BEST PRACTICES

March 16, 2022



BEST PRACTICES 2021

A Challenge Answered

For a second year, UHS responded to an ongoing global pandemic with skill, enthusiasm and great work.

For the Agency, this meant a continuation of the course set in 2020, with an increased emphasis on digital strategies and executions, while moving forward with the work of making larger, more integrated networks of care top of mind for customers in all our markets.

What follows is a look at our best strategies and practices as they evolved in 2021. We salute everyone in the Acute Care and Behavioral Health divisions and their Agency colleagues for their extraordinary efforts this past year.

-Roselle Charlier

VP, Chief Marketing and Communications Officer









BEST PRACTICES 2021

Table of Contents



SECTION 1

LEVERAGING DIGITAL PLATFORMS

SECTION 2

DIVISIONWIDE CAMPAIGNS

SECTION 3

LOCAL MARKET HIGHLIGHT



The Future Is Here

The ability to connect with and service customers at a distance proved ever-more-important in 2021, and digital strategies continued to grow quickly. Existing digital tools and platforms — including email, search, social media, digital ads, online reputation management, telehealth and blogs — all grew dramatically. And new initiatives, such as online diagnostic assessments, were piloted.

These technical changes, combined with generational shifts, are fundamentally changing our relationship with customers. When the pandemic finally recedes, the world is unlikely to roll back to its former state. There is no going back.

Before sharing UHS' efforts, let's consider some factors impacting these changes.

— Diane Hill Lieb,Senior Director, Advertising



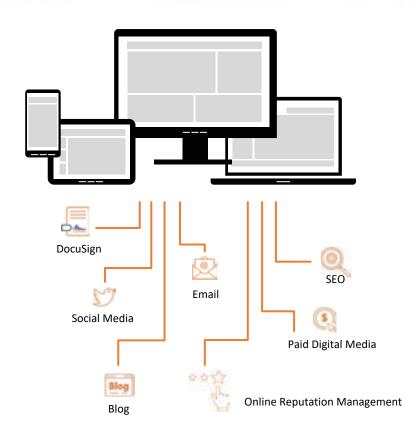
The Shift to Digital

The pandemic increased healthcare consumers' fear, uncertainty and doubt.

Patients are scared, anxious and reluctant to take action on their health.

- Patients have been bombarded with misinformation.
- Patients may not know what to believe.
- Patients don't know you.

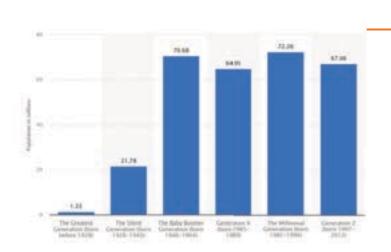
Digital platforms = Easy access to health information

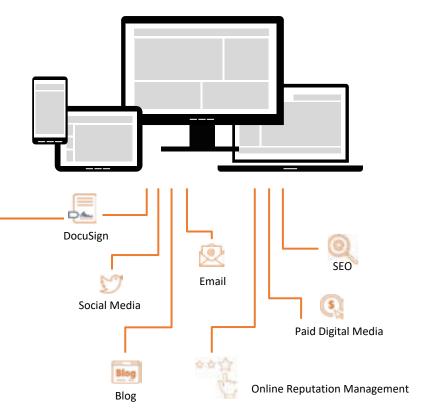


Generational Shifts

55% of **Millennials** have selected one provider over another based on online reviews.

Generation Z is the most recent to have been named, and many group members **will not be** able to remember a time before smartphones and social media.





Generational Attributes

Millennials and Generation Z
(age 41 and younger) combined
now outnumber Boomers and Generation X.

Generation Z Born ~2001-Present



- Others make health decisions for them
- Value customization
- Lack trust in healthcare

Millennials



- Avoid healthcare
- Prefer self-diagnosis
- Convenience & low cost are key
- Not loyal to one provider

Generation X



- Chief Health Officer
- Shop for healthcare
- Online = info sources
- Value efficiency

Baby Boomers
Born ~1946-1964



- Expect face time
- Want personal relationships
- Advise others on health decisions

Traditionalists
Born ~1910-1945



- High utilizer
- Doctor = info source
- Others may make health decisions for them

Online Reputation Management and Beyond

- Over 65% of consumers use search engines in their journey to care.
- Since 2020, there has been a 54% increase in usage of healthcare review sites to find care providers.
- Marketing and SEO can lead patients to care, but online ratings will win them.
- Search engines are rarely the final destination, but rather serve as a gateway or jumping-off point to other websites that help inform provider selection.
- Google is the #1 source for online reviews.
- A positive online reputation (4 stars or more) is the #1 deciding factor in choosing one provider over another.

