acceptance and adherence,” says David Kibbe, Divisional Vice President, Acute Care Division. “In the last five years, there has been a meaningful increase in evidence-based practice as well as physician consensus around good practice which has enhanced our ability to deliver reliable, safe care.”

Best practices and reduced clinical variation can be applied to hundreds of medical conditions and procedures. The Acute Care Division has identified seven conditions initially upon which to focus: sepsis, joint replacement, spine surgery, congestive heart failure, cardiovascular surgery, pneumonia care and ventilator management. Each hospital, based on clinical data and physician opportunity, has selected one to three conditions for further development. This critical clinical performance initiative will then continue to expand as adherence to the clinical pathways is achieved.
Beyond bricks and mortar: 
Creating an environment for healing, more efficiency and increased value

Construction has begun on Henderson Hospital in Las Vegas, the sixth Acute Care facility in The Valley Health System. Henderson Hospital is part of a visionary architectural and lifestyle model called Union Village, where living space and retail, healthcare and entertainment resources are side-by-side in one location.

The new facility will integrate concepts that aim to produce patient satisfaction scores that are 15 percent above the national average for cleanliness and quietness, and 10 percent below the national average for Hospital Acquired Infections (HAIs) and patient falls.

Design elements to facilitate this may include a new nurse call system, dimmers on LED lights and more safety appointments in bathrooms. Special ductwork, faucets and UV-C ultraviolet light will aid in reducing pathogens and the infections they can cause. “Alternative medical disposal systems and chiller boosters that super cool only certain areas, like the operating rooms, are being explored,” says Mark D’Arcy, Staff Vice President, Design and Construction.

“And technology will facilitate additions such as telemedicine and computer-based dietary management.”

Design and Construction is also focusing its efforts on ‘Integrated Project Delivery,’ where everyone working on the project – including Valley Health System Administration, the CNO, the UHS regional project manager and facility manager, the general contractor, architect, engineers and local subcontractors – agrees on conditions for satisfaction early in the process.
“Everyone shares information and exchanges results in terms of quality, safety, cost, energy savings and elimination of waste,” says D’Arcy. “When we drive waste out on the front end, and ensure items that enhance patient care and efficient performance of the facility are included, the project has a much greater probability of being successful for the long run.”

In a recently completed acute care project, the eighth floor at Texoma Medical Center, Denison, Texas, was opened with 38 new beds. Projects about to begin include a four-story patient tower, built with the flexibility to expand with more beds, at Spring Valley Hospital, Las Vegas, Nevada; a new 20,000-square-foot Emergency Department with space for patient rooms at Corona Regional Medical Center, Corona, California; and in the third quarter of 2015, expansion of the sixth floor to house 42 new patient rooms at the George Washington University Hospital, Washington, D.C.

**BEHAVIORAL HEALTH DIVISION: RATIONAL GROWTH IS THE GOAL**

While those in need of behavioral health services are still underserved nationwide, a goal of the Behavioral Health Division is to “get beds up and running,” says John Bennett, Senior Director of Design and Construction. Last year the division added 600 new beds, and is aiming for the same number in 2015. Bennett says that purchasing or leasing former medical/surgical hospitals and converting them to behavioral health facilities has become a reasonable and efficient method for bringing additional resources to a community. “Our criteria are that facilities are safe, non-institutional, cleanable and durable,” he says.

New hospitals are under development in Spokane, Washington, and Portland, Oregon, as well as Rockland, Fresno and Riverside County, California. A conversion is planned of a large medical/surgical hospital in Fort Lauderdale, Florida, to replace two current sites; and a conversion project in Texas will establish a 72-bed Behavioral Health facility, Timberlawn at Garland, inside a Baylor Scott & White Health facility in Dallas.
2014 Collaborative Retreat: Learning from aviation

The 2014 UHS Collaborative Retreat brought chief medical officers, chief nursing officers, quality directors, case management directors, risk directors and infection prevention staff from UHS Acute Care hospitals together to focus on patient safety and quality. The event was an opportunity to share best practices and ideas along with solutions to the challenges the participants all face.

More than 170 attendees at last year’s September 22-25 retreat in Las Vegas, Nevada, took part in workshops and a UHS Fusion enhancement session. The keynote talk was given by John Nance, ABC analyst, professional speaker and consultant, who co-authored the book, “Why Hospitals Should Fly.”

Another speaker was Stephen Harden, Chairman and CEO of LifeWings Partners LLC, a group of physicians, astronauts, nurses and pilots that work with healthcare organizations to implement the best safety practices from aviation and similar industries.

