

UNIVERSAL HEALTH SERVICES, INC.

LEADING
WITH PURPOSE



UHS
2023
COMPANY OVERVIEW



OUR MISSION

*Established in 1979 by Alan B. Miller,
Founder and Executive Chairman*

TO PROVIDE SUPERIOR QUALITY HEALTHCARE SERVICES THAT:

PATIENTS recommend to family and friends,

PHYSICIANS prefer for their patients,


PURCHASERS select for their clients,

EMPLOYEES are proud of, and

INVESTORS seek for long-term returns.

*Our Mission statement has been repeatedly
praised by industry experts for being honest
and authentic, and for identifying value
offered to all key stakeholders from patients
and employees to our investors.*

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OUR IMPACT

2023 BY THE NUMBERS



3.6 MILLION
PATIENTS SERVED

\$14.3 BILLION
REVENUES



1,900
PROVIDERS
OF PHYSICIAN
SERVICES

96,700
EMPLOYEES,
GLOBALLY

22,100
NURSES



\$743 MILLION

INVESTMENT IN EQUIPMENT, FACILITY EXPANSIONS
AND RENOVATIONS

ACUTE CARE

322,200 inpatient
admissions

1.6 million
patient days

1.6 million ER visits

34,000 deliveries

7 Accountable
Care Organizations
(ACOs)

BEHAVIORAL HEALTH

730,000 total
patients served

5.4 million
patient days (U.S.)

33 facilities
offering at least 1
Patriot Support Program

168 inpatient beds
added in new and
existing facilities
(U.S.)

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BOARD OF DIRECTORS



Left to Right (Standing): Nina Chen^{2,6}; Marc D. Miller^{3,4}; Alan B. Miller^{3*,4*}; Eileen C. McDonnell^{1*,2*,3,5,7}; Elliot J. Sussman, MD^{1,2,5*,6*}
(Seated): Maria Singer^{1,4,5,6}; Warren J. Nimetz^{3,4}

Committees of the Board: ¹Audit Committee, ²Compensation Committee, ³Executive Committee, ⁴Finance Committee, ⁵Nominating and Governance Committee, ⁶Quality and Compliance Committee, ⁷Lead Director, *Committee Chairperson

Learn more: uhs.com/about-uhs/leadership

CORPORATE OFFICERS

Alan B. Miller

Founder and Executive Chairman
of the Board

Marc D. Miller

President and Chief Executive Officer

Steve G. Filton

Executive Vice President
and Chief Financial Officer

Matthew J. Peterson

Executive Vice President
and President
Behavioral Health Division

Edward Sim

Executive Vice President
and President
Acute Care Division

Charles F. Boyle

Senior Vice President
and Controller

Jim Clark

Senior Vice President, Finance
Acute Care Division

Thomas Day

Senior Vice President, Finance
Behavioral Health Division

Geraldine Johnson Geckle

Senior Vice President
Human Resources

Matthew D. Klein

Senior Vice President
and General Counsel

Michael S. Nelson

Senior Vice President
Strategic Services

Victor J. Radina

Senior Vice President
Corporate Development

Cheryl K. Ramagano

Senior Vice President
and Treasurer

UHS of Delaware, Inc. is the administrative services company for, and a wholly owned subsidiary of, Universal Health Services, Inc. All of our "Corporate Officers" listed above are employees of UHS of Delaware, Inc.

LETTER TO OUR SHAREHOLDERS

Dear Valued Shareholders,

This year marks the 45th anniversary of our company. Growing steadily since our inception into a highly regarded Fortune 500 corporation, UHS has remained true to our core strategy which includes building or acquiring high-quality hospitals in rapidly growing markets, investing in the people and equipment needed to allow each facility to thrive and becoming a leading healthcare provider in each community we serve.

Today, UHS is one of the nation's largest and most respected providers of hospital and healthcare services, with more than 400 acute care hospitals, behavioral health facilities and ambulatory centers across the United States, Puerto Rico and the United Kingdom.

While 2023 was on multiple accounts a challenging year across the healthcare industry, we are proud of our many achievements, realizing that the important work that we are doing fulfills an integral need within the communities we serve. Through our network of subsidiaries, we served nearly 3.6 million patients in 2023.

During the year, UHS generated net revenues of \$14.3 billion, an increase of 7% over the prior year. On a same facility basis during 2023 as compared to 2022, net revenue growth of 8% was experienced within both the Acute Care and Behavioral Health operating segments. Adjusted admissions, over the same period, grew 8% and 3% across the Acute Care and Behavioral Health Divisions, respectively.

We continued to manage the impacts of market challenges, including labor shortages and increasing inflation; however, we recognize that while our revenues have improved, expenses have continued to grow as well. We are currently focused on operational initiatives to increase efficiencies, standardize approaches, optimize and right-size where prudent.

We continue to make significant capital expenditures and are well positioned to succeed. Our growth and development through new facility construction, expansions and renovations and strategic partnerships position us for a new era of success. Three de novo Acute Care hospitals are currently under construction – in Nevada, Florida and Washington, D.C. Further, we are building two new Behavioral Health facilities and have multiple growth initiatives – inpatient and outpatient – in the pipeline. We continue to prioritize the integration of ambulatory care access points along the care continuum in existing markets, including having opened five new freestanding emergency departments (FEDs) in 2023, with others in strategic markets on the near horizon.