- Failure to examine the consumer experience at every touchpoint can negatively impact a healthcare organization's brand, reputation and revenue.
- Digital drives choice: Patients rely on digital resources 2.2x more than provider referrals when choosing a healthcare provider.
- Referral leakage: 84% would not see a referred provider if they were rated under 4 stars.
- 50% of adults read 10+ online reviews.

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Online Reputation Management Recognition

In its 2022 Healthcare Report, Reputation ranked UHS as having the third-highest Reputation Score among the top 15 healthcare systems named by Modern Healthcare.

Among the factors that separated leaders from laggards:

- Leaders engage more with patients and respond to reviews more frequently.
- Leaders accumulated 237% more reviews than laggards.
- Sentiment, the most impactful part of a Reputation Score, differed by 27 percentage points between leaders and laggards.

The Top 15 Healthcare Systems

Rank	System	Reputation Score	Sentiment	Value	Engagement
1	Community Health Systems	729	65%	77%	995
2	HCAHudhore	685	60%	791	84%
3	Universal Health Services	684	93%	79%	90%
4	Bayler Scott & White Health	671	46%	68%	816
8	CommonSpirit Health	504	50%	62%	000
6	TintyHouth	550	42%	eex	60%
7	Advort Health	546	33%	72%	83%
	Ascumion	540	26%	70%	80%
0	Sand Houthcare	519	32%	68%	86%
10	Sutter Health	517	42%	64%	85%
	Northwell Health	607	en.	786	10%
12	University of Pittsburgh Medical Center	601	27%	69%	62%
0	Spectrum Hearth	496	20%	82%	765
34	Benny Health	496	34%	665	98%
15	Intermountain Healthcore	::404	425	64%	. 295

Online Reputation Management 2021

UHS 2021 Acute Hospital Reputation Score 708

+302 above Healthcare Industry Average

Avg Star Rating 4.1/5



Online Reputation Management 2021

We've heard from more than 16,000 patients in 2021!*



Celebrating our Staff

Staff, nursing and beside manner were the biggest drivers of positive sentiment in 2021.

+.16

Staff sentiment and beside manner increased the Acute Care Division's overall star average by +.16 on a 5-star scale.



What we can do better

In 2021, greater volumes of ED patients with hospitals at full capacity caused a 13% increase in the % of negative reviews mentioning wait times. Average star rating of reviews mentioning Wait Times dropped .3 points in 2021 when compared with 2020.

-.21

Wait time and ER sentiment decreased the Acute Care Division's overall star average by -.21 on a 5-star scale.

+28%

Review volume increased to nearly 5,000 across BH facilities.

*Acute Care and Behavioral Health facilities

Growing Our SEO Portfolio

Search engine optimization (SEO) is crucial to digital marketing and UHS made significant progress in the past year.



In a 24-month span, the Agency's team has grown SEO campaigns in-house by 1,825%.



In 2021, the team
Increased the number of
internal organic SEO
campaigns for UHS
across three divisions
(BH, Acute Care, IPM)
by 120% YOY.



31% of Behavioral
Health division
facilities are
currently enrolled in
an ongoing in-house
SEO campaign.



Generated
3.2 million new
users organically
for BH division —
up 13% YOY.



Generated
3.8 million new
users organically
for Acute Care and
IPM division —
up 35% YOY.

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Case Study: Doctors Hospital of Laredo



Doctors Hospital of Laredo was the first Acute Care facility chosen for a pilot program to promote highly profitable service lines.

The SEO, content team and marketing directors collaborated to construct well-written SEO content for CONGO service lines.

The campaign more than quadrupled clicks and impressions.

BY THE NUMBERS



+364%



TOTAL IMPRESSIONS

8.3 million +307%



AVERAGE CLICK-THROUGH RATE

1.89%

+14%

Case Study: Centennial Hills



The Agency's SEO team provides competitor analysis tracking for high-volume keywords in each facility's local market.

This example (right) shows how the SEO campaign impacted Centennial Hills Hospital's ranking for high-value keywords in Las Vegas. (The blue number is the on-page ranking and Diff is the rank change over six months.)

The facility, which has the highest reputation score in the market, surpassed its competitors in keyword ranking for a majority of high-volume keywords.

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Case Study: Rivendell BHH



Rivendell Behavioral Health Hospital launched an SEO service line campaign for their teen substance use program in April 2021.

The resulting increase in online visibility led to more calls and a 58% increase in admissions year over year.