“We turn to industries like aviation because, like healthcare, they are high risk and require high reliability,” says Lynda Smirz, MD, Vice President Quality and Chief Medical Officer, Acute Care Division. “We’re working on dismantling any hierarchy structure in clinical practice so that anyone on the team can speak up if they believe something isn’t right – essentially, giving equal power to the co-pilot.”

Results were positive: The conference was rated “excellent” or “very good” by 99 percent of respondents. While attendees reap important rewards from the event, the retreat benefits more than just the participants.

“Our first priority is to decrease harm and save lives,” said Smirz. “The quality scores of that mission are now publicly reported data. So it’s in everyone’s best interest to do all we can to be the best in the market.”

“Clinical leaders directly influence employees on the front line who drive quality and patient satisfaction. That’s why it’s important to get the directors together … to compare notes and discuss ways to keep hospital cultures focused on patient safety and quality care.”

– Lynda Smirz, MD, Vice President Quality and Chief Medical Officer, Acute Care Division
Steve Filton recognized by Institutional Investor
Steve Filton, UHS Senior Vice President and Chief Financial Officer, was recognized in the annual listing of All-America’s Best Investor Relations, CEO, CFO and IR Professionals. He was named the top CFO for Managed Care and Health Care Facilities on the buy-side and the second highest CFO on the Sell-Side in the same category by Institutional Investor.

Karla Perez a “Top Woman of Influence”
Karla Perez, UHS Acute Care Division Regional Vice President, has been named one of “Las Vegas’ Top 100 Women of Influence” by MyVegas Magazine. She was nominated and selected as a result of a poll of over 100,000 MyVegas readers. The winners were chosen using criteria such as charitable service, influence on Las Vegas and the surrounding communities and commitment to the Southern Nevada area. Karla has served on the Board of Directors of the United Way of Southern Nevada and Las Vegas Chamber of Commerce and has contributed to many charitable causes.

Debbie Osteen honored among Top 25 Women in Healthcare for fourth time
Debbie Osteen, UHS Senior Vice President and President, Behavioral Health Division, has been named one of the Top 25 Women in Healthcare for 2015 by Modern Healthcare magazine. She also achieved this significant honor in 2007, 2011 and 2013. Debbie was chosen by Modern Healthcare as an executive who is making a positive difference in the national healthcare field and whose remarkable contributions and unique leadership style inspire everyone in her organization to reach higher. Under her leadership the division has expanded from 23 to more than 220 facilities in 37 states, Puerto Rico, the United Kingdom and the U.S. Virgin Islands.

Don Martin Wright receives Palmetto Gold Award
Don Martin Wright, RN, BSN, CIC, an infection preventionist at Aiken Regional Medical Centers in Aiken, South Carolina, has been awarded the 2015 Palmetto Gold Award from the South Carolina Nurses Federation. The award honors 100 South Carolina nurses each year who exemplify excellence in practice and commitment to the profession of nursing. Selection criteria include promotion and advancement of nursing; exemplifying care and commitment to patients, families and the community; and demonstrating leadership. This is Don’s second Palmetto Gold Award; he was recognized for the first time in 2005.

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Floor drying made easier and safer

Vance Barto, Regional Plant Operations Director at Friends Hospital and Fairmount Behavioral Health System in Philadelphia, Pennsylvania, found an alternative to carrying a dry mop by mounting a lightweight floor blower to the bottom shelf of a housekeeping cart.

The cart is placed a few feet from the space being mopped. As the housekeeper mops, the blower dries the floor before the housekeeper moves to the next area.

Vance’s solution eliminates the hazards of a wet floor, as well as saving time and effort for the housekeeper.

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

NYSE Symbol: UHS
Year End: December
Share and Equivalents Outstanding: 100.5 million
Stock Price: 4/24/15: $122.69
Market Capitalization: $12.3 billion

Financial Data
For the three months ended March 31, 2015

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For the full year ended December 31, 2014

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Net Revenues (In Millions)

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(2) Prior years adjusted for new bad debt accounting rule adopted 1-1-12
Doctors Hospital of Laredo introduces cardiac rehabilitation program

Doctors Hospital of Laredo in Laredo, Texas continues to expand its cardiac services with the addition of a cardiac rehabilitation program at the Heart and Vascular Center. The new program was unveiled on February 24 during the hospital’s annual Healthy Heart Day event. Cardiac rehabilitation is for patients who have had a heart attack, heart surgery or interventional procedure and is dedicated to improving strength and overall health by providing education, nutrition counseling, fitness instruction and behavior modification.