We are proud of the reputation we have earned as a leader in the healthcare industry. Among our accolades and rankings this year:

- Fortune magazine's World's Most Admired Companies – UHS was named for the 14th consecutive year; ranking #2 in the Healthcare: Medical Facilities category
- Fortune 500 list – UHS has been ranked for 20 years, currently #311
- Forbes Global 2000 – #434 among American companies
- The American Opportunity Index – #45 in total and #2 within the Medical Care Facilities category. The Index scores how well America's largest companies drive economic mobility and positive career outcomes for their employees — actions that can help fuel business performance.

Further, our facilities are regularly honored by national, state and local organizations for delivering high-quality care, for pioneering innovation, for their thought leadership and for their commitment to serving their local communities.

Most importantly, we continue to stay true to our Mission and values. Our focus remains on positioning employees and facilities to provide the highest quality and most efficient care to our millions of current and future patients. We are intent on maintaining our reputation as an industry leader and preferred provider, employer and partner. Looking ahead, we expect this will yield profitable growth in attractive markets, business segments and care delivery venues.

On behalf of UHS leadership, we are grateful to patients for entrusting their care to UHS facilities; to employees at those facilities for all their hard work; to our business partners for their collaboration; and to our shareholders for your continued support and investment.

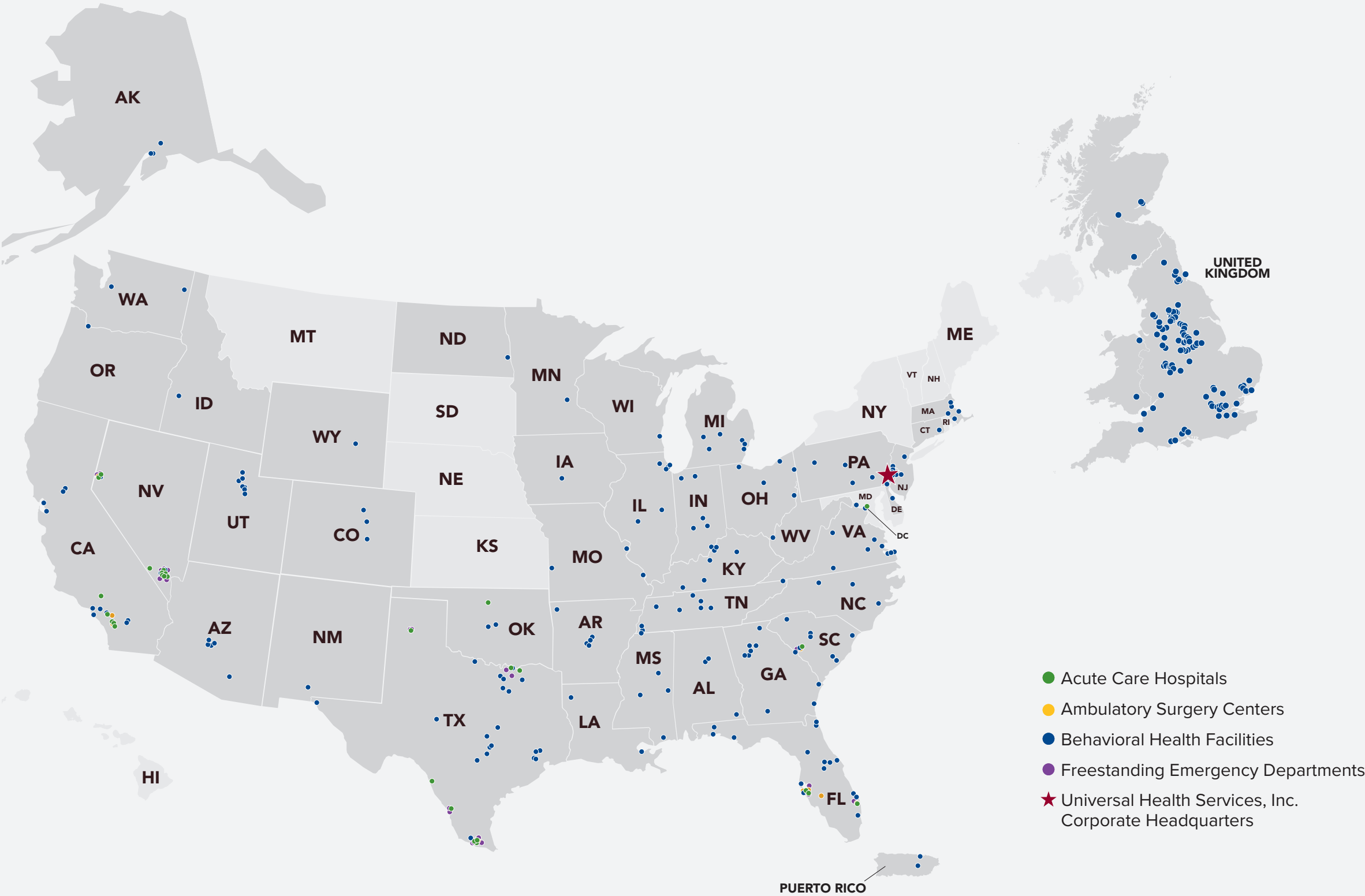
Sincerely,

Alan B. Miller
Founder and Executive Chairman
of the Board

Marc D. Miller
President and
Chief Executive Officer

IMPROVING THE LIVES OF THOSE WE SERVE

400+ LOCATIONS ACROSS 39 U.S. STATES, WASHINGTON, D.C., PUERTO RICO AND THE UNITED KINGDOM



To explore our facilities using an interactive map, visit uhs.com/locations





UHS ACUTE CARE DIVISION

The Acute Care Division operates 27 hospitals, providing high-quality care to millions annually. In our served markets, we are competitively positioned as a provider of choice.

