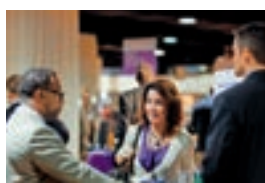




UHCLEAP YEAR

2011 ANNUAL REPORT TO MEMBERS





MISSION

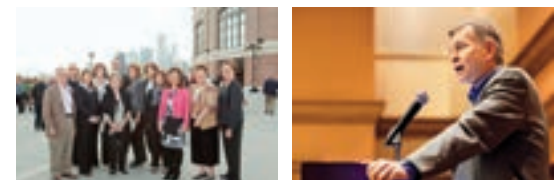
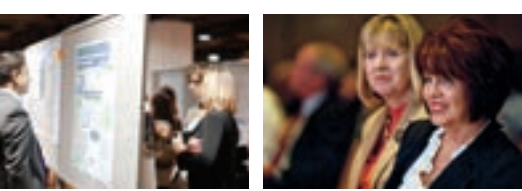
To create knowledge, foster collaboration, and promote change to help members succeed

VISION

To help members attain national leadership in health care by achieving excellence in quality, safety, and cost-effectiveness

VALUES

- Service
- Excellence
- Innovation
- Leadership
- Unity



LeadExcelAchievePerform

OUR LEAP YEAR

Dear Members,

Lead, Excel, Achieve, Perform: We made LEAP the theme of the first UHC Annual Conference in recognition that academic medical centers (AMCs) are called to do all those things—especially now.

And we are making LEAP the theme of the UHC annual report to demonstrate our commitment to those goals. During 2011, we at UHC stepped up our own performance and our engagement with members during this time of incredible transformation in health care.

We relocated to new headquarters in the heart of downtown Chicago. Our new space is designed to encourage members to come together to collaborate, share knowledge, and create new ideas and strategies. After listening to our members, we adopted a new logo and branding that reflect what they tell us is most valuable about UHC: the power that comes through networking and collaboration. That networking power was in full force at the annual conference, which attracted more than 1,800 members, guests, and supplier partners from clinical, operational, financial, and supply chain areas.

This participation from all parts of member organizations reflected our strong commitment to developing approaches and tools that integrate patient care, safety, quality, efficiency, and cost control. As part of that commitment, we introduced new resources in 2011 that integrate information, including outpatient data, to give members a multidimensional view of performance.

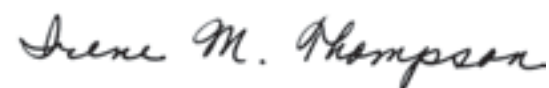
UHC's reputation for excellence in facilitating performance improvement and managing complex clinical data helped us garner new national leadership opportunities, including a Hospital Engagement Contractor award for the Centers for Medicare & Medicaid Services' Partnership for Patients initiative.

While we continue to adapt to the dramatic changes in health care, we remain focused on helping members rein in costs. We are proud to report that, through UHC Supply Chain and in partnership with Novation, our supply contracting company, we project total documented member savings of a record \$240 million. In addition, more than \$121 million in cash was returned to members in 2011, making the net value for members in excess of \$361 million, or more than 5% on total aggregate purchases of \$7 billion.

This year, UHC's membership criteria were expanded to address the changing health care landscape for members and their partners and to support the growth and development of UHC's supply chain, comparative data, and performance improvement programs. UHC's governance also evolved to include greater member involvement in key strategic areas, including the addition of new board committees.

We are privileged to be your trusted partner in providing the data, insights, counsel, networking opportunities, and cost savings that enable you to deliver high-quality, cost-effective health care to millions of Americans.

As we look ahead, 2012 promises to be another LEAP year—and not just on the calendar. We are excited to join you in leading the way to excellence, achievement, and performance.



IRENE M. THOMPSON
President and Chief Executive Officer
UHC

LEADERSHIP FOR A NEW ERA

Dear Colleagues,

Since 2006, I have been closely involved in Rush's transformation, a 10-year effort to build and renovate facilities and adopt state-of-the-art technologies. Essentially, we are reconfiguring our campus and our processes to put our patients and their families at the center of everything we do.

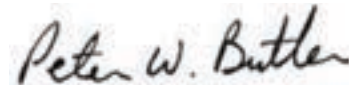
UHC is undergoing a transformation of its own. As evident in this report, UHC is expanding its services and focusing everything on its mission of helping AMCs meet tomorrow's challenges.

UHC is in the forefront of efforts to improve quality and safety with national initiatives. In December 2011, UHC was selected by the Centers for Medicare & Medicaid Services (CMS) as a Hospital Engagement Contractor for the Partnership for Patients initiative. UHC is also leading the national improvement collaborative Best Practices for Better Care. UHC's role in these important initiatives aligns with our shared vision of ensuring that we are the nation's recognized leaders in providing health care at the highest levels of quality, safety, and cost-effectiveness.

The new tools and resources that UHC introduced this year facilitate clinical integration, help members control costs, and enable AMCs to improve performance in critical areas, such as the measures in CMS' Value-Based Purchasing Program. These are the types of invaluable resources that we count on from UHC.

I've been involved with AMCs and health care systems for more than 3 decades. During that time, my leadership team and staff have come to rely on UHC for networking, collaboration, and learning opportunities, and they turn to UHC for comparative data for smart decision making.

