

# COMPANY OVERVIEW

2024 RESULTS AND ACCOMPLISHMENTS



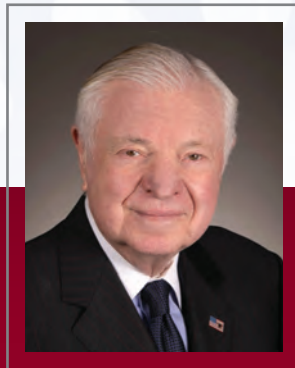
# UHS

UNIVERSAL HEALTH SERVICES, INC.



At UHS, we know what it takes  
to lead, inspire and succeed.

Our vision is to always put patients first, provide  
high-quality care at our facilities and build long-term relationships  
with physicians, dedicated healthcare professionals and  
the communities we serve.



## OUR MISSION

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

### **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.*

# OUR IMPACT

2024 BY THE NUMBERS

**3.7 MILLION**  
PATIENTS SERVED

**\$15.8 BILLION**  
REVENUES

**99,000**  
EMPLOYEES,  
GLOBALLY

**23,000**  
NURSES

**2,100<sup>+</sup>**  
PROVIDERS  
OF PHYSICIAN  
SERVICES (U.S.)

**\$944 MILLION**  
INVESTMENT IN EQUIPMENT,  
FACILITY EXPANSIONS  
AND RENOVATIONS

**31,000<sup>+</sup>**  
AVERAGE NUMBER  
OF LICENSED BEDS

## ACUTE CARE

331,415 inpatient  
admissions

1.6 million  
patient days

1.7 million ER visits

34,900 deliveries

190,000 value-based  
care lives managed  
(by ACOs)

## BEHAVIORAL HEALTH

~730,000 total  
patients served

5.5 million  
patient days (U.S.)

34 facilities  
offering at least one  
Patriot Support Program

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

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## LETTER TO OUR STAKEHOLDERS

Dear Valued Stakeholders,

***We are proud to have commemorated 45 years of Healthcare Excellence, signifying Universal Health Services' longstanding commitment to the delivery of high-quality care to the patients we are privileged to serve.***

With our core strategy that includes building or acquiring high-quality facilities in rapidly growing markets and investing in the people, equipment and innovation to enable each facility to thrive, we aim to become a leading healthcare provider in each served community.

We are proud of the reputation we have earned, as evidenced by our many accolades earned year over year. 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.

As one of the nation's largest and most respected providers of hospital and healthcare services, UHS subsidiaries operate an impressive network of acute care hospitals, behavioral health facilities and ambulatory centers across the United States, Puerto Rico and the United Kingdom. During 2024, we served approximately 3.7 million patients.

During the year, UHS generated net revenues of \$15.8 billion, an increase of 10.8% over the prior year. On a same facility basis during 2024 as compared to 2023, net revenue growth of 8.5% and 10.7% was experienced within Acute Care and Behavioral Health operating segments, respectively. During the same period, adjusted admissions in the Acute Care Division increased by 2.9%, while those for the Behavioral Health Division grew by 0.7%.

We continue to invest significant capital in new facility construction, expansions, renovations and strategic partnerships, all of which position us for future growth. In December, we opened the brand-new West Henderson Hospital in Southern Nevada and we look forward to opening the new Cedar Hill Regional Medical Center GW Health in Washington, D.C., in 2025; and both the new Alan B. Miller Medical Center in Palm Beach Gardens, Florida, and the Southwest Healthcare Inland Valley Hospital expansion in 2026.

Further, we are currently building three Behavioral Health facilities and expanding multiple others. We expanded and relaunched Foundations Recovery Network in the substance use disorder space and launched Foundations Health for Medication Assisted Therapy (MAT) services.

We continue to prioritize the integration of ambulatory care access points along the care continuum in existing markets. By the end of December, we were operating 30 freestanding emergency departments (FEDs) and several behavioral health outpatient centers, with others to open in strategic markets in the near future.

While driving growth, we have also diligently focused on operational initiatives to increase efficiencies, standardize approaches, optimize and right-size where prudent.

We are grateful to our patients for entrusting their care to UHS facilities; to our employees for their dedication and hard work; to our business partners for their collaboration; to our communities for their partnership; and to our shareholders for their continued support and investment.

Our focus is and will remain to position employees and facilities to provide the highest quality and most efficient care to our millions of current and future patients. Looking ahead, we expect this will yield profitable growth in attractive markets, business segments and care delivery venues.

Thank you for your continued interest in UHS.