Our focus has been – and remains – on our three key divisional priorities: Quality & Service; Operational Efficiency; and Physician Alignment. We are optimistic about the future and continue to exude passion and commitment to improving and saving lives. It is the engagement, passion and drive of aligned teams that delivers results. We work hard every day to be valued providers to our patients, their families and our local communities.

QUALITY & SAFETY

Our commitment to providing superior quality healthcare is core to UHS' Mission and differentiates us in our served communities. We take the responsibility of protecting the health, well-being and safety of our patients to heart. We have a strong foundation to build on and always strive to do even better.

Our relentless focus on quality will be evidenced in higher Q-scores, an internal UHS metric, translating across Centers for Medicare & Medicaid Services (CMS) star ratings and other industry indicators that are publicly visible metrics, referenced by consumers making healthcare decisions. They represent our core purpose – which is striving to provide the best, safest care to each and every one of our patients.



Many of our hospitals are consistently praised for delivering high-quality care including those who have earned Leapfrog A Hospital Safety Grades, a testament to their excellence in safety, quality and resource use. In particular, we are proud of the achievements of **Henderson Hospital** in Nevada, and **Temecula Valley Hospital** in California, who each received their 11th “A” rating. Further, **Cornerstone Regional Hospital** in Texas received



the Top General Hospital designation from Leapfrog, recognizing the hospital's achievements in patient safety.

We were pleased to announce **The George Washington University Hospital** (GW Hospital) in Washington, D.C., earned a U.S. News & World Report Best Regional Hospital distinction, recognizing that GW Hospital is among the very best in the D.C. area. GW Hospital achieved High Performing status in three specialty areas and 10 common procedure and condition areas. **South Texas Health System Edinburg** was named a Best Regional Hospital in the McAllen, TX, area for the second consecutive year, with High Performing designations in seven common procedure and condition areas.

Cornerstone Regional Hospital is co-owned with physician investors.

Recognizing excellence in maternity care, **GW Hospital, Centennial Hills Hospital Medical Center, Corona Regional Medical Center** and **Southwest Healthcare Rancho Springs Hospital** each received acknowledgment as a High Performing Hospital, providing new moms with peace of mind that they are receiving care from highly skilled medical professionals.

Continuing with the achievements, Newsweek/ Statista named **Lakewood Ranch Medical Center** to the America's Best Maternity Hospitals list for the second consecutive year. Lakewood Ranch was one of only 384 hospitals in the U.S. recognized. This is a testament to the commitment and dedication of the entire Women's Center team.

The reputation of the hospitals operated by our subsidiaries are vital to our business. Patients often have a choice, and we aim to continue to differentiate our care such that patients see our high star ratings and choose us. In 2023, our online reputation management team responded to approximately 30,000 reviews posted on Google. UHS Acute Care hospitals ended the year with an overall average star rating by consumers of 4.3 out of 5 stars. Overall average star rating of our freestanding emergency departments (FEDs) was 4.7 stars. Our focus is clear: deliver a 5-star Patient Experience.



We are committed to providing high-quality care to our patients – smiling patients make us smile – here at ER at West Craig Road, an extension of Centennial Hills Hospital Medical Center.

ENHANCING PATIENT EXPERIENCE

We are committed to continuous improvement and enhancing the patient experience while optimizing performance, reducing costs and improving patient care. Significant results from the year include:

- We changed the drug formulary, which is the list of drugs we carry and allow prescribers to use, resulting in \$4.2 million in cost avoidance.
- Patient volume in the hospital-based/full-service Emergency Departments (EDs) increased 5.6%.
- Overall length of stay for low-acuity ED patients was reduced by 6.4%.
- We implemented an in-house Managed Service Provider to manage over 117 contract labor agencies.
- We drove a 53% reduction in contract labor spend and a 15.3% reduction in RN turnover.
- We reduced Hospital Acquired Pressure Injuries by 41% and Central Line Associated Blood Stream Infections by 29%.

Ten of 11 Rehabilitation units ended the year with Program Evaluation Model (PEM) scores greater than 90. Meanwhile, units at **St. Mary's Regional Medical Center**, **Texoma Medical Center**, **South Texas Health System Edinburg** and **South Texas Health System McAllen** ranked in the top 10% in the country based on their PEM scores.

Overall, we continued to see positive improvements that delivered exceptional results, and we anticipate these improvements will continue to accelerate into 2024.