The new era of health care promises to be unlike anything we have ever experienced. It will require a new kind of leadership. Given the scale of the challenges we face, it's good to have UHC as an ally to provide the support we need to move forward.



PETER W. BUTLER
President and Chief Operating Officer
Rush University Medical Center
UHC Board Chairman

The Value-Based Purchasing Calculator is evidence of UHC's progressive leadership in action to meet the needs of academic medical centers. It's yet another reason why our relationship with UHC is so highly valued.

CHARLES KILO, MD
Chief Medical Officer
Oregon Health & Science University

Combining AMC's bedrock commitment to the highest quality medicine with effective strategies for responding to today's cost pressures—all this requires timely, useful data. UHC continually adds and enhances tools to help AMCs lead the way in integrating quality, safety, and performance improvement across all organizational levels. And, as the supply chain leader, UHC helps members combine cost and quality in their purchasing decisions.

IMPERATIVES FOR QUALITY (IQ)

The IQ Program provides strategic and tactical information for addressing performance in 5 areas: capacity management, core measures/CAHPS, cost reduction, hospital-acquired conditions, and mortality. In 2011, the program focused on helping participants raise their Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores, which will serve as baseline data for the Value-Based Purchasing Program of the Centers for Medicare & Medicaid Services. IQ participants also have numerous opportunities to join UHC networking collaboratives and get the latest information on such issues as preventing drops in core measure performance when using new electronic medical record systems. More than 80 UHC members participated in IQ in 2011.

CLINICAL DATA BASE/RESOURCE MANAGER™ (CDB/RM)

New scorecards and comparative data tools integrate the CDB/RM with other UHC data resources to give members a unique view of how quality, safety, and supply costs affect overall performance.

- The intuitive Quality and Spend Scorecard is a breakthrough tool that gives members deep insight into

how all 3 factors affect safety, efficiency, effectiveness, mortality, core measures, and spend.

- Introduced in early 2011, the new Value-Based Purchasing Calculator allows members to see how their performance compares with national metrics in the CMS Value-Based Purchasing Program, which can reduce their Medicare base operating payments if performance thresholds are not met. UHC supports members' efforts in this critical area with a customized Value-Based Purchasing Impact Analysis.
- The new Emergency Department Scorecard features a graphic dashboard that shows executives and managers the interrelationships between activities in this complex department and helps bridge the gap between inpatient and outpatient care.
- Members can now access data on outpatient encounters in the CDB/RM with 3 reports: Patient Outcomes, Summary of Charges, and Case Profiles. The first phase of this launch includes only CDB encounter data, but access will expand in 2012 to include Resource Manager data and observed costs.

UHC PATIENT SAFETY NET®

This Web-based system facilitates real-time reporting of safety-related incidents, offering the only tool available for AMC peer-to-peer patient safety performance evaluations. More than 100 organizations participated in the UHC Patient Safety Net® in 2011, and about 800 patient safety leaders from across the nation shared best practices via the Quality/Risk/Safety list-server. In fall 2011, UHC added new components for complaints and claims.

Lead

UHC SUPPLY CHAIN

Managing the supply chain has become increasingly important—and challenging—in the era of health care reform. UHC Supply Chain helps health care executives and managers pinpoint costs in the continuum of care, identify savings opportunities, and find ways to use medical supplies more efficiently. Notable accomplishments in 2011 include:

- UHC continued to make significant investments in its market-leading SpendLINK® analytics tool. The tool's new functionality incorporates UHC's clinical data, such as base Medicare severity diagnosis-related groups, for supply-intensive medical/surgical procedures.
- UHC Supply Chain consultants completed more than 70 analyses, which identified \$80 million in savings opportunities for cardiac rhythm management, spine, total joints, and other physician-preferred items. Using these analyses, AMCs implemented projects that have achieved more than \$31 million in savings.
- A new spend analytics tool for pharmaceuticals, RxLINK™, is now available to UHC members. Based on distributor feeds, the tool compares pricing for all Novation participants and identifies savings opportunities for both contract and noncontract items.

- UHC established integrated connections with Novation's new Marketplace Procure site, which provides fast, easy access to consolidated contract information and advanced analytical tools.

AMC CONTRACT PORTFOLIO

Through Novation, UHC's supply contracting company, members achieved \$32 million in supply savings as a result of lower prices, cost avoidance, and price protection. An additional \$402 million in member savings were realized through Novation contracts for group buys and high-spend pharmacy products. Recognizing that members spend more on services than supplies, UHC expanded the contract portfolio in 2011 to include a wide range of services covering practically every aspect of the hospital floor. To further strengthen members' collective buying power, UHC transitioned its Contract Solutions function to Novation.

NON-ACUTE PURCHASING PROGRAM

More than 800 new sites took advantage of this group purchasing program, which offers negotiated price discounts to physician practices, medical research facilities, ambulatory surgery centers, student health care programs, and other groups associated with academic medicine. Purchases in this program grew by more than 20% in 2011, and UHC helped 3 AMCs successfully integrate the purchasing volume from their hospitals, universities, and faculty practice plans for aggregated price savings.



SpendLINK® is the analytical tool we use daily to identify initiatives in cost savings, contract utilization, product standardization, and benchmark pricing. It is easy to use and sends us in many directions for additional opportunities.

PAUL REISTER
Assistant Director, Hospital Purchasing
University of Kentucky Hospital

The Supply Chain Performance Excellence Award is really an internal rallying cry that the staff, nurses, and physicians can all feel good about and come together on, not just to lower the cost of supplies, but to improve clinical care and patient outcomes.