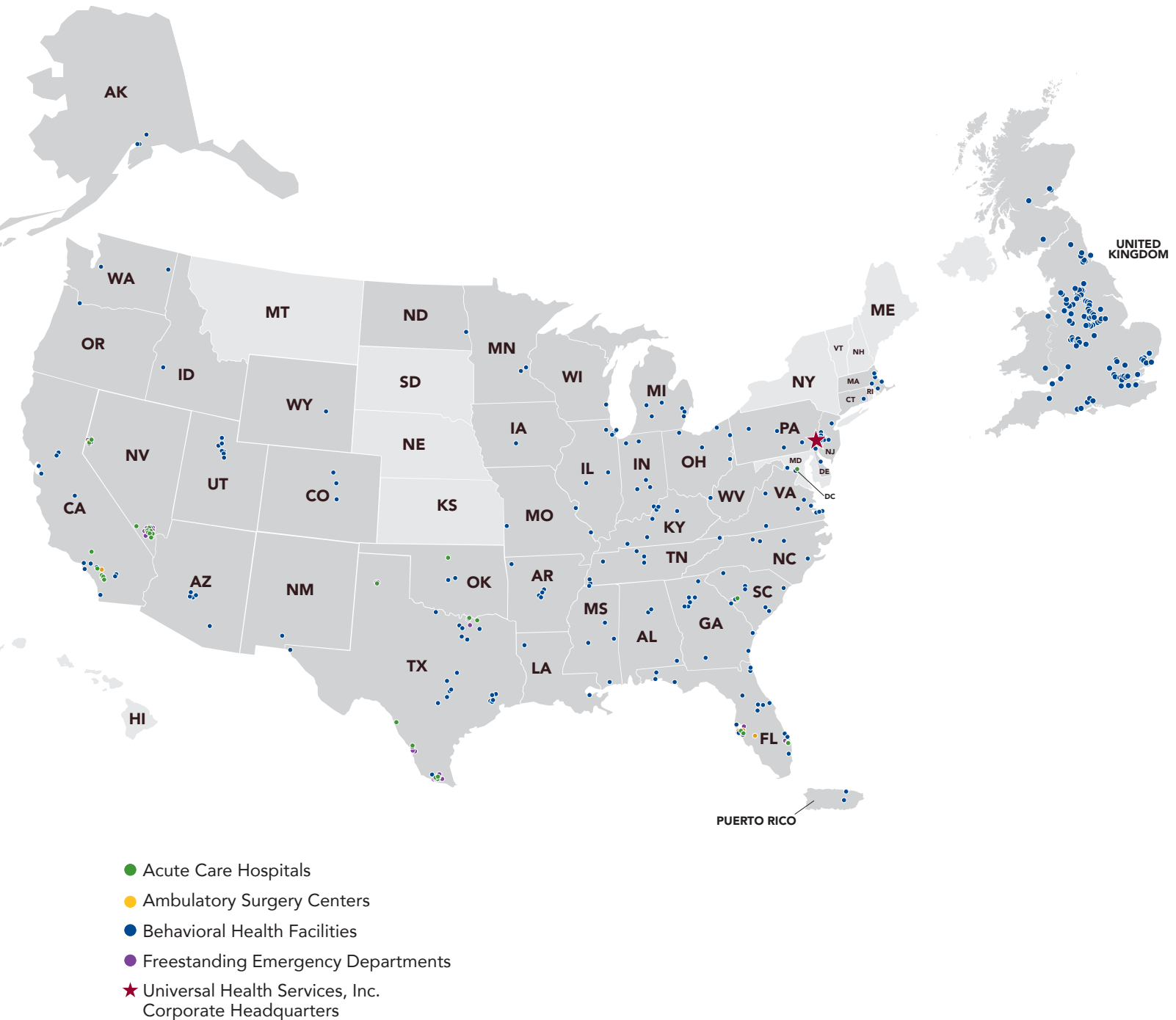
Sincerely,

Marc D. Miller  
President and Chief Executive Officer



# REACHING AND SERVING MILLIONS OF INDIVIDUALS

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](https://uhs.com/locations)

# UHS ACUTE CARE DIVISION

**The Acute Care Division subsidiaries operate 28 hospitals, more than 30 Freestanding Emergency Departments and hundreds of additional care access points providing high-quality care to millions annually. In key served markets, our facilities are competitively positioned as the provider of choice.**

Our Acute Care Division closed out 2024 in a robust position, delivering strong clinical and financial results. We worked diligently to grow patient volumes and efficiently manage costs. Our focus remains on our three most critical divisional priorities: Quality & Service; Operational Efficiency; and Physician Alignment.

From senior leadership through all functions across the division, we are accountable for transparent results, teamwork and keeping patients at the center of everything we do. We support and empower every team member to contribute to the very best of their ability. We are excited about the promising future ahead and the opportunity to continue to serve patients, families and communities.

