

Integration Solutions

Granite Hills Hospital Presentation

Milwaukee Mental Health Task Force

Presented by: Diane Henneman and Shelah Adams

July 14, 2020

Presentation Outline

Universal Health Services Inc. (UHS)

- UHS Overview
- UHS Behavioral Health Partnership Highlights
- Granite Hills Hospital

UHS Overview

OUR MISSION

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.

UHS MISSION STATEMENT FORMULATED 1979

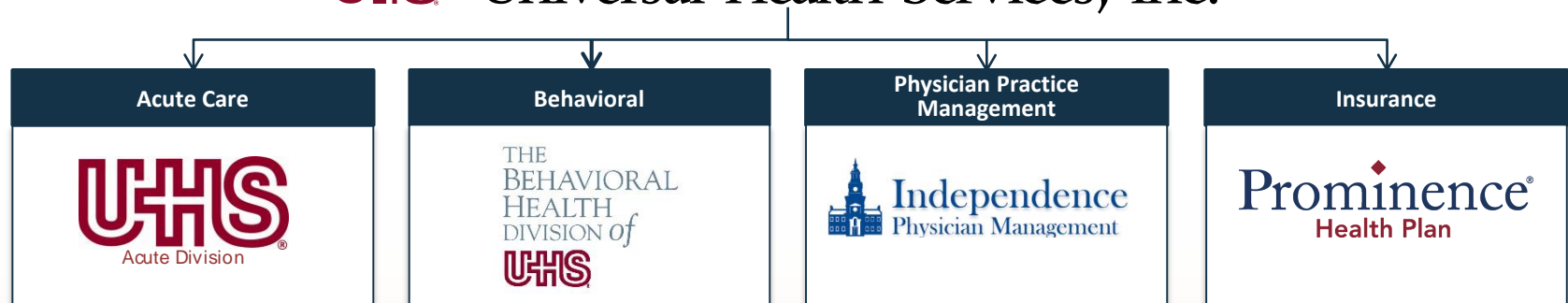


UHS Overview

Universal Health Services, Inc. (UHS)

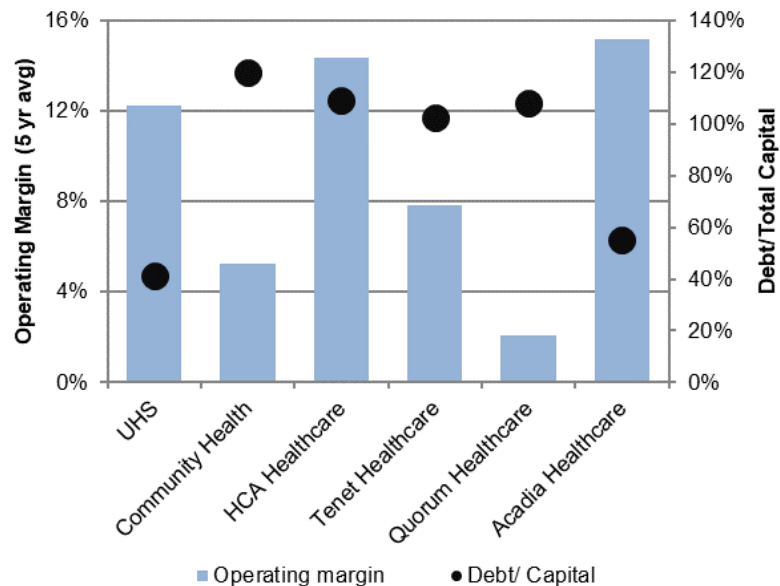
- Founded in 1979
- Owns or operates 27 acute care hospitals
- Over 300 behavioral health facilities
- Operates in 37 states, Washington D.C., Puerto Rico, and the U.K.
- Ranked No. 281 on the Fortune 500 list with \$11.4B revenue in 2019
- Diversified business model

Universal Health Services, Inc.