PETER GEIER
Chief Executive Officer
The Ohio State University Health System

Excel

UHC brings members together to share ideas for advancing American medicine and to recognize organizations that achieve the highest levels of excellence. The opportunity to network with and learn from AMC peers consistently receives the highest scores on the UHC member satisfaction survey.

UHC ANNUAL CONFERENCE 2011

More than 1,800 attendees from more than 100 member AMCs, guests, and supplier partners participated in this inaugural event—the first UHC conference to involve all leaders from clinical, operational, financial, and supply chain areas. Keynote speaker Jim Collins, author of the best-selling *Good to Great*, reinforced the theme—“LEAP: Lead, Excel, Achieve, Perform”—by describing AMCs’ work as “exceptional and indispensable” and calling on them to lead the transformation of America’s health care system. The second keynote speaker, Susan Dentzer, editor-in-chief of *Health Affairs*, framed the opportunities and challenges facing AMCs in terms of the Triple Aim—better health, better health care, and lower costs—and envisioned a transformed system in which providers will be paid for value, not volume. Breakout sessions and poster presentations focused on members’ successful strategies to foster collaboration, reduce costs, improve quality, and enhance the use of technology and comparative data.

QUALITY LEADERSHIP AWARD

Since 2005, UHC has honored AMCs that demonstrate excellence in delivering high-quality care, as measured by the UHC Quality and Accountability Study. This year’s analysis included 101 UHC member institutions and used information from the UHC Clinical Data Base/Resource Manager™, the UHC Core Measures Data Base, and the publicly reported HCAHPS. The 2011 award winners were:

1. University of Colorado Hospital
2. The University of Kansas Hospital Authority
3. Northwestern Memorial Hospital
4. Mayo Clinic in Rochester
5. UC San Diego Health System
6. Denver Health
7. University of Utah Hospitals and Clinics
8. Beaumont Health System
(Beaumont Hospital, Royal Oak)
9. The Ohio State University Medical Center
10. Emory Healthcare (Emory University Hospital)

SUPPLY CHAIN PERFORMANCE EXCELLENCE AWARD

This award honors organizations that demonstrate best practices in supply chain management. The recognition helps UHC Supply Chain participants better understand what defines supply chain excellence and how to make measurable, sustainable improvements. The 2011 top performers were:

- Denver Health
- University of Wisconsin Hospital and Clinics
- Wake Forest Baptist Health



SUPPLIER DIVERSITY LEADERSHIP AWARD

Strong supplier diversity programs foster economic growth in members' communities and encourage competition. To support such efforts, UHC honored University of Mississippi Health Care as the first recipient of this new award.

UHC MEMBER COUNCILS, LISTSERVERS, AND WEB CONFERENCES

Leaders and care providers from UHC member organizations took advantage of the 24 UHC councils to collaborate with and learn from their peers. More than 17,250 messages were posted on UHC listservers, and about 20,000 attendees participated in UHC Web conferences.

NETWORKING SITES AND BLOGS

The new NRP Meeting Place, an offshoot of the UHC/AACN Nurse Residency Program™ (see page 14), enables nurse residents to discuss topics with their peers and explore opportunities to collaborate on nursing research projects. The UHC-AAMC Faculty Practice Solutions Center® also facilitated networking opportunities, notably by introducing a new Members Corner blog where practice management professionals can share ideas.

EXECUTIVE SPONSOR MEETINGS

UHC's executive sponsor team, including President and Chief Executive Officer Irene Thompson, conducted 25 site visits to member institutions for discussions with chief executive officers, chief operating officers, and other senior executives. Many were follow-up visits, which enabled the team to evaluate changes in member performance over the previous 12 months through the lens of UHC's IQ Program.

COST SAVINGS COMPENDIUMS

UHC members contribute to the collective knowledge of their peers by sharing the details of how they executed successful cost-reduction strategies. In the first half of this year, 15 hospitals submitted 208 initiatives to the Supply Chain Cost Savings Compendium, which represented about \$21.6 million in aggregate annual savings, while 21 hospitals submitted 128 initiatives to the Pharmacy Cost Savings Compendium, for aggregate annual savings of about \$12.4 million.

In 2011, UHC stepped up its efforts to help members achieve value by controlling costs and improving quality across the continuum of care. Whether by raising nurse retention rates or helping faculty practice organizations capture missed revenue, UHC constantly finds new ways to increase the value of membership.

UHC/AACN NURSE RESIDENCY PROGRAM™

In partnership with the American Association of Colleges of Nursing, this program provides curriculum, support, and educational resources to help new graduate nurses transition into the acute care environment. The UHC/AACN Nurse Residency Program™, implemented at more than 80 sites nationwide, has had more than 27,000 nurses benefit from the residency experience. The 2010 program outcomes demonstrated a first-year turnover rate of 3.9%—compared with the reported 27% national average for first-year nurses. Program highlights from 2011 include:

- Revenue for 2011 was more than \$1,050,000 as a result of increased sales, exceeding projected revenue by \$200,000.
- A record number of attendees at the Nurse Residency Program's annual meeting in January heard keynote speaker Linda Burnes Bolton, DrPH, vice president and chief nursing officer at Cedars-Sinai Health System, discuss the recent Institute of Medicine recommendation that all hospitals institute nurse residency programs.
- The Hawaii State Center for Nursing, which represents 21 hospitals throughout the Hawaiian Islands, became the first state collaborative to adopt the Nurse Residency Program.

