

The CEO Forum

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BONUS FEATURE
PROUDLY HONORING A
LEGENDARY LEADER



Marc D. Miller and D.C. Mayor Muriel Bowser address the community at the ribbon cutting and official opening of Cedar Hill Regional Medical Center GW Health in Washington, D.C.

Driving growth across the healthcare industry

UHS President and CEO Marc D. Miller shares how the company's legacy of excellent service has shaped its commitment to technological advancements, high-quality patient care, and serving communities across the country.



*The CEO Forum Group has selected Marc D. Miller, President and CEO, Universal Health Services, Inc., for the 2025 Transformative CEO Award as a Top 10 CEO Transforming Healthcare in America in the exclusive category of **Operational Excellence**. This is bestowed for continued positive outcomes in clinical results, technology innovations, occupancy and utilization, safety and patient experience, and consistent growth in financial performance.*

Interviewed on September 8, 2025

Robert Reiss: Explain the unique Universal Health Services model.

Marc D. Miller: Founded in 1979, Universal Health Services (NYSE: UHS) has steadily grown from an entrepreneurial start-up to an esteemed Fortune 300 corporation, one of the nation's largest and most respected providers of hospital and healthcare services. What has remained consistent are our Mission, our steady focus on long-term growth, our investment in local communities, and our relentless pursuit of excellence.

With a deep commitment to quality of care and service, we drive growth and performance while diligently focusing on operational initiatives to increase efficiencies, standardize approaches, continually evolve, and right-size where prudent. Importantly, it's the people that make the difference, and we aim to consistently hire, reward, and develop the best talent.

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Growth is always on the horizon. In behavioral health, through either de novo projects or through our partnerships with highly esteemed regional healthcare systems, we are able to expand our reach, while driving integration and contributing to the continuum of care. Multiple such joint-venture partnerships exist, with our newest entity opening to patients in January 2026: Hanover Hill Behavioral Health in Hanover Township, PA, a partnership with Lehigh Valley Health Network (now Jefferson Health). We are also opening new outpatient locations in various markets on the behavioral health side, expanding access to care for mental health primary conditions as well as co-occurring substance use disorder and mental health treatment.

Across UHS' Acute Care hospitals and health systems, we continue to invest capital in new construction, expansions, and renovations. We opened West Henderson Hospital in thriving southern Nevada at the end of 2024 and, in partnership with the District of Columbia, we opened Cedar Hill Regional Medical Center GW Health in Washington, D.C. earlier in 2025. Next up is the Alan B. Miller Medical Center, currently under construction in Palm Beach Gardens, Florida, and on track to open in spring 2026.

Major expansion projects are in progress at Southwest Healthcare Inland Valley Hospital in southern California and at Lakewood Ranch Medical Center on the Gulf Coast of Florida. We continue to prioritize the integration of ambulatory care access points along the care continuum in existing markets. With 34 freestanding emergency departments (FEDs) fully operational and serving thousands of patients each month, we have continued expansion with multiple new locations currently in the pipeline.

UHS has consistently demonstrated world-class financial performance. What strategies are your foundation?

Marc D. Miller

In recognition of his visionary leadership in healthcare, Marc D. Miller was named among the “Most Admired CEOs in the Greater Philadelphia Region” by the Philadelphia Business Journal.



Our legacy of excellence for over 45 years is based on delivering high-quality care to patients and their families. Our core strategies include building or acquiring facilities in rapidly growing markets and investing in the people, equipment, and innovation to enable each facility to thrive. We are prudent in evaluating investments that are long-ranged and focused—and we are committed to being a leading healthcare provider in each community served. Our consistency in support of our Mission is key to our success.

“Our legacy of excellence for over 45 years is based on delivering high-quality care to patients and their families.”

How is UHS using AI today to drive operational excellence?

Advancements in technology evolve how individuals interact with service providers, and in our industry, will continue to transform and improve the way healthcare is delivered. Our commitment to technology advancements includes UHS’ investment in General Catalyst, a leading venture capital firm ushering in a new era of patient care through health assurance investments and collaboration.

In August 2023, UHS was announced as a Founding Partner of Hippocratic AI, a technology company that is building the industry’s first safety-focused Large Language Model with an emphasis on non-diagnostic, patient-facing applications.