UHS Overview

Financial Strength



- Compared to industry peers – UHS has above average operating margins and the lowest debt relative to total capitalization
- Due to favorable debt levels and focused strategic growth, UHS has been able to deliver above average performance. This is reflected by strong operating margins and return on equity. The relatively low levels of debt enables UHS to be opportunistic while managing our business effectively
- While maintaining the industry leading leverage position, UHS generated \$1.4 billion of cash flow from operations in 2019

(\$ in millions)	UHS	Community Health Systems	HCA Healthcare	Tenet Healthcare	Quorum Healthcare	Acadia Healthcare
Market Cap	\$ 12,440	\$ 342	\$ 50,030	\$ 3,950	\$ 14	\$ 2,083
Enterprise Value	\$ 16,660	\$ 14,420	\$ 85,150	\$ 18,660	\$ 1,250	\$ 6,530
Revenue	\$ 11,378	\$ 13,210	\$ 51,336	\$ 18,479	\$ 1,764	\$ 3,107
Operating Income	\$ 1,216	\$ 881	\$ 7,218	\$ 1,679	\$ 51	\$ 401
Operating margin	10.7%	6.7%	14.1%	9.1%	2.9%	12.9%
Operating cash flow	\$ 1,438	\$ 385	\$ 7,602	\$ 1,233	\$ 19	\$ 333
Credit rating ¹	BB+ / Ba1	CCC+/Caa3	BB+/Ba1	B/B2	D/Ca	B/B1

Source: Internal data and yahoo! finance (Financial data based on year-end December 2019 if available)

1. Shown as S&P/Moody's

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UHS Overview

Inpatient Treatment and Specialty Programs

- UHS provides inpatient programming for children, adolescents, adults and older adults, and provides nationally recognized specialty programs in numerous areas such as:
 - Medical psychiatric
 - Eating disorders
 - Trauma/Sexual trauma
 - Neuropsychiatry
 - Women's services
 - Substance use disorders
 - Military and veterans services
- “UHS Patriot Support Program”



Neuropsychiatric
Center of Chicago

Mapping the future of psychiatry



UHS Overview

Outpatient Behavioral Health

- Many UHS hospitals offer a seamless continuum of outpatient behavioral services:
 - Partial Hospitalization Programs (PHP)
 - Intensive Outpatient Programs (IOP)
 - Outpatient medication management
 - Wraparound services
 - Telehealth
 - Assessment
 - Clinical consultation
 - Medication management
 - HealthLinkNow (HLN)



UHS Overview

Community Outreach

- UHS is committed to giving back to our communities
- UHS facilities have dedicated community outreach teams focused on partnership development, providing professional and community education, and growing strong referral relationships that include:
 - Hospitals
 - Community Agencies
 - Schools
 - Senior Care Communities
 - Law Enforcement



UHS Overview

Academic Affiliations

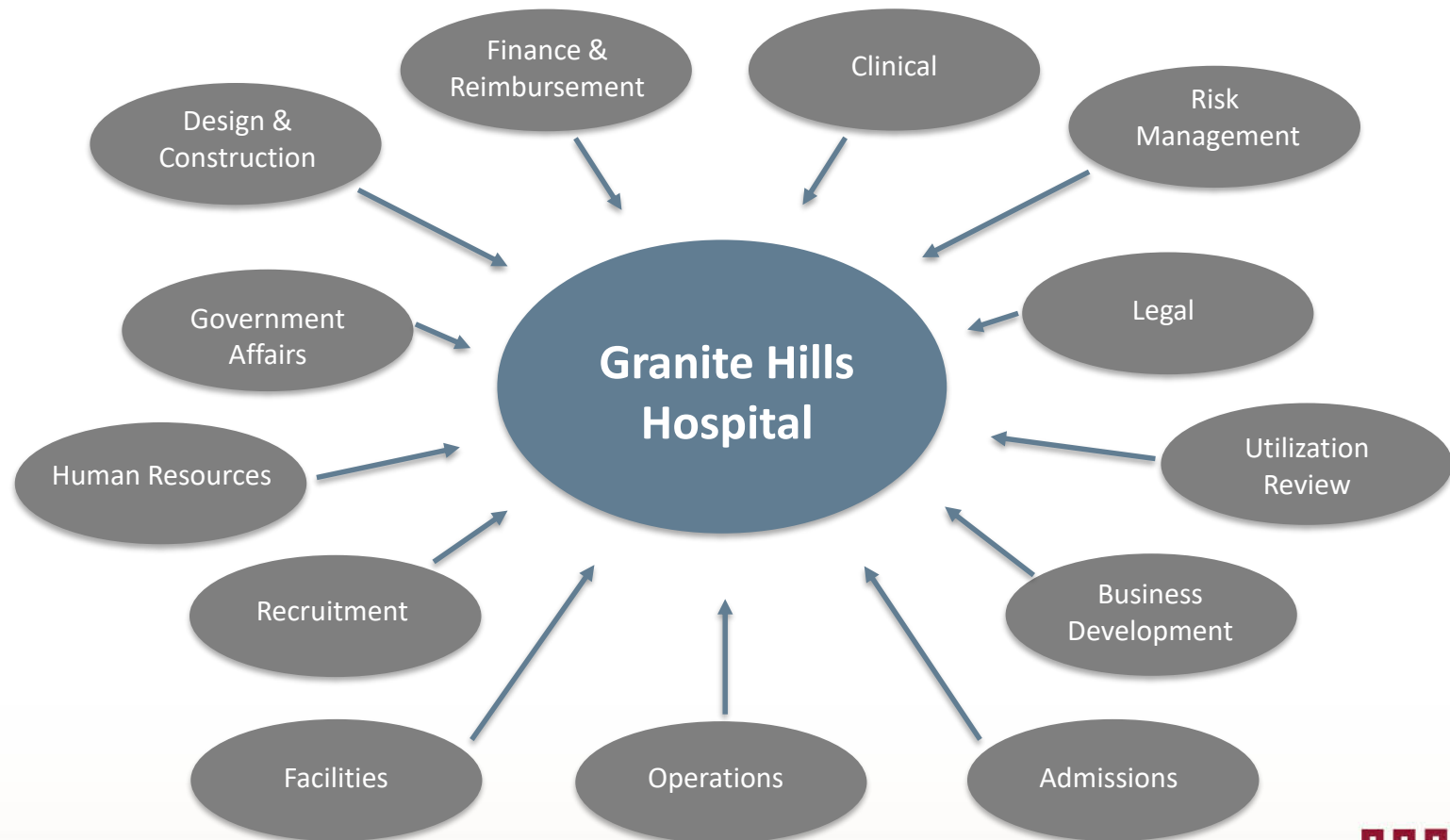
- Many UHS behavioral hospitals affiliate with Medical Schools to provide rotations for medical students, residents and fellows
- We provide internship opportunities for a wide range of clinicians, including nursing, psychology, social work, pharmacy and counseling