“Healthcare is better where we are. Our Division

goals are predicated upon the foundation of our strong team. From senior leadership through all functions, we hold the bar high, employ the best in the industry and engage our team to contribute their very best...all for patients.”

> **EDWARD SIM, PRESIDENT, ACUTE CARE DIVISION**

PATIENT FEATURE

“I have end-stage heart failure and currently live with an LVAD. An LVAD is a left ventricular assist device that is implanted in the chest. It helps pump blood from the left ventricle to the rest of the body. The LVAD is doing the work for my heart while I wait for a transplant. The LVAD team at GW Hospital helped me overcome my fears and helped me understand what to expect during this time. I am most thankful to GW Hospital for giving my kids their mom back.”

Taneeaa is doing well and in good health.

- > Taneeaa, patient
The George Washington University Hospital
Washington, D.C.





The Alan B. Miller Medical Center will be a new neighborhood hospital that provides medical center excellence, serving the thriving regional population. Left to Right: President & CEO Marc D. Miller, Founder & Executive Chairman Alan B. Miller and his grandson TJ Miller.

GROWTH TO SERVE MORE PATIENTS

As the populations in key markets continue to grow and expand, so too do we. We are making great strides on building three new hospitals.

West Henderson Hospital, in Southern Nevada, will open in 2024 and will feature 150 beds and a 37-bay Emergency department, among many other healthcare suites and departments. This will be the sixth Acute Care hospital within The Valley Health System, a robust integrated delivery network that also includes various ambulatory care access points.

In Washington, D.C., we raised the final steel beam in constructing **Cedar Hill Regional Medical Center GW Health**, a new 136-bed hospital. Cedar Hill will provide a comprehensive network of care to serve all District residents, but more importantly it will ensure residents of Wards 7 and 8 have access to high-quality care in their community. We are developing comprehensive services to improve health and wellness for the residents of this great city. Cedar Hill is scheduled to open in 2025.

In Florida, we broke ground on the new **Alan B. Miller Medical Center**, a 150-bed neighborhood hospital with medical center excellence that will serve the growing population of the greater Palm Beach Gardens community. Named after UHS Founder and Executive Chairman Alan B. Miller, the hospital is currently scheduled to open in late 2025.

Prominence Health is driving physician alignment through value-based care initiatives, enabling greater access to better care at lower cost. With seven Accountable Care Organizations (ACOs) and 200,000 lives across five U.S. states and Washington, D.C., Prominence Health and partnered clinicians continue to produce meaningful cost savings to Medicare. During the year, Prominence Health announced \$93 million in savings for Medicare and more than \$65 million in earnings for 3,000 participating physicians. This yields a total of over \$468 million saved since the establishment of the first UHS ACO in 2014.

Prominence Health Plan achieved a 4-star rating for Medicare Advantage and a 97% quality score given by CMS for 2023. Prominence Health Plan and the ACOs are key strategic vehicles to partner with Primary Care around population health initiatives.

Independence Physician Management (IPM), a subsidiary of UHS, develops and manages multi-specialty physician networks and urgent care clinics which align with our Acute Care and Behavioral Health facilities in 13 markets across seven states and the District of Columbia. With over 880 providers, IPM treated patients in over 1.7 million encounters during the year.

ENABLING CONVENIENT ACCESS TO CARE

During the year, we expanded our network of Freestanding Emergency Departments (FEDs). The FED model is strategic, efficient and generates high patient satisfaction ratings.

We have 26 FEDs fully operational, several under construction, and have acquired land to build additional FEDs. In 2023, the FEDs handled over 421,000 ER visits and had over 26,000 transfers to UHS hospitals. By the end of 2024, we expect to have over 30 FEDs open and serving patients.

During 2023, we opened:

- **ER at Spanish Springs**, an extension of Northern Nevada Medical Center
- **Manatee ER at Bayshore Gardens**, an extension of Manatee Memorial Hospital
- **ER at North Las Vegas**, an extension of Valley Hospital
- **ER at West Craig Road**, an extension of Centennial Hills Hospital
- Desert Springs Hospital was transitioned to the **ER at Desert Springs**, an extension of Valley Hospital.

SEVERAL FEDs ARE COMING SOON ACROSS NEVADA, TEXAS AND FLORIDA:



PATIENT FEATURE

Henderson Police Officer Scott Nelson was brought to the Henderson Hospital ER in serious condition.

"The medical team was able to restore my heartbeat and they worked hard to save my life," said Mr. Nelson. "I was quite sick and required care in the ICU for over a week. I am making progress on my recovery. To say thank you, the Henderson Police Department visited Henderson Hospital and brought snacks and a plaque to recognize the dedicated staff and the medical team."

- > Scott, patient
Henderson Hospital
Henderson, NV



CREATING HEALTH IN HARMONY FOR SOUTHERN CALIFORNIA

In Southern California, we aligned our Acute Care hospitals as a unified network of care – **Southwest Healthcare** – employing over 7,000 dedicated team members and comprised of five acute care facilities, multiple urgent care locations and affiliated doctors’ practices.

Also in Southern California, we continue to make progress on the integration of Riverside Medical Clinic (RMC), a premier multi-specialty physician practice that employs more than 180 physicians and advanced practice providers in seven physician offices. RMC has served the local community for over 85 years.