We also continue to expand the Oracle Health (formerly Cerner) electronic health record (EHR) across our Behavioral Health Facilities. Acute Care facilities have used Oracle Health’s technology for over 15 years. With this expansion, UHS has access to a single, unified EHR to better inform care decisions and safety practices.

Operational excellence often translates into better clinical outcomes. How is UHS leveraging systems and processes to improve quality of care?

Our process improvement teams work with facilities to standardize where appropriate, identify best practices, and replicate approaches. At any given time, we have many pilot initiatives in progress, many of which yield long-term value at scale.

What metrics do you track most closely to measure effectiveness and efficiency at scale?

We track a wide array of key metrics related to quality and safety; staff satisfaction and turnover; operational efficiency; volume of care encounters; and more. Trending over time enables identification of patterns, and comparisons across the enterprise enable identification of best practices. Context is always critical—as we seek to identify underlying patterns and understand differences.

For example, UHS is one of few behavioral health providers voluntarily actively measuring clinical outcomes. Over the past 12 months, 91% of discharged patients reported feeling better at discharge than when admitted and rated their care on average 4.4 on a 5-point scale.

How do you envision the role of digital platforms and telehealth in shaping the future patient experience at UHS?

Our society is indisputably in an age of exponential advancement related to digital enablement. At UHS, we are eager to explore and adopt advancements, appreciating the access, efficiency, reach, and consistency that innovation enables. We must, and will, however, harness technology for good, supporting and optimizing our work while identifying the limitations that automation has, and always realizing that certain elements of human interaction are irreplaceable. Healthcare is a people business, and it always will be. We treat patients and support their families; employ talented staff; and engage meaningfully in our local communities.

“At UHS, we are eager to explore and adopt advancements, appreciating the access, efficiency, reach, and consistency that innovation enables.”

With about 99,000 employees, what is the key to building an exceptional culture...and as you incorporate other hospitals into the UHS system, how do you maintain the fundamentals of the UHS culture?

The culture of UHS, at our Corporate offices and across our network of subsidiary facilities, is Service Excellence—treating everyone as a guest, demonstrating excellence, and practicing teamwork. We aim to be an employer of choice in all communities in which we operate. Whether at the front lines or supporting and enabling those who are,



Marc addresses UHS Corporate employees during a Town Hall. “As trusted providers of healthcare in our markets, your leadership is essential to establishing our Hospitals as the first choice for consumers.”

our dedicated employees operate with integrity and focus on our mission of providing high-quality care.

We have many triumphant patient stories to share—lives saved and lives improved. Many of these relate to exceptional patient experience, calling out the compassion, respect, and diligence of care providers at the front line. Healthcare is and always will be personal.

Reputation is at the core of everything we do. Consumers have a choice when it comes to their health, and we strive for and deliver differentiated care that attracts consumers to choose our hospitals. Healthcare is a challenging industry, but we have a mission to serve patients well. Whether the economy is booming or struggling, people need healthcare services. There is great responsibility inherent in what we do, and we take that responsibility seriously.

National, state, and local organizations continually praise our employees and facilities for achieving positive outcomes and measures, for earning high quality metrics, and for community service. These

Marc D. Miller



Marc, onsite at the construction of the Alan B. Miller Medical Center in Palm Beach Gardens, FL, discussing with Gina Melby, CEO, Alan B. Miller Medical Center, the status of construction and the plans for opening to serve patients in 2026. The Alan B. Miller Medical Center is named in honor of UHS' founder and executive chairman.

include distinctions from The Leapfrog Group, U.S. News & World Report, Press Ganey's Experience Awards, and others. Further, UHS has been perennially ranked and/or listed on the Fortune 500; Forbes Global 2000; and Fortune's World's Most Admired lists, along with various distinctions in local geographies.

Talk about the opioid epidemic and how UHS is driving positive change.

One in five adults in the U.S. experiences symptoms of a mental illness in a given year. Often mental health, also called behavioral health, is



Marc and the UHS Executive team host two-time Super Bowl player and Philadelphia Eagle Brandon Graham (seated center) at UHS' Employee Town Hall to discuss team work and leveraging a positive outlook in business.

underestimated or even overlooked. The trends specific to opioid use disorder (OUD) are alarming—CDC reports continue to reveal staggering statistics, with synthetic opioids being involved in a vast majority of deaths. While treatment is highly effective in reducing the use of illicit opioids, national research shows that only a fraction of individuals with OUD receive the necessary treatment. Public awareness and access to care continue to present hurdles.