UHC NURSING QUALITY DATA BASE™

UHC's newest comparative database enables subscribers to benchmark their National Database of Nursing Quality Indicators (NDNQI) data against custom comparison groups from more than 100 UHC members. A new dashboard allows users to generate customized hospital-level reports, which include specific metrics from the NDNQI, comparison benchmarks, and peer organizations. This feature not only helps members assess nursing performance but also is useful for the preparation of Magnet applications.

UHC-AAMC FACULTY PRACTICE SOLUTIONS CENTER®

This collaboration between UHC and the Association of American Medical Colleges (AAMC) added new resources, products, and Web conferences to assist professionals in all aspects of practice management. A record 220 members attended the June users group meeting, where plenary speaker Robin Meter, executive director of Wake Forest Physicians, gave a behind-the-scenes account of Wake Forest Baptist Medical Center's journey to hospital/physician alignment. Other 2011 highlights include:

- Fifteen faculty practice organizations enrolled in RevBuilder™, a Web-based service that allows members to identify reimbursable missed charges from multispecialty medical groups. Six member hospitals are helping to develop a new RevBuilder™ application that links professional fees and facility data to identify missed hospital and physician charges.
- UHC and AAMC initiated a benchmarking project and collaborative on CMS' Physician Quality Reporting System Group Practice Reporting Option.

Achieve

Quality and safety is a quest that hospitals have to pursue and explore every day. We've been focusing on trying to better understand our data and areas where we have variances, and that's where UHC has helped us the most.

JOHNESE SPISSO
Chief Health System Officer
UW Medicine
Vice President for Medical Affairs
University of Washington

To talk about UHC and not mention their stellar Value Analysis Program would be selling them short. The program has been very instrumental in helping us achieve savings.

JOHN MATEKA
Executive Director of Materials Management
Greenville Hospital System (Greenville Memorial Hospital)



VALUE ANALYSIS PROGRAM

The Value Analysis Program helps members establish a cultural foundation for involving all stakeholders in collaborative performance improvement initiatives. Since its inception more than a decade ago, the program has enabled participating organizations to achieve more than \$300 million in documented savings. In 2011, the program launched 8 online “Jump-Start” resources to help value analysis facilitators get started with specific initiatives for office supplies, sequential compression devices, linen, intravenous catheters, and other items. The average return on investment for participants in 2011 was more than 14 to 1, which represents more than \$34 million in member savings. This year, the program also hosted 28 value analysis facilitators at its semiannual meetings and introduced a new resource, the *Value Analysis Reprocessing Guide*.

NEW PARTNERSHIPS

UHC entered into an agreement with the 43-member Child Health Corporation of America to expand its participation in the UHC-AAMC Faculty Practice Solutions Center® and enrich the comparative data available to the pediatric practice community.

TECHNOLOGY ENHANCEMENTS

To simplify and expedite access to the UHC Web site and data products, UHC now offers single sign-on functionality, which allows members to log in with the same credentials they use to access their hospitals' systems. In addition, a free mobile application was developed for smartphone and tablet users this year. Downloaded by more than 1,000 UHC Annual Conference attendees, the UHC LEAP app allowed users to calendar their meetings and sessions, receive conference alerts, take notes, and view hotel floor plans.

LIABILITY INSURANCE

In July, UHC awarded contracts to The Doctors Company for professional liability insurance services for physicians and surgeons and to Zurich North America for medical professional and general liability insurance. Both contracts have underwriting and pricing models geared toward AMCs and complex teaching environments. In September, UHC selected Beazley, a leading insurer of data privacy and network security risks, to provide cyber liability insurance for members.

Perform

UHC's research, advocacy activities, and strategic initiatives help members understand the impact of new models and reforms on their work and position themselves for continued outstanding performance. In these transformative times, UHC understands its vital role in advancing the collective knowledge of AMCs, helping them adjust to changes in the marketplace, and emphasizing their unique importance in the US health care system to policymakers.