THE SOUTHWEST HEALTHCARE NETWORK

- 1 Corona Regional Medical Center
- 2 Palmdale Regional Medical Center
- 3 Southwest Healthcare Rancho Springs Hospital
- 4 Southwest Healthcare Inland Valley Hospital
- 5 Temecula Valley Hospital
- Riverside Medical Clinic**
- Temecula Valley Day Surgery*
- A+ Urgent Care Centers**
 - Murrieta - Kalmia Street
 - Murrieta - Technology Drive
 - Lake Elsinore
 - Menifee Lakes

*Majority owned by an affiliate.

**Physician-owned independent groups, managed by an affiliate.



Rendering of the new patient tower at Southwest Healthcare Inland Valley Hospital.

RIISING TO NEW HEIGHTS

Southwest Healthcare continues to expand services and provide care and employment opportunities across the Southern California region. Most recently, Southwest Healthcare Inland Valley Hospital celebrated the milestone of the installation of the final steel beam in its new, seven-story patient tower, currently under construction.

The tower will include modern, private patient rooms, the installation of advanced clinical technologies for minimally invasive procedures and globally sustainable infrastructure

enhancements, including energy-efficient LED fixtures and solar panels. The tower, expected to open in 2026, is part of a \$400 million project to expand and renovate Southwest Healthcare Inland Valley and Rancho Springs Hospitals.



Hospital leaders and staff were joined by members of the construction crew and city officials to witness the installation of the final steel beam. The beam – adorned with a pine tree, American flag, the hospital brand logo, and the signatures of hospital employees, local physicians, the construction workers on the project and community members – was raised and positioned atop the tower.





UHS BEHAVIORAL HEALTH DIVISION

The Behavioral Health Division brings hope, help and healing. Across 39 states, Washington, D.C., Puerto Rico and the United Kingdom, our teams of trusted caregivers provide high-quality behavioral healthcare services in the communities we serve.

With the growing demand nationally, our care teams are working hard to deliver strong patient outcomes, engage and recognize employee teams and deliver business growth across the division. The Behavioral Health Division cared for approximately 730,000 individuals across the full continuum of care including inpatient, outpatient, partial hospitalization and telehealth settings.

CLINICAL EXCELLENCE



As a leader in the behavioral health space, we know individuals come to us for hope, resiliency and connection. During the year, from a clinical excellence perspective, we delivered

exciting and innovative enhancements. We rolled out Trauma-Informed Care, the cultural transformation strategy for the Division. Trauma-Informed Care is a comprehensive framework that provides quality, clinical care to survivors of trauma by emphasizing safety and the notion that healing occurs through safe and collaborative relationships.

We launched Cerner, an electronic health record (EHR), at three additional facilities in 2023 while planning for an additional six implementations in the coming year. EHR launches will continue over the next few years and promise to deliver on our commitment of using technology to support the clinical teams in conducting their work.

We continued to roll out and implement ObservSMART at our facilities. The use of this proximity-based rounding technology has increased our capacity for patient engagement and has shown great promise in reducing high-risk events as well as improving overall timeliness.



All facilities aim to be highly regarded, trusted providers of behavioral health in the communities we serve. **Black Bear Lodge, La Amistad Behavioral Health Services, Pride Institute, Talbott Recovery and The Ridge Behavioral Health System** were listed on Newsweek/Statista's

annual America's Best Addiction Treatment Centers for 2023. Recognitions such as this help families choose from the best treatment options available.



Leadership and staff celebrated the go-live of the electronic health record (EHR) at Brooke Glen Behavioral Hospital, located in Fort Washington, PA. Left to Right: Leaders Michael McDonald, Karen E. Johnson and Brooke Glen CEO Neil Callahan.

Patient Satisfaction

Our care teams provide evidence-based treatment and support to patients resulting in lasting improvement and recovery for the hundreds of thousands of patients whom we are privileged to serve each year.

In CMS' Quality Reporting requirements, our facilities are compared to 1,500 psychiatric providers across the country. Our results exceed the national averages in 8 out of 12 indicators. In 2023, patients rated their overall care as 4.4 out of 5 in our patient satisfaction surveys; 91% indicated they felt better following care at one of our facilities.

We expanded uptake of the Net Promoter Score (NPS) in our patient surveys. NPS measures the loyalty of consumers and has been widely adopted by most Fortune 1000 companies. We measure NPS using the question: "How likely would you be to recommend this facility to a friend or family member?" In 2023, the UHS Behavioral Health Division's NPS was 40 on a scale of -100 to 100. This score is considered very good/great by industry standards.

We received approximately 8,300 Google reviews and improved the Division's average star rating. We are moving the needle in a positive direction on these highly visible consumer reviews. Higher average star ratings instill confidence as prospective patients, families and referral sources evaluate their care options.



“The care teams at our Behavioral Health facilities are

compassionate, dedicated individuals who make a difference in the lives of patients and their families. Our Division is honored to continue to serve the growing demand for therapeutic treatment. Our team members are our strongest asset, and we are appreciative of their unwavering dedication to serving with excellence.”