*Photo Credit: Mike Thezier Photography captured this image of staff at Southwest Healthcare Inland Valley Hospital representing our thousands of highly skilled and caring nurses.*











**"Quality and service are the top priorities for our amazing caregivers. We focus on the most critical areas and provide full transparency to the very best of our abilities. Because of the high-quality care we deliver and the medical innovation we employ, physicians and medical professionals want to partner with us, and caregivers want to work for us. Everything we do is focused on our patients."**

**EDWARD SIM**  
PRESIDENT, ACUTE CARE DIVISION

## QUALITY & SERVICE

Our commitment to providing superior quality healthcare is core to UHS' Mission and differentiates us in our served communities.



During 2024, we saw strong results in Quality achievements. Eighty percent of our Acute Care hospitals evaluated earned either an A or a B from The Leapfrog Group. This is tremendous work. Our team is passionate about our journey to excellence. Congratulations to the hospitals that are consistently recognized for delivering high-quality care, including those that have earned Leapfrog A Hospital Safety Grades, a testament to excellence in safety, quality and resource use:

- **Henderson Hospital - 13th consecutive A grade**
- **Lakewood Ranch Medical Center**
- **Northern Nevada Medical Center**
- **Southwest Healthcare Corona Regional Medical Center**
- **Southwest Healthcare Inland Valley Hospital**
- **Southwest Healthcare Palmdale Regional Medical Center**
- **Southwest Healthcare Rancho Springs Hospital**
- **St. Mary's Regional Medical Center**
- **Valley Hospital Medical Center**



Congratulations to **Lakewood Ranch Medical Center** for earning the 2024 Leapfrog Top Teaching Hospital Award. This award is widely acknowledged as one of the most competitive awards American hospitals can receive.



We were pleased to announce **The George Washington University Hospital (GW Hospital)** earned the U.S. News and World Report Best Regional Hospital distinction in the D.C. area recognizing clinical excellence. Additionally, GW Hospital earned "High Performing" designations for 14 types of care.



**South Texas Health System Edinburg** was named a Best Regional Hospital by U.S. News and World Report for the McAllen Metro area for the third consecutive year. STHS Edinburg also received "High Performing" designations for seven clinical disciplines.



**Lakewood Ranch Medical Center, Southwest Healthcare Rancho Springs Hospital and Southwest Healthcare Corona Regional Medical Center** were each named High Performing for Maternity Care (Uncomplicated Pregnancy) by U.S. News & World Report. This is the highest award a hospital can earn as part of U.S. News' Best Hospitals for Maternity Care annual study. The report is designed to assist expectant parents, in consultation with their prenatal care team, in making informed decisions about where to receive maternity services that best meet their family's needs. Factors considered include birth-friendly practices and low complication rates, among other measures.

## OUR VISION FOR GROWTH IS BOLD



From groundbreaking in March 2022 through a well-attended ribbon-cutting and VIP events in advance of the first patient day in December 2024, **West Henderson Hospital** is the newest member of The Valley Health System. West Henderson, in Henderson, Nevada, currently accommodates 150 licensed beds and a 36-bay emergency department, among many other healthcare suites and departments.

In Washington, D.C., we installed the beautiful brand sign on **Cedar Hill Regional Medical Center GW Health**, a new 136-bed hospital that is a public-private partnership with the District of Columbia. Currently under construction, 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. Cedar Hill is scheduled to open in April 2025.

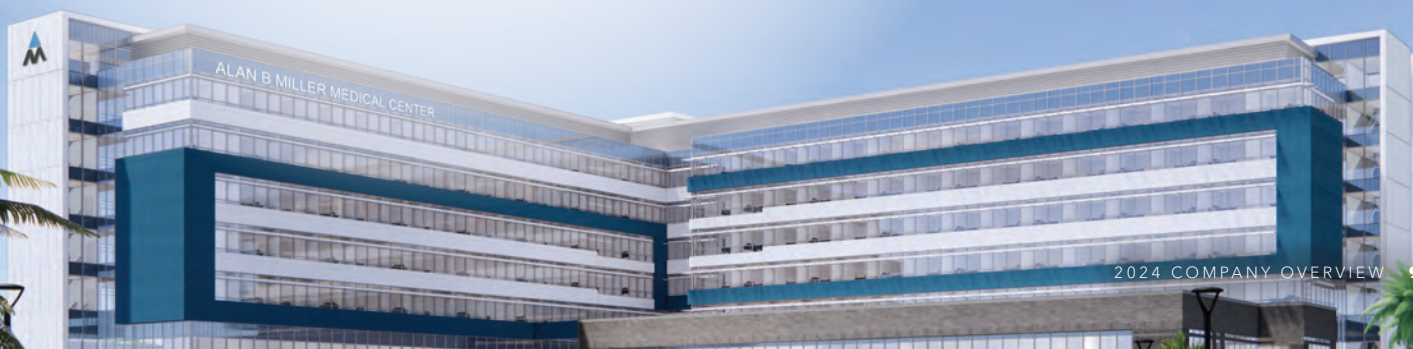


Construction continues on the new patient tower at **Southwest Healthcare Inland Valley Hospital**, located in Wildomar, California. The new seven-story patient tower will feature private rooms and the installation of advanced clinical technologies for minimally invasive procedures, among other enhancements. Throughout the years, we have continued to see Southwest Riverside County grow, and with that growth comes an increased demand for quality healthcare. We look forward to expanded services with this new patient tower, which is on track to open in 2026.