SEO BRINGING IN BUSINESS: ADOLESCENT TRUST PROGRAM

	2021 MONTHLY TOTAL		2020	
			MONTHLY TOTAL	
	CALL	ADMIT	CALL	ADMIT
Apr	41	16	18	7
May	28	15	13	6
Jun	35	12	24	15
Jul	11	10	22	9
Aug	35	9	20	9
Sept	47	13	30	6
Oct	36	17	26	6

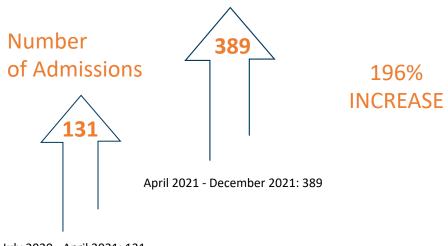
Case Study: Del Amo BHS



Del Amo Behavioral Health System approached the SEO team with concerns about low admissions for its senior adult program and losing census to direct competitors.

In April 2021, the SEO team launched a robust service line campaign focused on senior adult program. The results were nearly immediate and dramatic.

SEO BRINGING IN BUSINESS: LEGACY SENIOR MENTAL HEALTH PROGRAM



Case Study: Reasons Eating Disorder Center



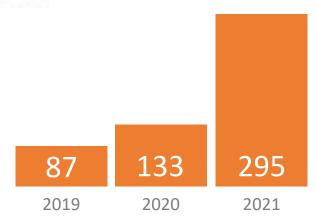
"It's nice to see the growth, and as we implemented this full-scale digital marketing campaign a little past the mid-point of 2020, I thought the 3-year overview would be impactful."

Fiona LaRosa-Waters
Director of Business Development
Reasons Eating Disorder Center



REASONS Eating Disorder Center





^{*}Data provided by Reasons Eating Disorder Center

IPM SEO Update

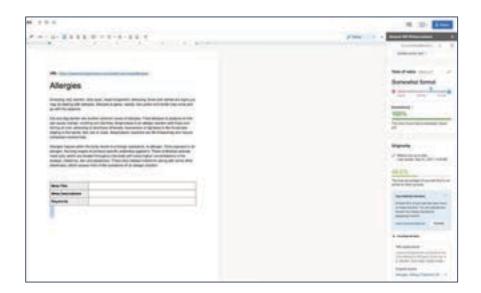
The SEO team audited IPM websites while developing a program to serve them and found a serious issue: 80% of the content on the sites was duplicative of the other IPM sites. Google was penalizing all IPM websites for this.

THE SOLUTION:

Copywriters crafted 5,000-9,000 unique words per website, which reduced duplicative content to less than 30%.



The audit also uncovered broken links and other issues leading to possible bad web search performance for all IPM websites.

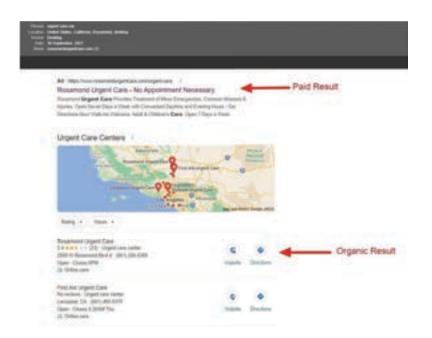


Case Study: Rosamond Urgent Care



Rosamond Urgent Care was the second IPM SEO campaign that the SEO team launched in September 2021. In just one month, traffic via organic search grew 44% — then grew more.

One benefit of organic search is that, while 25% of traffic comes from paid search, studies* show that a majority of users don't click on paid ads. Facilities save money when users see and click on organic results.



SEO Goals for 2022



of BH facility websites on an ongoing SEO campaign

10% increase



of IPM websites on an ongoing SEO campaign

15% increase



of Acute Care websites enrolled in an ongoing CONGO SEO campaign

11% increase

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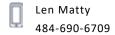
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Email-Acute Care

A year after the email platform was expanded to all Acute Care hospitals and systems, volumes increased to 360 campaigns in 2021. Messages included:

- Health Alerts for the full universe of patients
- Welcome emails for newly opted-in subscribers
- 19 customized monthly campaigns that mix localized information and health and wellness content
- News on screenings, upcoming webinars, seminars, or support groups to keep subscribers engaged

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Email-Behavioral Health

As a result of COVID-19, many BH facilities embraced email marketing as a cost-effective and efficient way to connect with referrals, community mental health partners and consumers.

The number of active facility Constant Contact accounts doubled from 2019, to 166 accounts live in 2021.

Over 2,471 email templates were uploaded across accounts.

Since July 2020, the Corp BH Marketing team has distributed monthly email messaging to all facilities, covering various topics, which are simple to deploy at the facility level.

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Blogs

Content is increasingly digital-first, then used in print products as a supplementary channel.

Blog volume increased late in 2021 with the introduction of "internally syndicated" content — health and wellness content created internally, shared broadly to all hospital/system blogs, and customized per market.