Examples of Academic Affiliations



UHS Overview

Corporate Support for Local Operations

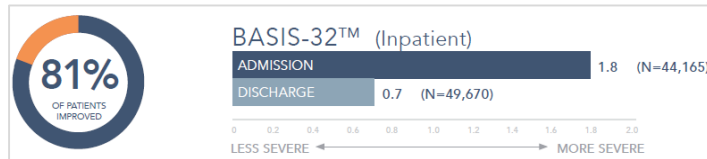


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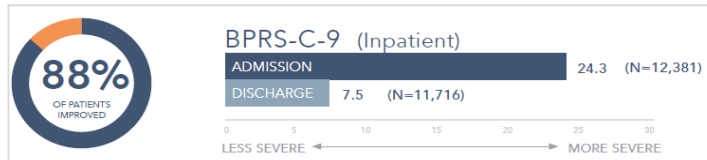
UHS Overview

UHS Clinical Outcomes Focus

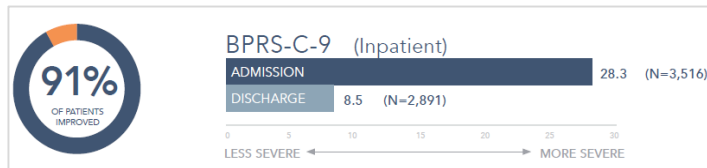
Adult Patient Improvement



Adol Patient Improvement



Child Patient Improvement



Patient Satisfaction

2019 overall average score for all BH facilities was 4.5 out of a possible score of 5.0

90% of patients report that they were satisfied with their treatment.

91% of patients report that they feel better at discharge than when admitted.

86% of patients report that they would recommend the facility to someone needing treatment.



Benchmarking across the division

20	1,500,000	55	20,000
Years	Patient Outcomes Measured	Percent of Patients responding to follow up survey	Assessments Processed Each Week
44	30	4,400,000	342
States	Percent of all HBIPS Data Submitted to TJC	Patients in our HBIPS/IPFQR database	Facilities

PSYCHSAFE		ACUTE DASHBOARD												
Patient Safety Work Product		Patient Safety Work Product												
** Top number represents count and lower number is the rate/percentage		M=December	Mechanical Restraints	Seclusions	Holds	Patient Injuries from R/S	Patient Aggression No Injury	Patient Aggression With Injury	Elopements	Falls	Medication Variances	One to One Shifts	Inpatient Satisfaction	3-5 Day Readmissions
Division	Facility	Y=YTD												30 Day Readmissions

UHS Overview

Physician and Nurse Recruitment

- Our national footprint allows UHS to leverage a wide range of opportunities to hire talented and qualified people
- UHS' Centralized Talent Acquisition Department
 - Dedicated recruiters for physician, executive, and nursing positions
 - Graduate Medical Education(GME) Liaisons
 - Retention strategy development
 - Supports local facilities' Human Resources departments

Choose where you want to be ...