A comprehensive rehab program is a key component of recovery for patients who have experienced a cardiac event, according to the American Heart Association. Results of a recent study found that cardiac death is lower, there were fewer second heart attacks and fewer necessary cardiac surgeries in patients who complete a cardiac rehab program, compared with those who do not participate.

Fifty years of healthcare excellence at Texoma Medical Center

On March 25, physicians, staff and volunteers gathered to celebrate the 50th anniversary of Texoma Medical Center, Denison, Texas. Attendees enjoyed popcorn, trivia and candy at the 1960s-themed party while learning about the hospital’s half century of growth. TMC opened in 1965 as Memorial Hospital and changed its name to Texoma Medical Center in 1976 to reflect its area focus. TMC became part of the UHS family in 2007, and in 2009, welcomed its first patients at a newly constructed facility. Growth continues today at the hospital, where shelled space on the eighth floor was recently built out to add 38 additional beds.
ACUTE CARE FACILITIES

CENTENNIAL HILLS HOSPITAL RECEIVES TOP MARKS FROM CONSUMER REPORTS

Centennial Hills Hospital, Las Vegas, Nevada, was one of only 37 hospitals nationwide and the only one in Nevada to receive the highest recognition from Consumer Reports magazine in preventing infections. The magazine released its rankings on February 19, 2015. “We are very proud of this distinction,” said Sajit Pullarkat, CEO/Managing Director. “Preventing infections is an important collaborative effort between both employees and physicians.”

The Consumer Reports study, which utilized data from April 2012 through March 2013, assessed surgical-site infections, bloodstream infections from central lines and infections stemming from the use of urinary catheters. Centennial Hills Hospital’s most recent scores for 10 surgical care measures range between 95 and 100 percent, according to HospitalCompare.gov (January – December 2013).

Corona Regional forms affiliation with UC Irvine Health and announces expansion

Corona Regional Medical Center in Corona, California, and UC Irvine Health in Orange County, California, have entered into a comprehensive affiliation that will enhance the depth and variety of specialty healthcare services in western Riverside County. “The affiliation with UC Irvine Health complements our strengths, brings residents a variety of clinical services normally only available from an academic medical center and allows patients to be treated closer to home,” said Mark Uffer, CEO/Managing Director of Corona Regional.

Initially, the focus will be on developing specialty services supported by UC Irvine’s clinical and research expertise. UC Irvine offers the Chao Family Comprehensive Cancer Center, one of only 41 in the United States designated for excellence by the National Cancer Institute. Patients arriving at Corona Regional with possible stroke symptoms have immediate access to the region’s largest group of fellowship-trained neurologists and surgeons through a Stroke Telemedicine program. Also, UC Irvine will provide advanced perinatal services and expertise in managing complex and high-risk pregnancies.

The affiliation is occurring in conjunction with an expansion at Corona Regional. The new building will have a larger emergency room that more than doubles the size of the existing space. Shelled space designed for future private rooms will also be created.
In February 2015, Palmdale Regional Medical Center in Palmdale, California, hosted a “health huddle” event for retired National Football League players in conjunction with the Living Heart Foundation’s HOPE Program. Twenty-eight former players received education, medical planning and screenings such as body composition, blood pressure and pulmonary function.

The HOPE (Heart, Obesity, Prevention, Education) Program is a national initiative, launched by the NFL Players Association, which promotes healthy lifestyles among former players.

“Obesity and its underlying conditions play a significant role in the declining health of retired NFL players. We are committed to screening, educating and empowering HOPE participants with a mission to improve the early identification of health risks in these former elite athletes and promoting healthier lifestyles among the general public,” said Archie Roberts, MD, former NFL quarterback and founder of the Living Heart Foundation.

Nearly 2,000 people in the District of Columbia are currently on dialysis for chronic kidney disease, according to the National Kidney Foundation. For many, a kidney transplant can be the most effective treatment option. The George Washington University Hospital is meeting this urgent need with the addition of the GW Transplant Institute, which offers a comprehensive kidney transplant program along with the specialty services required to care for transplant patients. The Institute, which began operations in January 2015, completed five transplants and had 27 patients listed for a new kidney as of April 20, 2015.

GW Hospital also demonstrated its commitment to the treatment of kidney disorders by sponsoring the 2015 National Capital Area Kidney Walk in May, which raises awareness and funds lifesaving programs for patients, their families and those at risk. GW Hospital CEO/Managing Director Barry Wolfman served as Chairman of the walk.