In Florida, we placed the final beam atop the new **Alan B. Miller Medical Center**, a 150-bed hospital 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 scheduled to open in Spring 2026. The new facility is conveniently located right off of I-95 and will provide high-quality care.



*Leadership visited the site of the Alan B. Miller Medical Center to sign the final steel beam before it was placed atop the seven-story facility.*





## UHS ACUTE CARE DIVISION

**Prominence Health** is positioned as a physician alignment vehicle through value-based care across multiple lines of business and physician partnership arrangements. Prominence Health has grown organically over the past 10 years, achieving an average of 30% growth in Medicare Advantage offerings, a Quality rating of 4 stars (out of 5) and over \$400 million in shared savings with its affiliated accountable care organizations.

Currently, Prominence Health partners with over 3,000 physicians across our markets and manages 190,000 lives nationally with \$1.5 billion in medical spend.

**Independence Physician Management (IPM)**, a subsidiary of UHS, recruits, develops and leads multi-specialty physician networks and urgent care clinics that align with our Acute Care and Behavioral Health facilities in diverse markets across seven states. With over 1,100 providers, IPM treated patients in over 1.7 million encounters during 2024.

Providers' services now span more than 50 specialties including cardiology, neurology, neurosurgery, general surgery, orthopedics, obstetrics and gynecology. IPM has grown to over 140 convenient outpatient locations and has earned an average cumulative star rating on Google of 4.6 out of 5.



### PATIENT FEATURE

**Steffani Natter doesn't remember much of September 15, but she knows it was the day that "family," first responders and medical professionals came together to save her life. Steff, 38, had suffered cardiac arrest. Paramedics rushed Steff to Temecula Valley Hospital. The ER team successfully stabilized Steff after her heart stopped a second time and later placed her in an induced coma before transferring her to the Intensive Care Unit. "I remained on life support for three days. When I woke up, I had no neurological damage. I was alive. I am here today because of the Temecula team and because of CPR and AED."**

#### STEFFANI NATTER

Southwest Healthcare Temecula Valley Hospital  
Temecula, CA



**Celebrating a decade of emergency care: South Texas Health System ER Weslaco marks 10 years of serving the local community with accessible, high-quality emergency care. The milestone celebration highlighted ER Weslaco's positive impact on the community.**

## PROVIDING CONVENIENT ACCESS TO CARE

By March 2025, we had 33 FEDs open, which were fully operational and actively serving their respective local communities with easily accessible, high-quality care. During the year, the staff at our FEDs handled over 500,000 ER visits and managed nearly 32,000 transfers.

Three additional FEDs are expected to open by April 2025. We have several more FEDs under construction, and we have acquired land to build more.

We were pleased to celebrate the 10-year anniversary of our very first FED - **South Texas Health System ER Weslaco (ER Weslaco)**, which opened in 2015. During the last decade, ER Weslaco has proudly served approximately 200,000 patients and has become a pillar of the community.



## ENHANCING OPERATIONAL EFFICIENCIES

We are committed to continuous improvement and enhancing the patient experience while optimizing performance and managing costs. During the year, we delivered significant operational efficiencies and results by:

- Delivering outstanding inpatient care for over 325,000 patients with growth in our adjusted admissions of approximately 4% vs. the prior year across all our sites.
- Reducing productive hours per acuity-adjusted admissions by 3%.
- Shortening average inpatient length of stay by 2%.
- Lowering dependence on contingent labor by 32%.
- Holding supplies cost per adjusted admit flat despite inflationary pressures.
- Reducing the cost to provide hospital-based services as a percentage of revenue by 4%.

We are proud to say that we were able to achieve these outcomes while concurrently delivering demonstrable improvements in quality. We expect further improvement in both efficiencies and quality in 2025.

In 2024, we received and managed nearly 44,800 Google reviews across the Acute Care Division, underscoring our intentional focus on earning high marks, engaging with consumers about their feedback and maintaining the division's high rating. Largely due to these efforts, Press Ganey named UHS a 2024 Human Experience (HX) Guardian of Excellence Award® winner. This designation signifies that UHS was among the top 1% of healthcare providers in delivering a strong consumer experience for the year.