Are you ready to make a move?
Do you want to join a team dedicated to meeting the needs of your community?

Choose UHS Behavioral Health

As the largest facilities-based provider of behavioral health services in the United States, the Behavioral Health Division of Universal Health Services, Inc., has opportunities in facilities throughout the country.

- Acute Inpatient Care
- Residential Treatment
- Partial Hospitalization
- Outpatient Programs
- Telepsychiatry

Integration Solutions

UHS Partnership Highlights

UHS Partnership Highlights



- UHS works with numerous health systems around the country to find creative, cost effective behavioral health integration solutions that meet the unique needs of the system and its community
- Strengthening the link between physical and behavioral healthcare services using innovative strategies and collaboration

A brochure for UHS Behavioral Health Integration Solutions. The top half features a photograph of a smiling healthcare professional in blue scrubs talking to an elderly patient. The text on the brochure includes the title "BEHAVIORAL HEALTH INTEGRATION SOLUTIONS", the main headline "WORKING TOGETHER TO MAKE A DIFFERENCE in the lives of the people we serve", a paragraph about UHS's experience, two columns of bullet points listing services and outcomes, a statement about UHS as a community partner, the UHS logo and company name, a tagline, and a footer with a website link.

BEHAVIORAL
HEALTH
INTEGRATION
SOLUTIONS

**WORKING
TOGETHER
TO MAKE
A DIFFERENCE**
in the lives of the people we serve

As one of the most experienced and largest hospital management companies in the nation, you can depend on UHS as your partner in the delivery of patient-centric, cost-effective behavioral health solutions that include:

- Joint ventures
- Inpatient acute psychiatric unit operations
- Acquisitions/Divestitures
- Psychiatric service management in EDs
- Telemedicine

Behavioral Health Integration Solutions collaborates with both non-profit and for-profit partners to achieve:

- Better patient outcomes
- Improved access to care
- Increased patient satisfaction
- Lower readmissions

UHS is a community partner that specializes in medical and behavioral healthcare.

UHS Universal Health Services, Inc.
Built on a legacy of integrity, partnership and positive outcomes.