RESEARCH

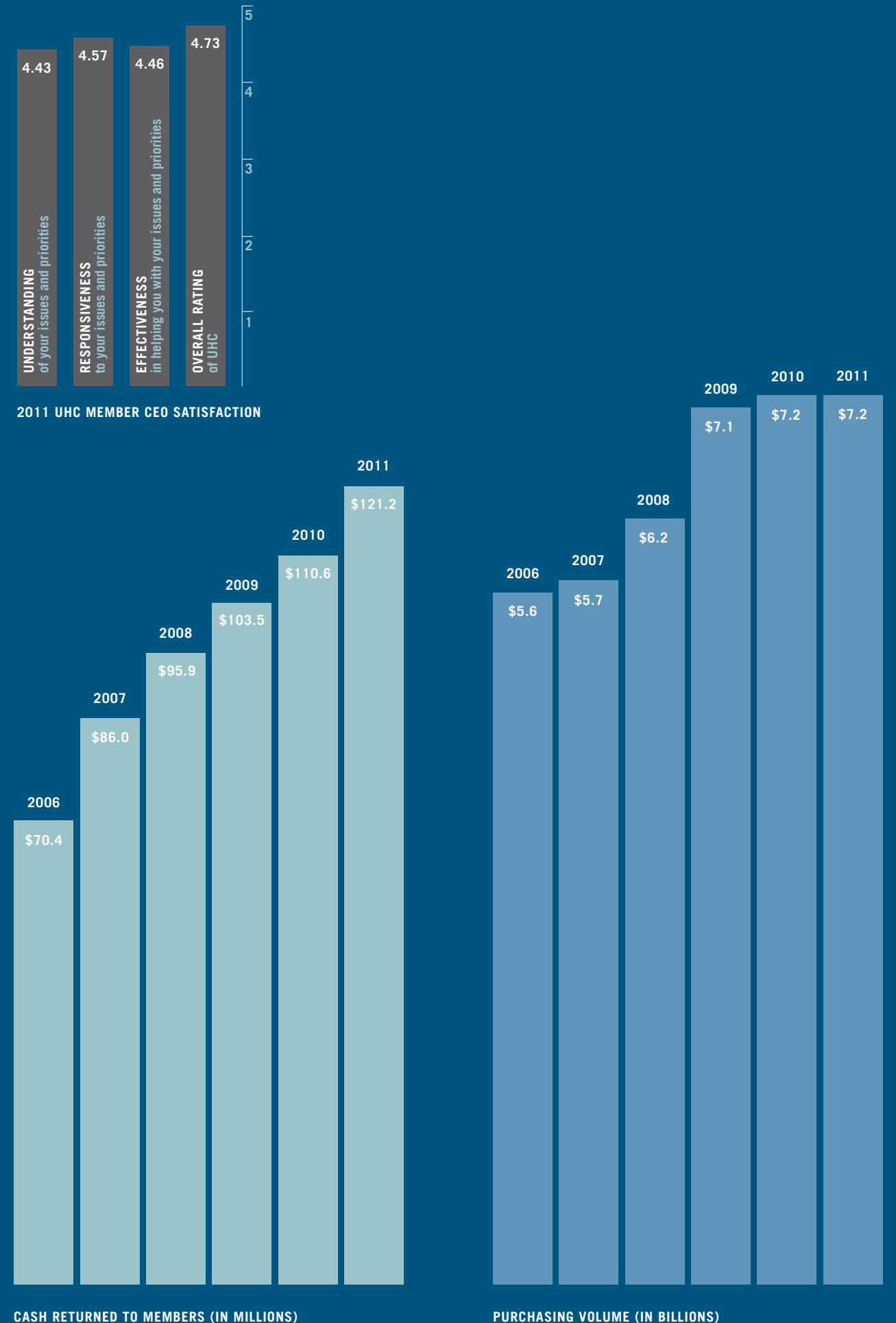
Accountable Care Organizations: A Measured View for Academic Medical Centers—This actuarial study looked at the implications of the accountable care organization model for AMCs. It found that while an accountable care organization is a viable platform for care coordination and clinical integration, AMCs would be wise to disentangle care coordination from market share as a rationale for development. Accountable care organization regulations—specifically, those related to shared savings and losses as determined by populations of Medicare beneficiaries—expose AMCs to greater financial risk than might be expected. AMCs also need to understand the volatility of population claims costs and take action to insulate themselves from the incremental risk inherent in the accountable care organization model.

Health System Renaissance: The Impact of Reform on the AMC Business Model—Previous UHC research has shown that the financial core of AMCs is a small subset of complex cases that support the clinical, educational, and research missions. Building on earlier work, this in-depth study tested the durability of that business

model under health care reform. It suggested that AMCs balance economic value with ideology, optimize capacity by moving commodity business to community partners, and leverage innate AMC advantages to realize clinical integration.

Multidisciplinary Institutes in AMCs: Innovation in Delivery System Design—AMCs have experimented for decades with a variety of multidisciplinary service line structures, particularly for cancer, neurosciences, and cardiac care. Recognizing that the health care reform law has intensified the urgency of clinical integration, UHC studied 2 high-performing multidisciplinary institutes: The Ohio State University Medical Center Heart and Vascular Center and University Hospitals Case Medical Center's Neurological Institute. Site visits revealed that the common attributes of these multidisciplinary institutes included clarity of vision and goals and a commitment to fostering innovation and collaboration to achieve the dual purposes of discovery and care.

Readying the AMC for a Decade of Change—In 2011, using a case study format for a fictional AMC, a member task force addressed how radical changes in health care financing would affect AMCs. The project identified changes that will be necessary for economic sustainability under payment reform and focused attention on the natural tension between provider economies of scale and the health system's need for reduced utilization. The research findings will be presented in January 2012.



We are pleased that UHC has been selected as a Hospital Engagement Contractor for the CMS Partnership for Patients, because UHC's proven strengths in performance improvement and comparative data are essential to helping members provide the highest quality care.

TOM ROSENTHAL, MD
Chief Medical Officer
UCLA Hospitals

ADVOCACY AND POLICY DEVELOPMENT

Centers for Medicare & Medicaid Services—UHC informs this influential agency about AMCs' unique role in and contributions to the nation's health care system. In 2011, UHC advocated for fair treatment for AMCs on such issues as the value-based purchasing rule, suggesting that CMS' scoring methodology be adjusted for patients with a higher severity of illness and those transferred from other acute care hospitals.