### PATIENT FEATURE

**"I was honored to be invited to D.C. to receive a Presidential Award. Unfortunately, after receiving the award, as I was headed to the airport to return home, my taxi was hit by another car. I sustained severe injuries during the crash. GW Hospital saved my life. GW has a permanent place in our hearts. I received top quality care at GW's nationally recognized trauma center. The team at GW promised to do everything they could to save my life. I received top medical care and innovative surgical techniques at GW that have allowed me to get back to my life. I am thankful to remember being taken care of by the most caring and thoughtful medical providers that I could ever imagine. I am reminded that every day matters."**

**ADAM SAY**

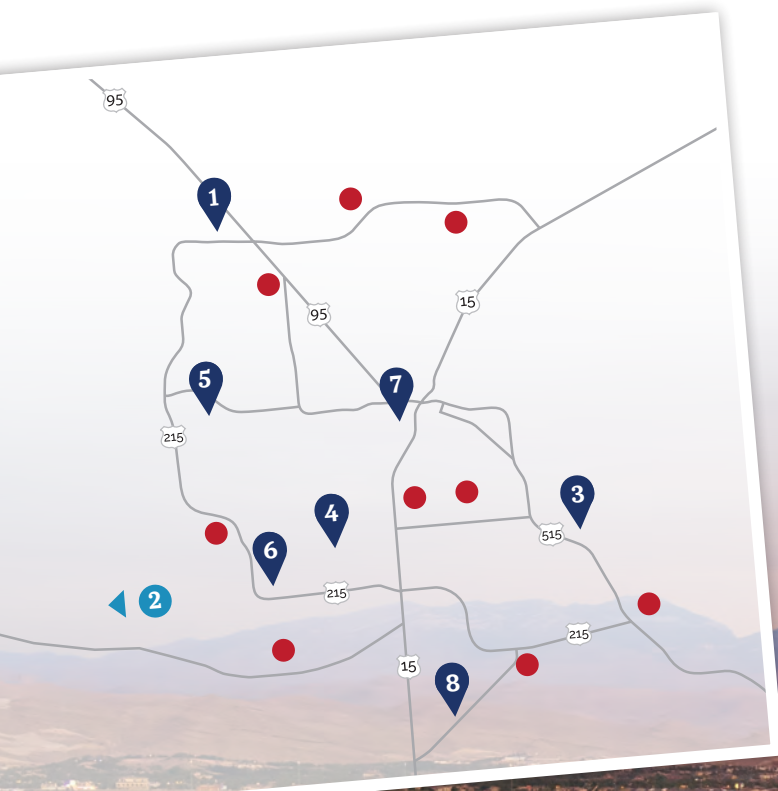
**The George Washington  
University Hospital  
Washington, D.C.**

# Health HAPPENS HERE

**Southern Nevada has been a story of remarkable growth, thriving community and quality of life.**

**The Valley Health System** is a highly regarded integrated network of seven acute care hospitals, nine Freestanding Emergency Departments, a Specialty hospital, two Behavioral Health facilities, plus additional outpatient care access points.

The Valley Health System employs approximately 10,000 dedicated team members, engages more than 6,000 physicians and manages more than 2,000 licensed beds. Our facilities have consistently earned major national and regional awards and accolades recognizing our commitment to serving patients and families with high-quality care and services.



- 1 Centennial Hills Hospital Medical Center
  - 2 Desert View Hospital  
Affiliated with The Valley Health System
  - 3 Henderson Hospital
  - 4 Spring Valley Hospital Medical Center
  - 5 Summerlin Hospital Medical Center
  - 6 Valley Health Specialty Hospital  
An extension of Spring Valley Hospital
  - 7 Valley Hospital Medical Center
  - 8 West Henderson Hospital
- Freestanding Emergency Departments







**West Henderson Hospital**, in Henderson, Nevada, opened its doors to patient care in December 2024 as the newest acute care hospital in Southern Nevada. To date, the opening has been tremendously successful. West Henderson Hospital represents a \$400 million investment in the local community. West Henderson Hospital is part of a master plan that will eventually build out to 450 private patient rooms and additional emergency department bays and procedural areas to meet the community's needs.

## SERVICES INCLUDE:

Cardiology  
Emergency Services  
Family Medicine  
Gastroenterology  
Internal Medicine  
Maternity  
Neurology  
Oncology  
Orthopedics  
Pediatrics  
Psychiatry/  
Behavioral Health  
Radiology  
Rehabilitation  
Surgery







# UHS BEHAVIORAL HEALTH DIVISION

**The Behavioral Health Division subsidiaries operate hundreds of facilities and locations, providing high-quality, evidence-based, individualized behavioral treatment and care. In served markets, we are competitively positioned as the industry-leading provider of choice.**

The Behavioral Health Division recorded another year of strong clinical quality outcomes, solid financial performance and remarkable growth in the U.S. and the U.K. We cared for approximately 730,000 patients across the care continuum including inpatient, outpatient, partial hospitalization and telehealth settings.