Attendees at the opening of the GW Transplant Institute included (left to right): Michele Anthony, Executive Director of the National Kidney Foundation; Joy and Ron Paul, The Ron and Joy Paul Foundation; Muralidharan Jagadeesan, MD, Director of Transplant Medicine, Division of Renal Diseases and Hypertension; Keith Melancon, MD, Chief of the GW Transplant Institute and Professor of Surgery; and Barry Wolfman, CEO/Managing Director, GW Hospital.

GW Hospital opens Transplant Institute, lists dozens of patients for new kidneys

Palmdale Regional hosts “health huddle” for retired NFL players

Pictured at the “health huddle” event for former NFL players are (left to right): John Yadegar, MD, bariatric surgeon; Archie Roberts, MD, founder of the Living Heart Foundation; and Dick Allen, CEO/Managing Director of Palmdale Regional Medical Center.
“Team Garfield” partnership yields positive results

In 2014, St. Mary’s Regional Medical Center in Enid, Oklahoma, partnered with Garfield Elementary School, a local at-risk school with a new principal and faculty. The result was “Team Garfield,” made up of employees, volunteers and physicians whose goal is to improve reading scores and increase attendance at the school. Each week, more than 20 Team Garfield members tutor and mentor students and assist with school activities. Team members also purchase supplies for students to ensure they have the proper tools for learning.

The partnership, less than a year old, has already yielded positive results. At the beginning of the school year, 75 percent of the first grade students were reading below their grade level. As of November, only 21 percent were reading below their grade level. Says Krista Roberts, St. Mary’s Chief Operating Officer and Team Garfield volunteer: “By working with the school’s teachers we have helped make an impact in the children’s academic performance in a relatively short time. It’s really quite amazing.”

ER physician bonds with patient after lifesaving care

On October 4, 2014, Lauren Donnelly, MD, an emergency medicine physician at Temecula Valley Hospital, Temecula, California, received a phone call: a young boy who had suffered a life-threatening electric shock was being transported to the ER.

Ten-year-old Elijah Belden had been celebrating his birthday with friends from his little league team when a freak accident occurred: As he posed for a photo, Elijah wrapped his arms around a metal patio cover support that had somehow become electrified and he fell to the ground, unconscious. Emergency Medical Services used defibrillation to restart Elijah’s heart rhythm and rushed him to the ER at Temecula Valley Hospital, where the team induced medical hypothermia to carefully lower Elijah’s body temperature. He was then airlifted to Rady Children’s Hospital, where he awoke eight days later.

Two days after his release from the hospital, Elijah and his family invited Dr. Donnelly to Elijah’s baseball game the following week. That day, Dr. Donnelly watched him score four runs. “Everyone involved had a role in saving Elijah’s life,” she says. “We all pulled together, the stars aligned and he is alive today.”

Attending Elijah’s first baseball game after his injury are (L to R): Joanne Welsh, RN and son Austin, Ali Belden, Elijah Belden, Tony Belden, Dr. Lauren Donnelly, coach Scott Baker and Brian Donnelly.

DESERT SPRINGS FIRST IN REGION TO HAVE STEREOTAXIS REMOTE ROBOTIC NAVIGATION

Desert Springs Hospital Medical Center, Las Vegas, Nevada is first in the region to have the Stereotaxis robotic navigation system, which lets physicians navigate a patient’s heart with added precision and safety when treating cardiac arrhythmias, or irregular heartbeats. Through the system’s computer-aided magnetic navigation, physicians can maneuver catheters inside the patient’s heart with magnets placed outside the body. This minimally invasive approach makes it easier to access hard-to-reach areas of the heart and decreases risk to the patient.
Holly Hill Children’s Hospital is a win for children in North Carolina

On Friday, October 24, 2014, Holly Hill Children’s Hospital, Raleigh, North Carolina, became the state’s first private, stand-alone hospital specifically treating the behavioral healthcare needs of children and adolescents. The grand opening event welcomed more than 100 community members and dignitaries, including North Carolina Senator Tamara Barringer, who served as keynote speaker. The new 80-bed facility is located less than a mile from the current Holly Hill Hospital in Raleigh.