Find your behavioral health integrated solution at uhsinc.com/integration

UHS Partnership Highlights



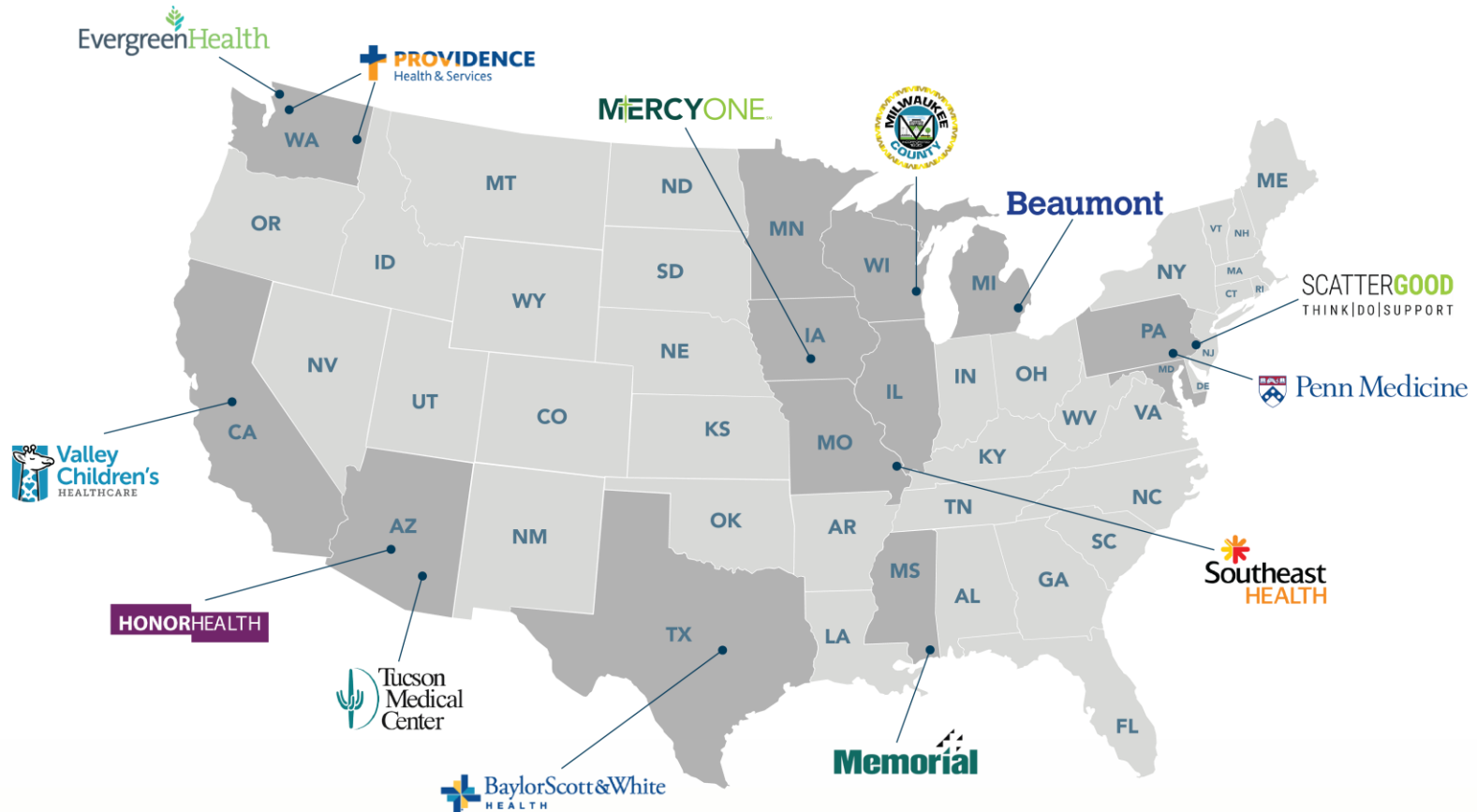
Partnership Areas



ED and Ambulatory Services	Contract Management	Acquisition with BH Integration	Second Site/ Satellite Location	Hospital within a Hospital	Joint Venture Behavioral Health Hospital
UHS provides behavioral health assessments and clinical intervention for ED and medical floors as well as ambulatory care sites to improve ED throughput and patient outcomes	UHS manages an existing behavioral health unit of an acute care hospital, providing established clinical and operational best practices to improve overall performance	UHS acquires an existing behavioral health portfolio, bringing operations expertise and financial resources to enhance services, while supporting the acute care hospital with BH ED and ambulatory services	UHS establishes a behavioral health unit inside of an acute care hospital, operating as a satellite under the license of an existing UHS behavioral health hospital	UHS leases space and establishes a wholly-owned behavioral health hospital within the acute care hospital	UHS and the acute care hospital jointly develop a freestanding behavioral health hospital, providing additional bed capacity and services to the community

UHS Partnership Highlights

UHS Behavioral Health
Integration Solutions



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UHS Partnership Highlights

Hospital System Partnership Highlight

UHS and Providence Health & Services Partnerships



UHS' relationship with Providence Health & Services has developed from a single contractual relationship for UHS' Fairfax Behavioral Health to add a 30-bed adult psychiatric unit inside Providence Regional Medical Center's Everett Pacific campus to a successful joint venture behavioral health hospital partnership in Spokane, WA. For the joint venture, UHS and Providence worked together to obtain CON approval from the state to build a 100-bed freestanding hospital on the campus of Providence's Sacred Heart and Children's Hospital. Approval was granted in 2016, and Inland Northwest Behavioral Health became operational October 2018. Currently, a second joint venture behavioral health hospital is planned for Olympia, WA.

UHS Partnership Highlights

Hospital System Partnership Highlight

Palo Verde Behavioral Health Services on the campus of Tucson Medical Center in Tucson, AZ



Tucson Medical Center (TMC) sold its behavioral health unit, Palo Verde Behavioral Health Services, to UHS in March 2014. The Behavioral Health Division now operates Palo Verde Behavioral Health Services as a freestanding wholly-owned psychiatric hospital on TMC's campus. UHS added 36 inpatient psychiatric beds to the existing 48-bed complex, increasing the facility's capacity to 84 beds. Through the partnership, Palo Verde services behavioral health patients in the TMC emergency department and provides psychiatric consultation on their medical floors. Working together, both organizations provided a seamless transition with no interruptions in patient care.