STRATEGIC INITIATIVES

UHC/AAMC Best Practices for Better Care—Announced on Capitol Hill in June, this national initiative, in partnership with the Association of American Medical Colleges, aims to improve quality and safety through education, patient care, and research. Open to both AAMC and UHC members, it includes more than 225 teaching hospitals and medical schools. The initiative focuses on putting patient safety and quality activities, such as surgical checklists and central-line protocols, into widespread use at teaching hospitals and health systems across the country. Participating institutions are measured on how well they perform on each of the practices. Initial results on outcomes are expected by spring 2012.

CMS Partnership for Patients—The CMS Innovation Center will award up to \$500 million to help hospitals and health care provider organizations improve care by preventing injuries, complications, and other hospital-acquired conditions and avoiding unnecessary readmissions. Late this year, UHC was selected by CMS as a Hospital Engagement Contractor award winner. This work aligns with UHC's performance improvement goals and will allow UHC to assist members in achieving the goals of the national Partnership for Patients initiative.

Analysis of Severity of AMC Patient Conditions—UHC analyzed data from 86 member hospitals and demonstrated that AMCs are continuing to improve the quality of care and save patients' lives. The analysis found that while community hospitals transferred more critically ill patients to AMCs over the last 3 years, patient mortality rates declined by 17%.





LEAPING FORWARD

UHC is well prepared to help its 115 AMCs and 258 affiliated hospitals cope with today's transitions in health care and thrive in tomorrow's health care environment.

In September, the UHC Member Board of Directors approved new membership criteria that will expand the membership base and support UHC's evolving strategies for its supply chain, comparative data, and IQ programs. The record-high patronage returns delivered to members in 2011 are a measure of UHC's solid financial foundation.

The strength of UHC comes from the power of collaboration among members and is supported by resources, tools, and advocacy developed by UHC to help members succeed. UHC's continuing investments in integrated comparative data solutions align with AMCs' need for performance improvement in quality, safety, and cost-effectiveness. UHC gets top marks on its member satisfaction survey, reflecting the high esteem that members have for its services.

The current transformation in health care presents an opportunity for AMCs to reassert their leadership, achievements, commitment to excellence, and performance at the highest levels. Building on its many strengths and the power of collaboration, UHC will continue to be a reliable partner.

FRONT, FROM LEFT: DEBRA BRAGG, Vice President and Chief Human Resources Officer; IRENE THOMPSON, President and Chief Executive Officer; STEVEN MEURER, PhD, Senior Vice President, Comparative Data & Informatics. **BACK, FROM LEFT:** THOMAS KISER, JD, Vice President and General Counsel; BARBARA ANASON, Vice President and Chief Marketing Officer; JACOB GROENEWOLD, Senior Vice President, Supply Chain; ROBERTA GRAHAM, Executive Vice President; THOMAS ROBERTSON, Senior Vice President, Business Strategies & Tactics; CINDY WHITE, Vice President, Member Relations & Networking.

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* As of January 1, 2012



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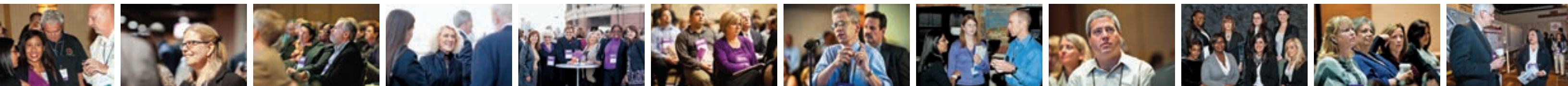
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UAB Highlands

UAB Medical West

University of South Alabama Health System

University of South Alabama

Children's & Women's Hospital

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Maricopa County Special Health Care District

Mayo Clinic Scottsdale

University of Arizona Health Network (The University of Arizona Medical Center—University Campus)

The University of Arizona Medical Center—South Campus

ARKANSAS

University of Arkansas for Medical Sciences (UAMS) Medical Center

CALIFORNIA

Alameda County Medical Center

Arrowhead Regional Medical Center/County of San Bernardino

Cedars-Sinai Medical Center

Contra Costa Regional Medical Center

Keck Medical Center of USC

Los Angeles County Health System:

Harbor-UCLA Medical Center

High Desert Health System

LAC + USC Healthcare Network

Martin Luther King, Jr. Multi-Service Ambulatory Care Center

Olive View-UCLA Medical Center

Rancho Los Amigos National Rehabilitation Center

Riverside County Regional Medical Center

San Francisco General Hospital

Laguna Honda Hospital

San Joaquin General Hospital

Santa Clara Valley Health & Hospital System

Stanford Hospital & Clinics

Lucile Packard Children's Hospital

UC Davis Medical Center

Eastern Plumas Health Care

UC Irvine Medical Center

UCLA Health System (Ronald Reagan UCLA Medical Center)

Kern Medical Center

Resnick Neuropsychiatric Hospital at UCLA

Santa Monica UCLA Medical Center and Orthopaedic Hospital

UC San Diego Health System

UCSF Medical Center

Community Medical Centers

COLORADO

Denver Health

University of Colorado Hospital

National Jewish Health

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The University of Connecticut Health Center, John Dempsey Hospital

Yale-New Haven Hospital

Bridgeport Hospital

Greenwich Hospital

DISTRICT OF COLUMBIA

Georgetown University Hospital

Washington Hospital Center

Howard University Hospital

FLORIDA

Cleveland Clinic Hospital (Weston)

Jackson Health System (Jackson Memorial Hospital)

Jackson North Medical Center

Jackson South Community Hospital

Mayo Clinic Jacksonville

Shands HealthCare:

Shands at the University of Florida

Shands Lake Shore

Shands Live Oak

Shands Starke

Shands Jacksonville Medical Center, Inc.