> **MATT PETERSON, PRESIDENT, BEHAVIORAL HEALTH DIVISION**

SPECIALTY SERVICES AND PROGRAMS

As a dominant player in the industry, our teams constantly expand service lines to best serve and support patients. We handled over a million referrals during the year and received over 7,700 referral source satisfaction surveys.

We offer hundreds of specialty programs to address diverse audiences. Through our Patriot Support Programs, we serve the unique needs of active-duty military, reservists, veterans and their families. We have also increased the number of programs catering specifically to First Responders to address the needs of police, firefighters, healthcare providers and Emergency Medical Services professionals.

Substance Use Disorder treatment – a core service line priority – features a broad array of options including inpatient detoxification programs, partial hospitalization programs (with and without boarding), intensive outpatient programs and sober living supports.

We are nationally recognized for our programs that treat Eating Disorders. In fact, **Center for Change** was recently the first behavioral health facility in the U.S. to earn validation as a Gluten Free Safe Spot®, another valuable way we are putting patients’ needs at the forefront.

Autism Spectrum Disorder treatment referrals are at an all-time high. We have programs available at select facilities and provide care for individuals referred to us from many states. We are proceeding with plans to expand our capacity to care for this population.

For adolescents in longer-term care with us, we provide structured education. In 2023, 136 students completed their high school requirements. By providing personalized lessons utilizing a combination of direct instruction, online platforms and community-based instruction, we enable academic success.

PATIENT FEATURE

“I was at Talbott from late November 2022 to mid-February 2023. I was a heavy drinker for years and was intervened by my family. The counselors at Talbott are among the best in the country and truly care about the recovery of all the patients. I am happier and healthier now. I feel fortunate to be from Atlanta and have this facility in my backyard, and would recommend it to anyone, from anywhere. If you are reading this and considering treatment, I urge you to take the plunge. It may save your life.”

> Scott, alumnus
Talbott Recovery
Atlanta, GA





With overwhelming support from community partners, elected officials, school district members, first responders and mental health advocates, River Vista Behavioral Health hosted a ribbon cutting ceremony commemorating opening.

CELEBRATING GROWTH AND EXPANSION

Our continually expanding portfolio of services has supported noteworthy growth and expansion. We are privileged to serve an increasing number of patients, ultimately saving and improving lives.

In June, we opened 128-bed **River Vista Behavioral Health** in Madera, California, in partnership with Valley Children's Healthcare. This beautiful new facility is off to a strong start.

At the site of the new **Southridge Behavioral Hospital** in Western Michigan, we held a ceremonial beam topping in November. Our joint venture partner, Trinity Health Michigan, has a strong reputation as an anchor in the region and we are pleased to collaborate with them. The new facility is on schedule to open in 2025.

In February, we announced an exciting partnership with Lehigh Valley Health Network, in Northeastern Pennsylvania to build a de novo Behavioral Health Facility. Groundbreaking will be held in the Spring of 2024.

We opened new replacement buildings for three Behavioral Health locations: **Prairie St. John's** in North Dakota in 2023; **Mountain Youth Academy** in Tennessee and **The Hughes Center** in Virginia in early 2024. These achievements solidify our work in a critical component of the care continuum with additional residential treatment center beds.

Each of these new construction and expansion projects underscores our commitment to closing the gaps in much-needed care. We are a trusted provider with whom other major health systems seek to partner. We aim to be the #1 choice for referral sources and consumers for all levels of care. In the year ahead, we are on pace to bring on over 200 new beds at de novo and existing facilities.

SUICIDE AWARENESS AND PREVENTION

UHS continues its strategic partnership with the National Action Alliance for Suicide Prevention, helping individuals connect with support when they find themselves in crisis. During the year, we supported the one-year anniversary of the launch of the 988 Suicide & Crisis Lifeline. 988 provides 24/7 access to trained crisis counselors and 100% privacy. Help is available via phone, text or chat. Since it launched, there have been over 6 million calls, texts and chat messages pouring in to trained counselors who are providing emotional support and stabilization.

The 988 Lifeline helps thousands of people struggling to overcome suicidal crises or mental health-related distress every day. Care delivered has resulted in statistically meaningful improvement.



“Cygnet aims to make our name synonymous with hope,

opportunity and possibility at every location where we are delivering care in the U.K. We are proud to be part of UHS and look forward to many years of success.”

> **DR. TONY ROMERO,**
CEO, CYGNET



CYGNET

As part of its 35th anniversary in 2023, UHS’ subsidiary in the U.K. announced the creation of two divisions under the Cygnet umbrella brand: Cygnet Health Care and Cygnet Social Care. In 2023, Cygnet achieved 10% growth in revenue and bolstered its commitment to providing the highest standards of care.

Cygnet’s investment in services and focus on quality has strengthened its reputation, and in the last year Cygnet provided care to a record number of individuals. Cygnet is a trusted partner to the National Health Service and local authorities in England, Scotland and Wales. It is a positive sign of how commissioners value the care being offered and defines Cygnet as one of the largest and leading providers of behavioral health services in the U.K.

For the second year in a row, Cygnet outperformed the national average in regulatory ratings with 83% of services evaluated across the U.K. rated ‘Good’ or ‘Outstanding’ and 100% of inpatient schools in Cygnet’s Child and Adolescents Mental Health Services (CAMHS) rated ‘Good.’