Our nearly 58,000 dedicated team members change lives for the better. We are committed to excellence in behavioral health as we address the growing need for treatment, services and care. Our vision is to be the partner of choice for behavioral health. We continue to expand our burgeoning network of care, reaching and serving more patients and communities. Compassion guides our patient care culture, as we work collaboratively to best serve those who come to us.









**"I am proud of our achievements and the care delivered for our patients, their families and the communities we serve. We operate with intent and integrity, and the work we do ensures that we deliver on our patient promise."**

**MATT PETERSON**  
PRESIDENT, BEHAVIORAL HEALTH DIVISION

## DELIVERING INDUSTRY-LEADING CLINICAL EXCELLENCE

As a trusted leader in the behavioral health sector, individuals come to us for hope, resiliency and connection. We delivered strong clinical outcomes and exciting and innovative enhancements.

Trauma-Informed Care (TIC) 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. To date, we have provided TIC training to more than 40,000 staff across the division.



During the year, we received and managed nearly 12,000 Google reviews and improved the division's average star rating. Higher average star ratings instill confidence as prospective patients, families and referral sources evaluate their care options.



We were pleased that five of our facilities were recognized on Newsweek's annual list of America's Best Addiction Treatment Centers:

- Black Bear Lodge
- Pride Institute
- Skywood Recovery
- Talbott Recovery
- The Ridge Behavioral Health System



When families are looking for care for a loved one, they turn to reputable rankings such as this to make informed choices.

We successfully launched the Oracle Health electronic medical record (EMR) at six additional behavioral health facilities in 2024 while planning for additional launches. UHS Acute Care hospitals have used Oracle Health's technology for more than a decade. With this expansion, UHS now has access to a single, unified EMR to better inform care decisions and help improve patient safety practices. Teaming with technology leaders so that we can better serve patients.

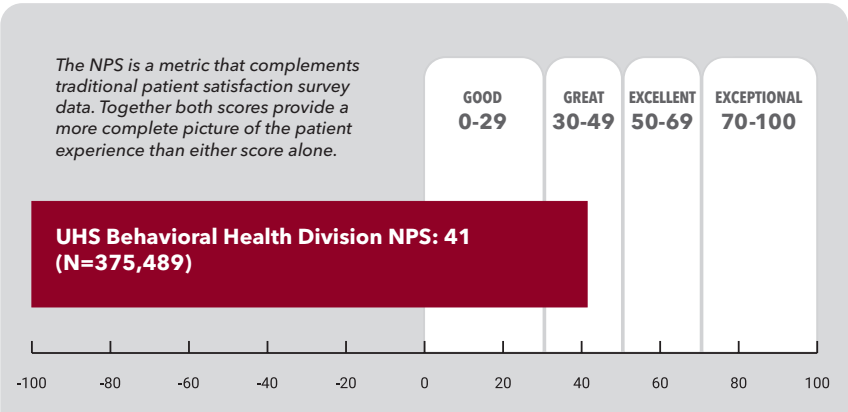
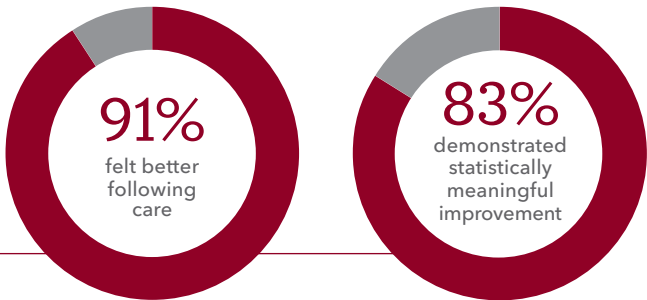




In CMS' Quality Reporting requirements, our facilities are compared to over 1,450 psychiatric providers across the U.S. Our results exceeded the national averages in 9 out of 11 indicators.\* During the year, the division earned favorable feedback from patients and/or informants participating in our satisfaction surveys and clinical outcomes measures.

*\*Based on the latest CMS data available (2023)*

**4.4** OUT OF 5 overall patient satisfaction



Net Promoter Score (NPS) measures the loyalty of consumers using the question: ***"How likely would you be to recommend this facility to a friend or family member?"*** In 2024, the Behavioral Health Division NPS was 41 on a scale of -100 to 100. This score is considered great by industry standards.

## CUSTOMER CENTRICITY

The division is committed to delivering the best possible referral partner experience and objectives through collaboration, communication, quality and consistent execution. During the year, we received over 13,500 referral source satisfaction surveys, 84% of which indicated that a UHS facility was their 'provider of choice.' We also earned high marks for the responsiveness of our teams and the quality of our care interactions.



## ACCELERATING GROWTH AND EXPANSION

Facilities under construction are new care opportunities on the immediate horizon.