Tampa General Hospital

GEORGIA

Emory Healthcare:

Emory University Hospital

Emory Johns Creek Hospital

Wesley Woods Center

Emory University Hospital Midtown

Grady Health System

Georgia Health Sciences Medical Center

East Georgia Health Cooperative, Inc.

ILLINOIS

Cook County Health and Hospitals System

John H. Stroger Hospital of Cook County

Oak Forest Hospital of Cook County

Provident Hospital of Cook County

Loyola University Medical Center

Gottlieb Memorial Hospital

RML Specialty Hospital

Northwestern Memorial Hospital

Rush University Medical Center

Rush Oak Park Hospital

Sinai Health System

University of Chicago Medical Center

La Rabida Children's Hospital & Research Center

University of Illinois Hospital & Health Sciences System

INDIANA

Indiana University Health

IU Health Arnett Hospital

IU Health Ball Memorial Hospital

IU Health Bedford Hospital

IU Health Blackford Hospital

IU Health Bloomington Hospital

IU Health Goshen Hospital

IU Health LaPorte Hospital

IU Health North Hospital

IU Health Paoli Hospital

IU Health Starke Hospital

IU Health Tipton Hospital

IU Health West Hospital

Schneck Medical Center

Wishard Health Services

IOWA

Shenandoah Memorial Hospital

University of Iowa Hospitals and Clinics

Belmond Medical Center

Keokuk County Health Center

Marengo Memorial Hospital

Van Buren County Hospital & Medical Clinics

Waverly Health Center

Wright Medical Center

KANSAS

The University of Kansas Hospital Authority

KENTUCKY

Nicholas County Hospital

University of Kentucky Hospital

Harrison Memorial Hospital

Pattie A. Clay Regional Medical Center

Rockcastle Hospital and Respiratory Care Center, Inc.

St. Claire Regional Medical Center

University of Louisville Hospital

LOUISIANA

Louisiana State University Health Sciences Center—Shreveport

E.A. Conway Medical Center

Huey P. Long Medical Center

Louisiana State University (LSU) Health Sciences Center and Health Care Services Division (LSU University Hospital)

Bogalusa Medical Center

Dr. Walter O. Moss Regional Medical Center

Earl K. Long Medical Center

Lallie Kemp Regional Medical Center

Leonard J. Chabert Medical Center

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MAINE

Maine Medical Center

MARYLAND

Franklin Square Hospital Center

Good Samaritan Hospital

Harbor Hospital Center

Johns Hopkins Health System (The Johns Hopkins Hospital)

Johns Hopkins Bayview Medical Center

Montgomery General Hospital

Union Memorial Hospital

University of Maryland Medical System (University of Maryland Medical Center)

Baltimore Washington Medical Center

Chester River Hospital Center

Civista Medical Center

Dorchester General Hospital

Kernan Hospital, Inc.

Maryland General Hospital

Memorial Hospital at Easton

Mount Washington Pediatric Hospital, Inc.

Shore Health System

University Specialty Hospital

MASSACHUSETTS

Baystate Health, Inc. (Baystate Medical Center)

Baystate Franklin Medical Center

Baystate Mary Lane Hospital

Boston Medical Center

Cambridge Health Alliance:

The Cambridge Hospital

Somerville Hospital

Whidden Hospital

Partners HealthCare System, Inc.:

Brigham and Women's Hospital

Dana-Farber Cancer Institute

Faulkner Hospital

Massachusetts General Hospital

Newton-Wellesley Hospital

North Shore Medical Center:

Salem Hospital

Union Hospital

Steward Health Care System:

Carney Hospital

Good Samaritan Medical Center

Holy Family Hospital

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Lahey Clinic and Lahey Clinic Hospital, Inc.

UMass Memorial Health Care

Clinton Hospital

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Marlborough Hospital

Wing Memorial Hospital

MICHIGAN

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Beaumont Hospital, Grosse Pointe

Beaumont Hospital, Troy

Hurley Medical Center

University of Michigan Hospitals & Health Centers

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Regions Hospital and Health Partners, Inc.

Mayo Clinic in Rochester:

Mayo Clinic - Methodist Hospital

Mayo Clinic - Saint Marys Hospital

University of Minnesota Medical Center, Fairview

Fairview Lakes Medical Center

Fairview Northland Medical Center

Fairview Ridges Hospital

Fairview Southdale Hospital

Range Regional Health Services

MISSISSIPPI

University of Mississippi Health Care

Holmes County Hospital & Clinics

MISSOURI

Barnes-Jewish Hospital

Barnes-Jewish West County Hospital

Truman Medical Center Hospital Hill

Truman Medical Center Lakewood

University of Missouri Health Care (University Hospital)

Capital Region Medical Center

Cooper County Memorial Hospital

MU Women's and Children's Hospital

Sullivan County Memorial Hospital

NEBRASKA

The Nebraska Medical Center

Bellevue Medical Center

St. Anthony's Hospital

NEVADA

University Medical Center of Southern Nevada

NEW HAMPSHIRE

Dartmouth-Hitchcock Medical Center

NEW JERSEY

Atlantic Health:

Morristown Memorial Hospital

Overlook Hospital

Robert Wood Johnson University Hospital

Robert Wood Johnson

University Hospital at Hamilton

Robert Wood Johnson

University Hospital at Rahway

The University Hospital at UMDNJ

Broadway House for Continuing Care

Meridian Health System

NEW MEXICO

UNM Hospitals

Carrie Tingley Hospital

UNM Sandoval Regional Medical Center

NEW YORK

Albany Medical Center

Albany Medical Center South Clinical Campus

Mount Sinai Medical Center

New York City Health and Hospitals Corporation:

Coler-Goldwater Specialty Hospital & Nursing Facility

Coney Island Hospital

Cumberland Diagnostic & Treatment Center

Elmhurst Hospital Center

Jacobi Medical Center

Lincoln Medical and Mental Health Center

Morrisania Diagnostic & Treatment Center

North Central Bronx Hospital

Queens Hospital Center

UHC MEMBER LIST

Sea View Rehabilitation Center and Home

Segundo Ruiz Belvis Diagnostic & Treatment Center

Woodhull Medical & Mental Health Center

NewYork-Presbyterian Hospital:

NewYork-Presbyterian Hospital—Columbia University Medical Center

NewYork-Presbyterian Hospital—Weill Cornell Center

North Shore-LIJ Health System:

Forest Hills Hospital

Franklin Hospital

Glen Cove Hospital

Huntington Hospital

Lenox Hill Hospital

Long Island Jewish Hospital

North Shore University Hospital

Plainview Hospital

Southside Hospital

Staten Island University Hospital

Steven and Alexandra Cohen Children's Medical Center of New York

Syosset Hospital

The Zucker Hillside Hospital

NYU Langone Medical Center

Stony Brook University Medical Center

Eastern Long Island Hospital

Long Island State Veteran's Home

Peconic Bay Medical Center

SUNY Downstate Medical Center/ University Hospital

University of Rochester Medical Center Strong Memorial Hospital

Highland Hospital

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Upstate University Hospital at Community General

NORTH CAROLINA

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Duke Raleigh Hospital

Durham Regional Hospital

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Heritage Hospital

Outer Banks Hospital

Roanoke Chowan Hospital

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Lakewood Hospital Association

Lutheran Hospital

Marymount Hospital, Inc.

Medina Hospital

South Pointe Hospital

The MetroHealth System

The Ohio State University Medical Center

Barnesville Hospital Association

Madison County Hospital

Mary Rutan Hospital

Mercer County Community Hospital

Wyandot Memorial Hospital

The University Hospital (Cincinnati)

Cincinnati Children's Hospital Medical Center

The Drake Center

University Hospitals Case Medical Center

Southwest General Health Center

St. John West Shore Hospital

UH Bedford Medical Center

UH Conneaut Medical Center

UH Geauga Medical Center

UH Geneva Medical Center

UH Richmond Medical Center

University of Toledo Medical Center

OREGON

Oregon Health & Science University

Asante Health System:

Rogue Valley Medical Center

Three Rivers Community Hospital

PENNSYLVANIA

The Children's Hospital of Philadelphia

Lehigh Valley Health Network

Penn State M.S. Hershey Medical Center

Thomas Jefferson University Hospital

Bryn Mawr Hospital

Lankenau Hospital

Methodist Hospital Division, TJUH, Inc.

Paoli Hospital

Riddle Memorial Hospital

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Pennsylvania Hospital of UPHS

Presbyterian Medical Center

UPMC Presbyterian Shadyside

RHODE ISLAND

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The Miriam Hospital

Newport Health Care Corporation - NHCC

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Charleston Memorial Hospital

Greenville Hospital System (Greenville Memorial Hospital)

Greer Memorial Hospital

Hillcrest Memorial Hospital

North Greenville Hospital

Patewood Memorial Hospital

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The University of Tennessee Medical Center at Knoxville

Vanderbilt University Medical Center

TEXAS

JPS Health Network

Memorial Hermann Hospital

TIRR Memorial Hermann

The Methodist Hospital System (The Methodist Hospital)

Methodist Sugar Land Hospital

Methodist West Houston Hospital

Methodist Willowbrook Hospital

San Jacinto Methodist Hospital

Parkland Health & Hospital System

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St. Luke's Hospital at The Vintage, LLC

St. Luke's Sugar Land Hospital

St. Luke's The Woodlands Hospital

University of Texas Medical Branch, (UTMB Health)

The University of Texas MD Anderson Cancer Center

UTMB Austin Women's Hospital

UT Southwestern Medical Center University Hospitals—Zale Lipshy and St. Paul

University of Texas Health Center at Tyler

UTAH

University of Utah Hospitals and Clinics

Gunnison Valley Hospital

Moab Regional Hospital

San Juan County Hospital

VERMONT

Fletcher Allen Health Care

VIRGINIA

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Culpeper Regional Hospital

UVA—HealthSouth

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University of Washington Medical Center

Seattle Cancer Care Alliance

UW Medicine Northwest

Valley Medical Center

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City Hospital, Inc.

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Froedtert Health St. Joseph's Hospital

Hudson Hospital & Clinics

University of Wisconsin Hospital and Clinics

Aspirus Wausau Hospital

Divine Saviour Healthcare, Inc. Memorial Health Center

Moundview Memorial Hospital & Clinics

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