Cygnet is grateful to its talented workforce and leadership teams who are committed to sustaining and exceeding quality standards. In the past year, Cygnet achieved a reduction in staff turnover, used fewer agency workers and enhanced the retention of its workforce. Cygnet’s goal is to grow more talent in-house, provide opportunities for staff to progress with us and develop current staff members into future leaders.

As part of an extensive expansion program, Cygnet will open six new hospitals and modernize five existing facilities during 2024. New services will generate employment in local communities, and Cygnet will recruit up to 1,000 more people into its workforce.

SERVICE USER FEATURE

“I have struggled with my mental health for as long as I can remember. My mental well-being declined to the point where I was admitted to an acute ward, where I remained for three years. I was fortunate to be able to move to Cygnet Hospital Maidstone’s Roseacre Ward. While at Roseacre Ward, I had the most incredible support that has been invaluable for my recovery. I also received my autism diagnosis which made me feel validated.”

“After my stay at Roseacre Ward, I moved to Cygnet Supported Living and now I have started my dream course at university. I am the happiest I have ever been. I have a bright future ahead of me and I am so proud of all I have achieved through the support of Cygnet.””

> Rowan, service user
Roseacre Ward, Cygnet Hospital Maidstone
United Kingdom



SERVING OUR NATION'S MILITARY



Via Linda Behavioral Hospital in Scottsdale, Arizona, held a ribbon cutting for their new Patriot Support Program. The 20-bed unit is dedicated for active-duty U.S. Armed Forces, U.S. Reserve and National Guard members. Left to Right: Matt Mueller, Andy Laning, Jerry Fenwick, Matt Peterson, Jackie Hull, Megan James, Michael Leal and Michael Tapp.

We were privileged to serve over 17,500 active duty military personnel, veterans and family members across the Division via our designated Patriot Support Programs. Our Division received referrals from 317 Active Duty Military Installations, Military Medical Facilities, National Guard and Air National Guard Units and Reserve locations from both the United States and overseas.

Services are designed to address the effects of combat stress, PTSD, depression, Substance Use Disorder and other behavioral health issues.

In many of our programs, services and care are provided by former military, providing real-world expertise and understanding. Five new Patriot Support Veterans Programs were added during the year.

We now have 10 Child and Adolescent programs within the Patriot Support Programs network. Facilities were selected based on the high volume of military dependents receiving care along with their high patient satisfaction scores, outstanding Online Reputation star ratings, NPS, Patient Safety data and clinical outcomes.

As a TRICARE®-authorized provider, there are opportunities to provide services for 10 million active service members, retirees and their families globally. UHS facilities play a vital role by working with the U.S. Department of Defense, through the Defense Health Agency, to provide inpatient and outpatient psychiatric and substance use services.

In 2023, UHS Facilities educated communities about Veterans Affairs (VA) benefits made available through the COMPACT (Veterans Comprehensive Prevention, Access to Care and Treatment) Act. There are 18 million veterans across the U.S., and we were honored to provide services to over 7,000 veterans, a growth rate of 24%.



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**WE ESTABLISHED A NEW PATRIOT SUPPORT MILITARY ADVISORY BOARD
AND RECRUITED NEW MEMBERS WITH UNPRECEDENTED CALIBER, INCLUDING:**



The Honorable
David Shulkin, MD,
Former Secretary of
Veterans Affairs



Lieutenant General (Ret)
Ronald Place, MD,
Former Director, Defense
Health Agency



Lieutenant General (Ret)
Bruce Green, MD, MPH,
Former Surgeon General,
United States Air Force



Rear Admiral (Ret)
Bruce Gillingham, MD,
Former Surgeon General,
United States Navy



Rear Admiral (Ret)
Paul Higgins, MD, Director,
Health and Safety Division,
United States Public Health
Service and United States
Coast Guard



Major General (Ret)
Jerry L. Fenwick, MD,
Former Joint Surgeon,
National Guard Bureau

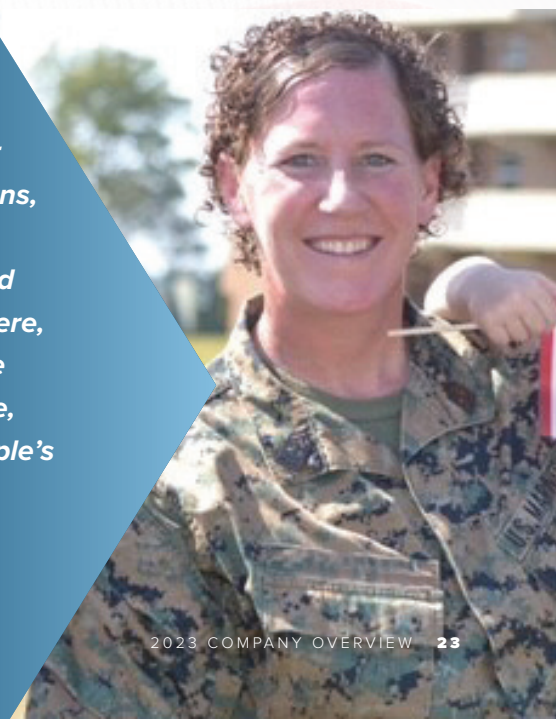


Chief Master Sergeant (Ret)
Charles Cole, Former Chief
of the Medical Enlisted
Force, United States
Air Force

PATIENT FEATURE

“The time I spent at Laurel Ridge Treatment Center changed my life for the good. They have world class staff and service. The accommodations, respect, compassion, love and drive that Mission 100 nurses, staff therapists and all others give through this program cannot be matched anywhere else. I was nervous to come here like most, but once I got here, not only did the staff welcome me with open arms and a smile, but the TRIBE from Mission 100 did as well. I have never felt this free in my life, nor have I had this much clarity. Laurel Ridge and their staff save people’s lives and changes them for the better.”