Designed to incorporate the natural elements of the area, the 53,000-square-foot facility provides a soothing and comfortable treatment environment. The hospital grounds boast four outdoor play areas including a traditional playground, two walking trails and a basketball court. There are also open-air dining and visitation areas. Inside, a half court gymnasium, art therapy room, classroom and game room provide opportunities for exercise and nontraditional therapy. Each of the hospital units also features a true comfort area to allow a full sensory approach to treatment. The specially designed admission and visitation areas and the planned capabilities for telehealth will also allow for increased family involvement in therapy.

Working together to treat Autism Spectrum Disorders

According to the Centers for Disease Control and Prevention, the prevalence of children identified with Autism Spectrum Disorders (ASD) is approximately one in 68 in the United States, with an increased rate of one in 42 among boys. As ASD prevalence rates continue to rise, mental health professionals and educators are being profoundly challenged when addressing the myriad needs of those diagnosed with ASD.

At Foundations Behavioral Health, Doylestown, Pennsylvania, Dr. Eric Mitchell, Director of Autism and Psychological Services, and Nydia Torres, Director of Nursing, have forged a relationship with LaSalle University to expand LaSalle’s Autism Certification Program to meet the specific needs of nursing and related professions working with persons with autism. Foundations and LaSalle, who also collaborate in offering an annual autism conference, have designed an innovative, evidence-based curriculum to raise the clinical expertise of nursing staff, starting with a group of eight Foundations nurses. LaSalle and Foundations plan to offer the curriculum online to other UHS facilities in the future.
Online scheduling increases patient satisfaction

Sometimes at the point of admission to a behavioral health facility, a potential patient is in a mental health crisis and extended wait times only exacerbate the crisis. In an effort to streamline the intake process, Lakeside Behavioral Health System, Memphis, Tennessee, developed an online scheduling option that ensures a patient is seen within 15 minutes of arrival and given a disposition within an hour. Users who visit Lakeside’s website now have the ability to not only schedule an assessment but to print out and complete registration paperwork in advance.

The new process was initiated in September 2014 and is already proving to increase patient satisfaction: Lakeside has been averaging approximately 50 online scheduled assessments per month.

Central Florida facilities participate in mental health awareness night with the Orlando Magic

On February 22, 2015, the Orlando Magic hosted a night dedicated to mental health awareness during a home game against the Philadelphia 76ers. It was an unprecedented night promoting awareness and education to more than 12,000 fans in attendance and televised to millions across America.

University Behavioral Center and Central Florida Behavioral Hospital, Orlando, Florida, were invited to participate in the event along with other mental health professionals and agencies from the Orlando area. Green ribbons were handed out to fans inside the Amway Center as a symbol of support for mental health awareness.

Before the game, many fans stopped by the University Behavioral Center/Central Florida Behavioral Hospital table to share stories of how mental illness has affected their lives and their loved ones. Final score: Magic – 103, 76ers – 98, a huge win for the team and an even bigger win for mental health awareness.
A special visitor spreads message of hope at Mayhill Hospital

Patients at Mayhill Hospital, Denton, Texas, were in for a surprise on October 17, 2014, when Patch Adams, MD, arrived incognito. Using unconventional therapy such as balloons, imaginary fishing and slapstick humor, Adams spread a message to staff and patients that laughter, joy and creativity are an integral part of the healing process.

When he arrived at each unit, Adams asked to be taken to the patients “who were hurting the most.” He spent most of his visit talking to these patients – whose depression was so significant they had difficulty leaving their rooms. Staff and patients alike laughed out loud as they watched him dance the can-can along with Chief Financial Officer Emmy Adams. Before leaving Mayhill, Adams talked to the staff about coming to work each day “with joy in your heart and displaying it in all aspects of life.”

Yoga at The Ridge benefits both mind and body

“I’m so much more relaxed.”
“I know I need to take better care of myself and this felt really good.”
“This was fun – thank you!”

These comments are often heard after Wednesday evening yoga classes at The Ridge Behavioral Healthcare System in Lexington, Kentucky. Adult and adolescent inpatients have been feeling less stressed, more relaxed and in control as a result of the sessions, which were introduced in March 2014. The addition of the classes was facilitated by Georgia Swank, CNO and Wendy Corman, CTRS. Kerry Churchill, RN, Certified Yoga Nurse® and member of the International Association of Yoga Therapists, teaches the classes.

The focus of each trauma-sensitive session is on gentle breathing and movement techniques. Several hand positions, or mudras, for aiding calm and focus are also practiced. An extended guided relaxation practice concludes each class.