### NEW CONSTRUCTION

**Southridge Behavioral Hospital** is on track to open in the Grand Rapids region of Western Michigan in Spring 2025. Our joint venture partner, Trinity Health, has a strong reputation as an anchor in the region, and we are pleased to collaborate on a shared mission to address the growing need for care. When open, the new facility will incorporate modern, innovative and evidence-based care focused on individual needs, comfort and safety. Southridge Behavioral Hospital will accommodate up to 96 adult and geriatric beds.



We broke ground on the new **Hanover Hill Behavioral Health** in May 2024. The 144-bed facility is a joint venture project of UHS and Lehigh Valley Health Network (now part of nationally ranked Jefferson Health). In October, we held a beam topping ceremony, symbolizing that we are one step closer to opening this new facility located in Hanover Township, Pennsylvania. Hanover Hill Behavioral Health is planned to open in late 2025.

At **Diamond Grove Center**, located in Louisville, Mississippi, we broke ground on a new 24-bed building dedicated to serving children and adolescents. The new building, which sits on the campus and increases the bed count from 61 to 85, is expected to open in late 2025.



#### PATIENT FEATURE

**“While at Cedar Springs Hospital for care, there was a mental health tech, she was wonderful and helped me so much. She showed me that there are people who care. I began to truly be motivated and ready to better myself. Without the determination of the teachers and other staff, I wouldn’t have been able to graduate. I owe all of it to the staff at Cedar Springs Hospital and Southgate School. Thank you for all the love and support – it will never go unappreciated.”**

#### MADELINE

**Cedar Springs Hospital  
Colorado Springs, CO**



## SUBSTANCE USE DISORDER CARE CONTINUUM

We relaunched **Foundations Recovery Network**, a nationwide network that provides evidence-based, integrated treatment for co-occurring mental health and substance use disorders. Featured programs include residential treatment, outpatient treatment and partial hospitalization programs. Locations are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and/or The Joint Commission, are members of the National Association of Addiction Treatment Providers (NAATP) and are certified by LegitScript. Making the decision to go to treatment is complicated. That's why our goal is simple: to provide honest, straightforward, life-changing help. Recovery is a partnership and a process.



**Sea Grove Recovery** is a facility we recently acquired in South Carolina that is being remodeled for residential treatment. This 41-bed facility will open in Spring 2025 as a member of Foundations Recovery Network.

Also in 2024, we established and implemented a strategy for integrated opioid treatment programs. These locations appear under the branding **Foundations Health**. We opened our first location under the Foundations Health brand in North Carolina. We will open new and expand additional locations in Virginia and Indiana in the near future.

## OUTPATIENT EXPANSION

We continued our strategy of widely promoting outpatient services that operate under the license of an inpatient facility as a singular national brand, **Branches**. During the year, we launched more than 30 Branches locations across the nation. Branches outpatient locations provide an intensive level of programming while individuals are living at home. We are on track to open many additional Branches locations across the U.S. in the coming months.

We continued our growth trajectory with the opening of four **Thousand Branches Wellness** facilities. These freestanding outpatient wellness and mental health care facilities are located in California, Illinois, Minnesota and Texas. This model offers a national outpatient mental health and substance use delivery system that is scalable and replicable. We have several additional locations planned for the coming year.



### PATIENT FEATURE

**"My life after 15 months post-Skywood has been so beautiful. I am living a full and responsible life! I still use the tools I learned while at Skywood to navigate not only my sobriety but also my personal life. Their programs are created for us to become aware of what life needs to be and to help us navigate through life's ups and downs. I know it works for me and many others. Skywood taught me that I am worth it."**

#### HEATHER

**Skywood Recovery  
Augusta, MI**

## SERVING OUR NATION'S MILITARY

In 2024, we had the honor of serving over 17,800 active-duty military personnel, veterans and their families through our dedicated Patriot Support Programs. This Network encompasses 34 facilities, including 28 that offer Family Services, ensuring comprehensive care and support for eligible military and veteran family members. We proudly offer Patriot Support Programs at two of the newly opened Thousand Branches Wellness Outpatient Clinics and across the portfolio, launched over 25 virtual programs, providing accessible outpatient care.

Division leadership continued to convene quarterly with our esteemed Patriot Support Advisory Board, comprising former military and veteran leaders, to guide us in addressing the behavioral health needs of our nation's heroes and their families.

We introduced a new Behavioral Health Assessment process, training over 400 users to proactively identify at-risk service members and providing critical services to over 7,000 veterans in suicidal crisis. Additionally, our facilities continue to educate local communities about Veterans Affairs (VA) benefits available through the Veterans COMPACT (Comprehensive Prevention, Access to Care and Treatment) Act.



Canyon Ridge Hospital, located in Chino, California, launched its Patriot Support Program to address the needs and challenges of active-duty military, veterans and military families. During treatment, dedicated staff provide the necessary resiliency skills to support healthy coping strategies to manage a multitude of military-related stressors. Left to Right: Eric Reynolds, Kerry Knott, Stephanie Bernier, Peggy Minnick, Michelle Jackson and Matt Peterson.