> Beth, former military patient
Laurel Ridge Treatment Center
San Antonio, TX



SUSTAINABILITY

Serving communities with integrity and purpose



UHS is committed to being a high-quality healthcare provider, trusted and respectful employer and valued partner to the local communities we serve. This has been – and remains – core to our Mission throughout our 45-year history.

Our sustainability efforts are an extension of this commitment to doing business right and are reflected in our day-to-day operations. In the coming year, we will continue to focus on further development of new efficiencies, products and processes that support our business, services and environment.



ONLINE ONLY – to access the 2023 UHS Sustainability Report, visit uhs.com/sustainability

OUR PRINCIPLES

We stand for excellence, each and every day, at each and every encounter. Our Principles set a high bar and reflect our purpose.



We Provide Superior Quality Patient Care



We Value Each Member of Our Team and All Their Good Work



We Are Committed to Being a Highly Ethical Healthcare Provider



We Are Devoted to Serving Our Local Community

OUR SUSTAINABILITY IMPACT

2023 BY THE NUMBERS



FOCUSING ON PATIENTS

100% of U.S. facilities are licensed by their state and accredited by regulatory bodies, such as The Joint Commission and/or Commission on Accreditation of Rehabilitation Facilities

15 facilities with Gluten-Free Food Service validation

91% of Behavioral Health patients indicated they felt better following care at one of our facilities*

89% of Behavioral Health patients indicated they were treated with dignity and respect**



SUPPORTING OUR VALUED TEAMS

75% of U.S. workforce are women

57% of U.S. workforce is ethnically diverse

1,600+ veterans hired in U.S.

81% of U.S. employees report that they feel included on their team/work unit***

87% of U.S. employees report that the person they report to treats them with respect***



PARTNERING WITH LOCAL COMMUNITIES

\$7.1 billion in salaries, wages and benefits

10+ year partnership with the National Action Alliance for Suicide Prevention to help those in crisis

14 years on Fortune magazine's World's Most Admired Companies list

\$2.6 billion of uncompensated care at our Acute Care hospitals



INVESTING IN THE ENVIRONMENT

15 Energy Star certifications

90% of lights in UHS' U.S. facilities are equipped with LED versions

5,080.5 metric tons of paper collected, shredded and recycled

13 Acute Care hospitals using new application to track food waste

100% of electricity has been procured from renewable sources since 2021 across all Cygnet facilities in the U.K.



GOVERNING STRUCTURE

4 (of 6) Board Committees provide oversight of sustainability-related issues

43% of UHS Board of Directors members are women

48 privacy and data-security-related policies maintained at the Corporate level and locally by U.S. facilities

2 Patient Safety Organizations registered under the Agency for Healthcare Research and Quality to govern patient-safety initiatives (one for each Division)

*Based on 378,534 respondents to 2023 patient satisfaction surveys

**Based on 378,750 respondents to 2023 patient satisfaction surveys

***Based on 50,064 employees who responded to U.S. Pulse Employee Engagement Survey



BUILDING
FOR THE FUTURE

As we move forward, we maintain a long-term focus on the future.

With a commitment to delivering healthcare with excellence and quality, we will identify, develop and pursue rational new opportunities that complement our core business and achieve our Mission, ensuring UHS is well positioned for the decades ahead.

We will remain a vibrant company that rises to challenges, leverages opportunities and cultivates visionary leaders.



#ThisIsUHS
uhs.com

FACILITY LOCATIONS

UNITED STATES

Alabama | Alaska | Arizona
Arkansas | California
Colorado | Connecticut
Delaware | District of Columbia
Florida | Georgia | Idaho
Illinois | Indiana | Iowa
Kentucky | Louisiana
Massachusetts | Michigan
Minnesota | Mississippi
Missouri | Nevada
New Jersey | New Mexico
North Carolina | North Dakota
Ohio | Oklahoma | Oregon
Pennsylvania | South Carolina
Tennessee | Texas
Utah | Virginia | Washington
West Virginia | Wisconsin
Wyoming

PUERTO RICO

UNITED KINGDOM

England

Bristol | Cheshire
County Durham | Derbyshire
Dorset | Essex
Gloucestershire | Hampshire
Hertfordshire | Kent
Lancashire | Leicestershire
Lincolnshire | London
Greater Manchester | North Yorkshire
Northumberland | Nottinghamshire
Somerset | South Yorkshire
Staffordshire | Suffolk | Surrey
Teesside | West Midlands | West Yorkshire

Scotland

Angus | Dumfries and Galloway
Stirling

Wales

Flintshire | Gwent



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