IN MEMORY OF G. DOUGLAS TALBOTT

G. Douglas Talbott, MD, founder and original Medical Director of Talbott Recovery in Dallas, Georgia, passed away on October 18, 2014, twelve days after celebrating his 90th birthday. Dr. Talbott began his career as a cardiologist, then moved into the treatment of individuals with alcohol and drug dependencies. A visionary in the field of addiction, Dr. Talbott established the facility as a national leader in treating addicted healthcare professionals.
Newport News opens new Acute Care Center

Newport News Behavioral Health Center in Newport News, Virginia, held its grand opening and ribbon cutting ceremony on March 9, 2015, to celebrate the addition of its newly constructed state-of-the-art inpatient psychiatric facility. On hand to address more than 100 attendees was Lieutenant Governor Ralph S. Northam, who presented the keynote address. Lt. Gov. Northam, who serves as Chair of the Governor’s Mental Health Task Force, expressed gratitude for UHS’s commitment in meeting the growing need for inpatient psychiatric beds in the Commonwealth of Virginia. “To have 24 additional beds for acute care is very important,” he said. “When families are in crisis, they don’t know where to turn.”

The new center, serving males and females ages 8 to 17, is staffed by master’s-level clinicians, registered nurses, mental health technicians and board-certified child and adolescent psychiatrists.

Calvary Center celebrates 50th anniversary

Current and former employees and their families, program alumni and members of the community celebrated 50 years of quality behavioral healthcare at Calvary Addiction Recovery Center, Phoenix, Arizona, on October 28, 2014.

Calvary started as a halfway house in 1964, and today offers a full continuum of care including medical detox, residential, day treatment and intensive outpatient groups offered at three locations. Over 1,000 people a year graduate from Calvary’s programs.

Guest speakers at the celebration included Stacy Beck, wife of former major league baseball player Rod “Shooter” Beck, who spoke about her husband’s struggle with addiction; Debbie Osteen, UHS Senior Vice President and President of the Behavioral Health Division; and Dottie Delugt Collins, Calvary’s longest tenured employee with 42 years of service.
A Team of 40 walkers from Spring Mountain Treatment Center in Las Vegas, Nevada, participated in the 8th annual “Walk in Memory-Walk for Hope” to support Nevada’s statewide initiative for suicide prevention. This year’s event attracted over 1,000 walkers from Las Vegas and 10 other areas throughout the state who raised funds for the Nevada Coalition of Suicide Prevention.

A mother’s heartfelt “thank you”

Alhambra Hospital, Rosemead, California, continues to be an advocate for suicide awareness throughout Los Angeles County. Alhambra facilitates a monthly teen and parent awareness group at El Monte High School, in collaboration with the National Action Alliance for Suicide Prevention. The class helps students recognize the signs of possible suicide and how to help a friend or family member who may be having thoughts of suicide. A recent letter from a parent is testament to the impact the group is having in the community:

Three years ago one of my daughters came to me and asked for my permission to attend a suicide prevention meeting. I asked her why she wanted to go. She responded that she wanted to know why people would take their lives. My husband always talked about the way his brother committed suicide. I thought about it and gave her permission to go.

Little did I know that my youngest daughter had suicidal thoughts due to bullying and peer pressure at school. It broke my heart to know that she would ever think of such a thing. Thanks to Action Alliance and the professional help she received, she has come a long way. She told me she has learned to appreciate life a little more.

As a parent I have learned a lot, thanks to this program and the teachers who have been there to help my daughter. I now have the knowledge to not only help my daughter but other children who may be having suicidal thoughts. Thank you!

Sincerely,
Magdalena Sarabia

The Ridge Behavioral Healthcare System, Lexington, Kentucky, has been a member of the grassroots group “Stop Youth Suicide” for more than a decade, and recently participated in the 6th annual Spread-the-Love-a-Thon. Participants used their cellphones and computers to send “lifelines” to friends and family, containing two compliments and a message about youth suicide. A total of 165 teens sent 5,386 lifelines, which was record participation for the event.
Behavioral health facilities recognize employees for years of service

LONGEVITY IS OFTEN THE FOUNDATION OF QUALITY IN HEALTHCARE.

At UHS behavioral health facilities, many employees have 30, 35 or even more years of service. Staff longevity contributes to the ability to deliver quality, compassionate care to those who may be struggling with their own illness or that of a family member. “I think the key to longevity is really loving your job and the satisfaction you get when you know you made a difference,” says Laura Nicholson, a Mental Health Tech at Mesilla Valley Hospital in Las Cruces, New Mexico.