## 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.

How society publicly communicates about suicide can have either negative or positive impacts on help-seeking behaviors. Research suggests that certain types of public messaging about suicide can increase risk among vulnerable individuals. However, communications can also be a powerful tool to promote resiliency, encourage help-seeking, and highlight effective prevention efforts. July 2024 marked two years since the national transition to 988. Since its launch, 988 has had more than 13 million contacts routed through calls, texts and chats, offering helpful support and resources provided by trained counselors.

## STUDENT ACADEMIC ACHIEVEMENT

We are proud that in 2024, our creative and innovative teachers, support personnel and administrators assisted 148 students with completing their high school requirements. By providing personalized lessons utilizing a combination of direct instruction, online platforms and community-based instruction, student achievement reached new heights. According to survey results, 82% of parents and guardians indicated that the academic staff truly cares about their child, and 80% are satisfied with the facility's education program.







**“Cygnet continues to grow and thrive, delivering a diverse range of services to optimize the service user experience. A highlight of the year was our Social Care Division winning the Specialist Care Provider of the Year Award 2024, gaining national recognition as a best-in-class provider. This recognition is well-earned and we look forward to continuing to deliver on this honor.”**

**DR. TONY ROMERO**  
**CEO, CYGNET - UNITED KINGDOM**

## CYGNET

2024 marked an exciting time of growth, dedication and innovation at Cygnet. We proudly opened four new hospitals, expanding capacity to provide essential mental health care, closer to home, for some of society's most vulnerable individuals.

Each new facility has been designed to foster a healing environment, enabling our staff to deliver high-quality care. In addition to our new locations, we refurbished several wards across the portfolio. Cygnet is among the largest providers of mental health beds in the U.K.

We maintained a strong focus on high-quality standards, consistently achieving sector-leading regulatory ratings throughout the U.K. Our 'Outstanding' or 'Good' ratings from the Care Quality Commission (CQC) are 17% higher than the rest of the independent mental health sector, making Cygnet a trusted provider for the National Health Service (NHS) and local government authorities.

Key achievements in 2024 included:

- 98% approval rating from commissioners regarding trustworthiness as a provider.
- 4.5 out of 5 stars rating from service users, reflecting their feelings of safety.
- More than three-quarters of those in our care were successfully discharged back toward their community.

Our workforce of nearly 13,000 staff members contributed significantly to our achievements. The most recent staff survey showed a 77% response rate, with colleagues indicating that team spirit, career opportunities and a positive work culture each contribute to high levels of job satisfaction.

These accomplishments highlight our commitment to excellence, ensuring outstanding care while keeping our service users at the heart of all we do. Innovation begins with collaboration, and we look forward to working together to achieve even more for those entrusted to our care in 2025.



**SERVICE  
USER  
FEATURE**

**“My problems started in 2019 when my relationships broke down. I became depressed and attempted suicide. I was admitted into hospital, though, after five weeks I was discharged. Over time, I became paranoid and my mental health relapsed. I was admitted to Cygnet Hospital Wyke. It was the unwavering dedication of the staff that allowed me to take control of the turbulent journey of life. Without the staff who cared for me and wanted the best for me, I would not be in the position I am today.”**

**EUÁN**  
**Cygnet Hospital Wyke**  
**Bradford, England**

# CHANGING LIVES FOR THE BETTER

I offer my appreciation to our dedicated UHS team members. Our company consistently achieves so much year over year with the opening of new hospitals and freestanding emergency departments, adding more licensed beds and outpatient options, incorporating innovative solutions to drive patient satisfaction and delivering high-quality care in each of our served markets. These moments inspire us and keep us moving forward... providing exemplary care for individuals and standing apart as an admired healthcare company.



Marc D. Miller  
President and  
Chief Executive Officer



Marc D. Miller (second from right) at the brand-new West Henderson Hospital with (Left to Right): Nevada Region CFO Kim Forbes-Daniels; Acute Care Division President Edward Sim; Nevada Region Vice President Karla Perez; and West Henderson Hospital CEO Chris Loftus.



## BOARD OF DIRECTORS



Left to Right (Standing): Nina Chen<sup>2,6</sup>;  
Marc D. Miller<sup>3,4</sup>; Alan B. Miller<sup>3\*,4\*</sup>;  
Eileen C. McDonnell<sup>1\*,2\*,3,5,7</sup>;  
Elliot J. Sussman, MD<sup>1,2,5\*,6\*</sup>

(Seated): Maria Singer<sup>1,4,5,6</sup>;  
Warren J. Nimetz<sup>3,4</sup>

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

*Learn more: [uhs.com/about-uhs/leadership](https://uhs.com/about-uhs/leadership)*

## 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

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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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