UHS Partnership Highlights

Hospital System Partnership Highlight

UHS Partners with Baylor Scott and White in Temple, TX



Baylor Scott and White (BSW), a leading hospital provider in Texas, selected UHS through a competitive bid process to develop a behavioral health hospital for patients presenting throughout its 12 touchpoints in the Temple, Texas area. The 102-bed behavioral health hospital, is in development less than five miles from BSW's Temple Hospital and will serve the needs of adolescents, adults, and older adults. UHS and BSW will enter into contracts allowing BSW Temple to close its existing 24-bed inpatient psychiatric unit while maintaining access to care, creating a collaborative process for provision of services, and continuing to ensure a training site for its residency program commitments. UHS broke ground in July 2019, with an opening anticipated Fall 2020.

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UHS Partnership Highlights

Hospital System Partnership Highlight

UHS and MercyOne – Des Moines JV Behavioral Health Hospital in Clive, IA



MercyOne – Des Moines Medical Center, a member of Catholic Health Initiatives (CHI), and UHS are developing a joint venture 134-bed behavioral health hospital. The new freestanding hospital will consist of 100-beds for adult, adolescent, and child inpatient programs, as well as partial hospitalization and intensive outpatient programs. In addition, the joint venture will operate 34 acute inpatient psychiatric beds located on MercyOne – Des Moines Medical Center's campus. The project was met with overwhelming community support due to the large demand for behavioral health care across the state. CON approval was granted in July 2018. Groundbreaking occurred August 2019 with an anticipated opening of Q1 2021.

UHS Partnership Highlights

Hospital System Partnership Highlight

UHS and Beaumont Health JV Behavioral Health Hospital in Dearborn, MI



Beaumont Health and UHS recently partnered to build and operate a 150-bed joint venture behavioral health hospital on Beaumont's Dearborn campus in Dearborn, MI. The new facility will serve as the hub from which Beaumont and UHS will coordinate a continuum of comprehensive inpatient and outpatient mental health services, clinical training including investing in medical residencies, and innovative new approaches to accessing care. Beaumont selected UHS because of our commitment to patient and family centered care, strong clinical outcomes and proven track record of partnering with academic, regional networks and community-based entities. Groundbreaking occurred December 2019, with an anticipated opening in Q3 2021.

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Benefits of Partnering with UHS