MESILLA VALLEY HOSPITAL
LAS CRUCES, NEW MEXICO

Freddie Armenta is celebrating 25 years at Mesilla Valley, and has been the North Building Receptionist since 1998. He says he gets the most satisfaction from “seeing people walk in the door at the worst time in their lives, and when discharged, they’re totally new people.”

When Laura Nicholson started as a Mental Health Tech in 1991, it didn’t take her long to know she was in the right place. Today, as a Unit Coordinator, Nicholson says, “I felt this was where I could make the most difference in a patient’s life.”

Dede Jackson, RN, Laura Nicholson and Freddie Armenta

Dede Jackson, RN, worked her way up from registered nurse to Nursing Supervisor. Today, she oversees a staff that cares for many more patients than when she started in 1990. She has been a steady force, helping maintain Mesilla Valley’s standard of care through many changes over the years.

ARBOUR FULLER HOSPITAL
SOUTH ATTLEBORO, MASSACHUSETTS

Jeanne Nielson, RN

Jeanne Nielson, RN, has moved through several different positions while always displaying a talent for nurse education. She became senior educator in 2013, handling orientation, education and initiating training for clinical staff. “I love this job,” Jeane says. “I never stop learning.”

Betsy Raymond (center) with Wanda Hoffmann, Director of Human Resources; Susan Gillespie, Risk Manager; Evelyn Nolting, CEO and Michelle Wells, Director of Nursing

RIVER OAKS HOSPITAL
NEW ORLEANS, LOUISIANA

During her 30-year career at River Oaks, Betsy Raymond has greeted countless guests and answered tens of thousands of phone calls with the same polite, professional manner. Over the years, Betsy has been recognized as Employee of the Month many times, and in 2014 she was finally recognized as Employee of the Year. Betsy proves that after 30 years, you can still be as passionate about your job as when you began.
AWARDS & ACCOLADES

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.

ALHAMBRA HOSPITAL
Chosen as the 2014 Honored Community Partner by San Fernando Valley Community Mental Health Clinic for “ease of hospitalization process for their clients, smooth coordination of clinical care and discharge planning, as well as strong clinical and medical care provided to patients.”

BRENTWOOD HOSPITAL
Named by the Louisiana chapter of the National Association of Social Workers as “Business of the Year” for Northwest Louisiana.

DOCTORS HOSPITAL OF LAREDO
Doctors Regional Cancer Treatment Center was granted three-year accreditation by the Commission on Cancer (CoC) of the American College of Surgeons (ACoS). Doctors Hospital received Chest Pain Center accreditation from the Society of Cardiovascular Patient Care (SCPC).

LAUREL OAKS
New Day Academy, a special purpose school for residents of Laurel Oaks Behavioral Health Center, earned accreditation by the AdvancED Accreditation Commission.

THE MEADOWS
The Meadows Psychiatric Center/Universal Community Behavioral Health was named a PA Business Central 2014 Top 100 Organization.

NORTHERN NEVADA MEDICAL CENTER
Northern Nevada Medical Center Wound Care Center was named a Healogics Robert A. Warriner III, MD, Center of Excellence for the third time and the Inpatient RehabCenter at NNMC was recognized with the 2014 Top Performer Award by the Uniform Data System for the third straight year.

TEMECULA VALLEY HOSPITAL
Presented with the Economic Development of Southwest California’s Most Notable Development and Investment Award, given to an organization that has made a monetary investment into the region through real estate procurement or commercial development through expansion, acquisition, adaptation, and/or restructuring of products, services, or processes.

THE VALLEY HEALTH SYSTEM
The Diabetes Treatment Center programs at Desert Springs Hospital Medical Center and Valley Hospital Medical Center earned the American Diabetes Association (ADA) Education Recognition Certificate for quality diabetes self-management education programs. The certification is awarded from March 6, 2015, through March 6, 2019.

ACUTE CARE DIVISION 2013 TOP PERFORMERS
Aiken Regional Medical Centers, Aiken, South Carolina
Centennial Hills Hospital Medical Center, Las Vegas, Nevada
Edinburg Regional Medical Center, Edinburg, Texas
Fort Duncan Regional Medical Center, Eagle Pass, Texas*
Manatee Memorial Hospital, Bradenton, Florida*
McAllen Heart Hospital, McAllen, Texas
McAllen Medical Center, McAllen, Texas
Northern Nevada Medical Center, Sparks, Nevada*
Northwest Texas Healthcare System, Amarillo, Texas
St. Mary’s Regional Medical Center, Enid, Oklahoma
Wellington Regional Medical Center, Wellington, Florida*