UHS is a leader in this sector with over 200 behavioral health facilities across the U.S. and 100 in the U.K. focused on delivering compassionate and effective behavioral care to individuals during some of the most challenging times of their lives. Many of these facilities, including those affiliated under our Foundations Recovery Network brand, offer industry-leading and life-changing substance use disorder treatment to address the opioid epidemic.

Recovery is within reach and there is no shame in seeking help. Our teams are invigorated by earning national acknowledgements, including our recent rankings among America's Best Addiction Treatment Centers as measured by Statista and published in Newsweek.

Through a continuum of inpatient, partial hospitalization, and outpatient programs, we provide a broad range of behavioral health solutions to meet

the diverse needs of patients. As we continue to increase awareness and change the conversation about mental health and addiction issues, we remain committed to providing accessible, high-quality care.

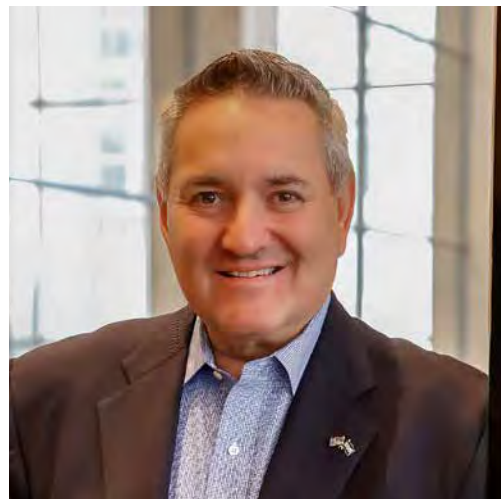
As you look at America, what is your vision for healthcare?

I believe community-based hospitals will remain the focal point of the healthcare delivery network. For the future of healthcare, my vision is multifold. First, we must continue to attract, retain, and reward individuals for joining the ranks of healthcare. Across America, our industry needs skilled, compassionate doctors, nurses, therapists, technicians, as well as all other clinical and non-clinical staff. Healthcare is a people business.

Next, accessibility and affordability are paramount. We must continue to improve or maintain provider access, convenient near-term appointments, immediate critical care, and a payor structure that fairly reimburses either for care provided or in accordance with mutually agreeable risk-sharing models.

Further, continued technology investment will drive value and efficiencies, leveraging automation where appropriate for convenience and for variance reduction; enabling new and optimized interventions for medical issues; and leveraging consistency, predictability, volumes and access attainable through electronic channels.

Finally, medical-behavioral integration—treating the ‘whole person’—will create significant value and must be operationally realized. We know that those with mental health issues are more likely to suffer physical health issues—and vice versa. While strides have been made, there’s still a long runway on integrating the assessment, treatment, and follow-up protocols to reflect the holistic wellbeing of the individual patient.



***Marc D. Miller** is President and CEO of Universal Health Services, Inc. He was named CEO in January 2021 after having served as President since 2009. He is a member of the UHS Board of Directors.*

Miller is also a member of the Board of Directors of Universal Health Realty Income Trust (NYSE: UHT), a real estate investment trust. In 2021, Miller was selected to serve on the Board of Directors of the Federation of American Hospitals (FAH). Additionally, he has served as a member of the Board of Directors of Premier since 2015.

In 2022, Miller was named to the Modern Healthcare Most Influential ranking at #49. He was recognized for his visionary leadership and for upholding our patient-centered focus. He is frequently featured as a thought leader and provides industry perspective for national publications.

Miller earned an MBA in Healthcare from The Wharton School of the University of Pennsylvania and holds a BA degree in Political Science from the University of Vermont.





UNIVERSAL HEALTH SERVICES

proudly commemorates over 45 years of Healthcare Excellence, signifying our longstanding commitment to delivering high-quality care to the patients we are privileged to serve.

UHS subsidiaries operate over 400 facilities in 39 U.S. states, Washington, D.C., Puerto Rico and the U.K. Last year, those facilities provided care to over 3.7 million patients.

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Universal Health Services, Inc. (UHS) is a holding company that operates through its subsidiaries. Any reference to "UHS" refers to UHS' subsidiaries. The terms "we," "us," "our" or "the company" refer to the operations of the subsidiaries of UHS. 254244368-4247845 9/25