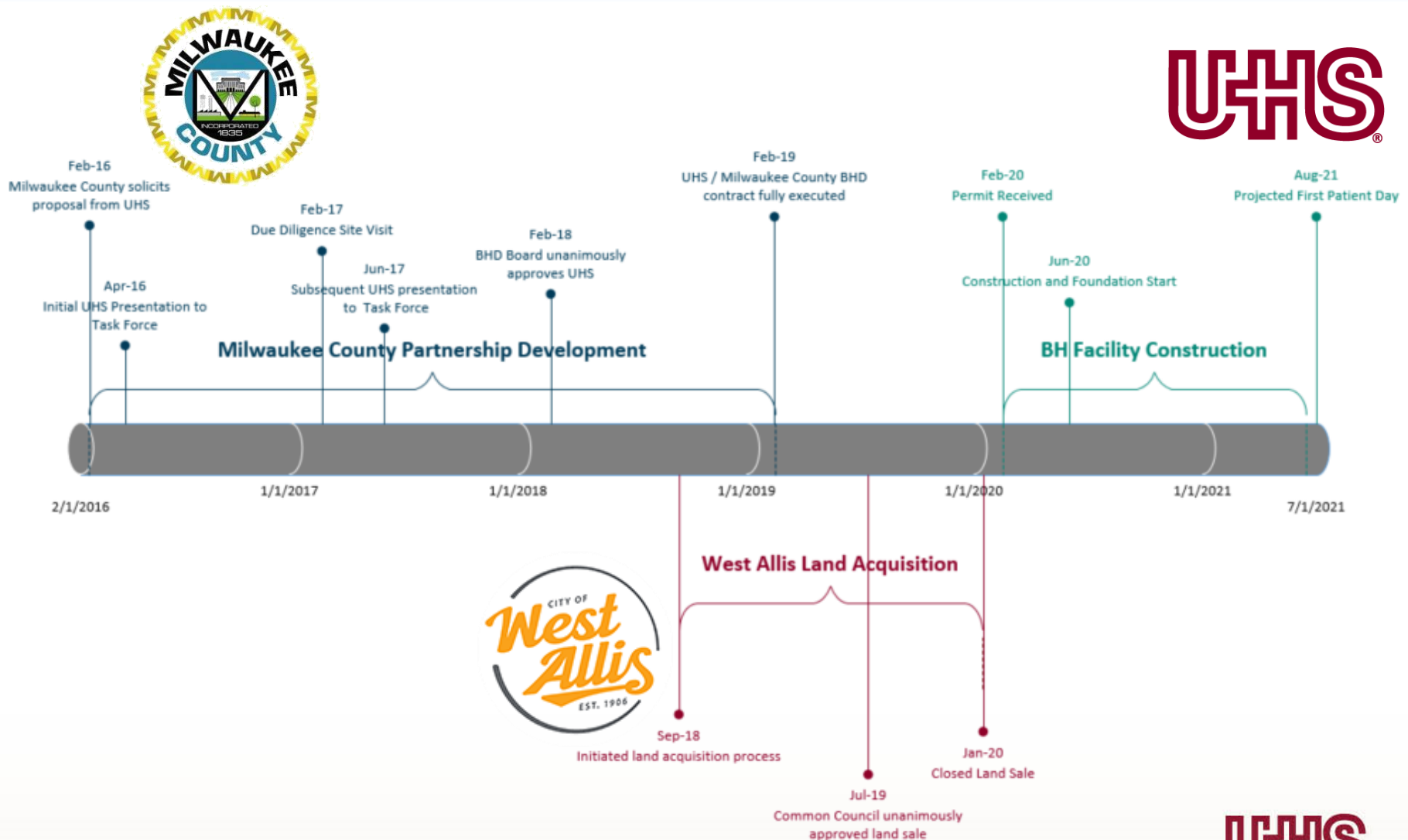
- Experts in acute care and behavioral health operations
- Proven success in partnerships with health systems
- Experienced in structuring joint ventures consistent with health system's mission and non-profit status
- Access to best practices and benchmarking by aligning with the largest facility-based provider of psychiatric services in the country
- Experts in delivering full continuum of behavioral health treatment programs and services
- Strong financial position
- National resources with local focus



Integration Solutions

Granite Hills Hospital

Granite Hills Hospital



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Granite Hills Hospital



Milwaukee Business Journal



[Universal Health Services plans \\$33 million mental health hospital in West Allis](#)

Published Jun 03, 2019 by Rich Kirchen

A major new competitor will enter metropolitan Milwaukee's mental health and addiction-treatment market through a proposed \$33 million hospital in West Allis that includes a contract with Milwaukee County for patients with acute mental health conditions. **Universal Health Services** plans to build a 120-bed behavioral health hospital at 1706 S. 68th St., the Pennsylvania-based company said Monday. Construction is expected to begin this year and the facility is expected to open in 2021.

CBS 58 News



[Proposal submitted for new West Allis Behavioral Health Hospital](#)

Published Jun 03, 2019

Universal Health Services has submitted an offer to the City of West Allis Community Development Authority to buy land for a new behavioral health hospital. The hospital would be located near 68th and Mitchell. According to a press release, the hospital would address the growing need for inpatient behavioral health services in the area.

Wisconsin Health News



[NEW BEHAVIORAL HEALTH HOSPITAL PLANNED FOR WEST ALLIS](#)

Published Jun 03, 2019

Pennsylvania-based **Universal Health Services** has submitted an offer to the City of West Allis to buy a site for its 120-bed behavioral health hospital. The proposed \$33 million facility, set to open in 2021, will provide care for adolescents and adults. It'll have five 24-bed units, with three dedicated to adults, one for adolescents and another for older adults.

Milwaukee Journal Sentinel



[Universal Health Services plans 120-bed behavioral health hospital in West Allis](#)

Published Jun 03, 2019 by Guy Boulton

Universal Health Services is seeking approval to build a \$33 million behavioral health hospital in West Allis that would provide care to patients now treated at the Milwaukee County Behavioral Health Division's hospital in Wauwatosa as well as other patients. The company, which operates more than 200 behavioral health hospitals as well as acute-care hospitals, has contracted with the Behavioral Health Division to build a hospital that would replace the outdated hospital at the Mental Health Complex.