BEHAVIORAL HEALTH DIVISION 2013 TOP PERFORMERS
Alhambra Hospital, Rosemead, California*
Alliance Health Center, Meridian, Mississippi*
Arrowhead Behavioral Health, Maumee, Ohio**
Belmont Pines Hospital, Youngstown, Ohio
Bloomington Meadows Hospital, Bloomington, Indiana**
Brentwood Behavioral Healthcare of Mississippi, Flowood, Mississippi
Cypress Creek Hospital, Houston, Texas
Dover Behavioral Health System, Dover, Delaware*
Forest View Hospital, Grand Rapids, Michigan*
Fort Lauderdale Hospital, Fort Lauderdale, Florida*
Friends Hospital, Philadelphia, Pennsylvania*
Hill Crest Behavioral Health Services, Birmingham, Alabama**
Lakeside Behavioral Health System, Memphis, Tennessee*
Laurel Oaks Behavioral Health Center, Dothan, Alabama*
Laurel Ridge Treatment Center, San Antonio, Texas**
Lincoln Prairie Behavioral Health Center, Springfield, Illinois
Michiana Behavioral Health Center, Plymouth, Indiana**
Millwood Hospital, Arlington, Texas*
Pinnacle Pointe Behavioral Healthcare Center, Little Rock, Arkansas**
Poplar Springs Hospital, Petersburg, Virginia
Rivendell Behavioral Health Services, Bowling Green, Kentucky**
Rivendell Behavioral Health Services of Arkansas, Benton, Arkansas
River Park Hospital, Huntington, West Virginia*
Riveredge Hospital, Forest Park, Illinois*
Roxbury Treatment Center, Shippensburg, Pennsylvania*
Shadow Mountain Behavioral Health System, Tulsa, Oklahoma**
Spring Mountain Treatment Center, Las Vegas, Nevada**
Streamwood Hospital, Streamwood, Illinois
The Carolina Center for Behavioral Health, Greer, South Carolina*
The Meadows Psychiatric Center, Centre Hall, Pennsylvania
The Pavilion Foundation, Champaign, Illinois**
Timberlawn Mental Health System, Dallas, Texas*
University Behavioral Health of Denton, Denton, Texas*
University Behavioral Health of El Paso, El Paso, Texas
Valle Vista Health System, Greenwood, Indiana**
Wekiva Springs Center, Jacksonville, Florida*
Windmoor Healthcare of Clearwater, Clearwater, Florida*

* Denotes facilities recognized for two consecutive years.
** Denotes facilities recognized for three consecutive years.
**A “WOW!” experience at Texoma Medical Center**

“I just got home from a three-day experience with my grandmother at Texoma Medical Center. Overall, this hospital should set the standard for all hospitals. From the very moment we arrived at the ER, the experience was superb!

With zero wait, my granny was taken to a bed in the ER after an efficient registration. From car to room, 20 minutes! In the ER, we were met with smiles. After the decision was made to admit, it was less than an hour and we were in her room. To note, this is a beautifully built, modern and super-clean hospital.

This hospital is a happy place filled with happy people. My granny was treated like Queen Bee! This evening, my granny was released and is walking on her own.

I will be posting this everywhere, “shouting from rooftops” about our fantastic experience this week. In our eyes, the bar was set so high, you are untouchable! Most importantly, the environment you have created for the staff is evident.”

Brandy Nixon, granddaughter of patient Joann Brown

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**Nurse at Cedar Springs Hospital makes a difference in patient’s life**

The staff at Cedar Springs Hospital, a behavioral health facility in Colorado Springs, Colorado, received a non-ambulatory stroke patient from out of town in the middle of the night. A difficult situation turned into a nearly impossible one when he refused to speak, eat, or drink, and was found to have an indwelling catheter.

The situation required that the patient be turned by hand every hour, offered fluids every two hours, and monitored closely for dehydration and skin breakdown. Registered Nurse Joan Mills could have met the minimum requirements just by doing those things. But Joan expects more, and was not willing to simply do the minimum.

Joan saw to it that the patient was lifted out of bed, bathed, dressed and placed gently in a padded wheelchair so that he would have the opportunity to be among others in the unit. She ensured that he was cared for until an appropriate placement could be obtained the next day, and helped him get to that placement. At the end of her 12-hour shift, Joan was still cheerful and never once complained about the disruption to the unit or her day.

The patient was unable to express anything to Joan for her tremendous efforts on his behalf, but without a doubt he knows now that someone cares about his life.