Milwaukee Courier



[Universal Health Services Submits Proposal for New West Allis Behavioral Health Hospital](#)

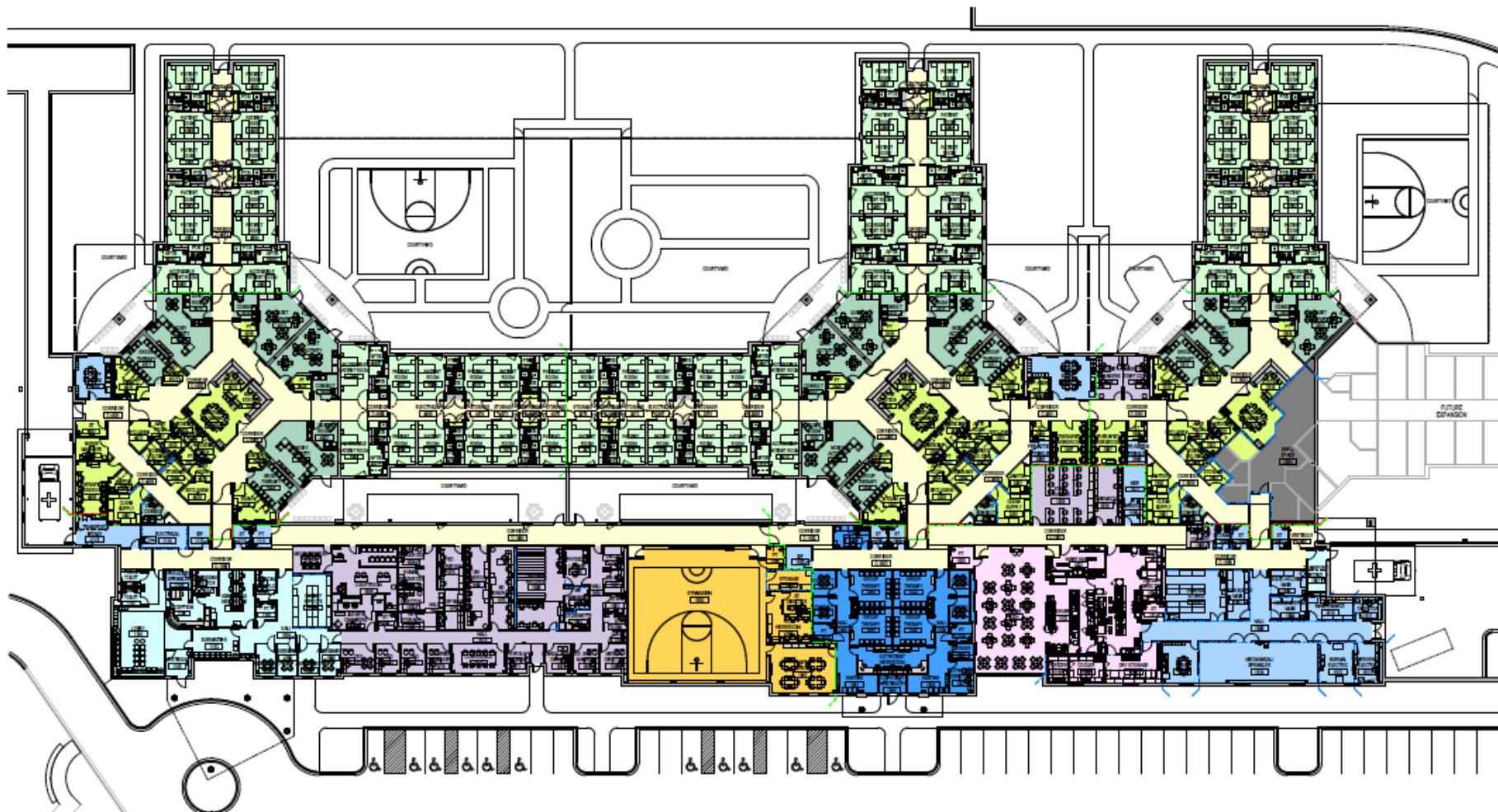
Published Jun 08, 2019

Universal Health Services (NYSE: UHS) submitted an offer to the City of West Allis Community Development Authority to purchase the site at 1706 S. 68th St. for a new state-of-the-art behavioral health hospital. The hospital design and construction plans will be reviewed by the City Plan Commission and Common Council at a series of future public meetings.

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Granite Hills Hospital



Confidential and Proprietary Information

Granite Hills Hospital



Granite Hills Hospital

Local Opportunities and Goals

- Membership with the Milwaukee Mental Health Task Force
- Full integration with Milwaukee County services
- Commitment to training and education
- On-site court available for surrounding counties
- Community involvement and partnerships