All hospital and system blogs now receive monthly updates that support service lines and introduce the facilities and staff to the community.



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Cyrano Video Platform

UHS entered an agreement with Cyrano Video that allows hospitals and facilities to create video communications simply, effectively and affordably. Sixty-eight Behavioral Health and Acute Care facilities, as well as the Corporate team, are using Cyrano's platform.

It is used mostly for internal communications — CEO messages, team recognition, training/education, local event recaps and more — but can be leveraged for social media posts and website videos that are shared more broadly.

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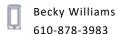
Media

Digital ad buying has followed a trajectory similar to other digital channels, increasing nearly 50% from 2019, including a \$3.6 million leap in 2021 alone.



Total number of campaigns launched in 2021 is 360, averaging 13 multichannel campaigns per month.

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ACUTE CARE

- CONGO focused
- Majority of the campaigns run 12 months a year now (i.e. evergreen)

BEHAVIORAL HEALTH

 Typically shorter in duration, due to facility budget limitations





Social Media

For consumers, social media has become the primary way they get information and interact with brands. UHS positions itself on social media, especially Facebook, as a trusted source of useful, authoritative health information and to connect facilities to their communities, using various strategies videos, photos, animated graphics and text — to celebrate, inform and connect.



IMPRESSIVE GROWTH

Impressions number per channel for the last 3 years.



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BY THE NUMBERS





254,925,172 **Total impressions** in 2021

55,232

UHS LinkedIn followers (Surpassed 50,000 followers in 2021)



Healthcare Heroes

As the pandemic continued, healthcare providers were asked to provide an extraordinary, and sustained, level of care. To honor and support our colleagues and their continuing effort, UHS shared positive, supportive messaging on hospital and corporate websites, and on social media.

In February, UHS received a Gold AVA Digital Award for its Healthcare Heroes Tribute video, created in 2020 to honor, thank and recognize the outstanding efforts of its 90,000 employees during the COVID-19 pandemic. It can be seen at uhs.com/healthcareheroes.



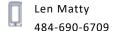


Hope. Help. Healing.

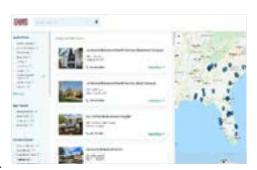
The "Hope. Help. Healing." campaign, which debuted in Woman's Day magazine, was our first national, direct-to-consumer ad campaign for the BH division. It launched in April, to leverage Mental Health Awareness Month, and promoted FindBHHelp.com, a new, comprehensive online directory of UHS BH resources. It received more than 20,000 views in 2021.

- Encompassed 293 facility listings
- 4,530 unique views during May
- Primary source: Direct URL (as seen on WD, social, ads, etc.)
- Secondary source: Link from uhs.com
- Average time spent on the site: 1:10 min
- Traffic from all 50 states, and District of Columbia

For more information contact:











KidLink Expansion

UHS leveraged the KidLink brand with state-specific pages listing child/adolescent treatment centers within Tennessee and Virginia.





Storefront at the Agency

The portal provides BH facilities with ready-made collateral on many subjects — including Next Step, Call Us First, condition-specific, Telehealth, Substance Use and review cards — in as little as two weeks.

In addition:

- New templates and divisionwide resources are regularly added to the portal.
- The Storefront currently features over 250 templates, which were used to complete nearly 500 projects in 2021.
- An ECT Work Group, with representatives from multiple facilities and the Agency, collaborated to produce a playbook and collateral materials to assist hospitals launching Electroconvulsive Therapy (ECT) and/or Transcranial Magnetic Stimulation (TMS) service lines.

The Storefront is expected to expand to Acute Care facilities in 2022.

For more information contact:











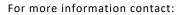


Northern Nevada— "Elevate Your Health" Campaign

In moving beyond COVID-19, hospitals and systems developed and launched campaigns expressing the breadth and depth of the extensive network of care and key offerings. The goal: A cohesive strategy to establish strong brand identity in competitive markets.

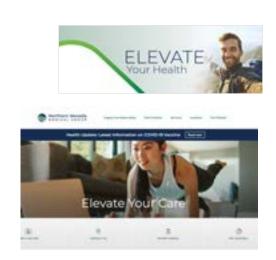
Northern Nevada Health System accomplished just that with its "Elevate Your Health" campaign.

Subsequent market research has shown that the campaign's positive, empowering message strikes a chord with adults 35-54 in particular.











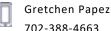


Valley Health System Social Media Consolidation

The Valley Health System elevated and built awareness of the brand by consolidating individual Facebook pages for Centennial Hills Hospital, Desert Springs Hospital, Henderson Hospital, Spring Valley Hospital, Summerlin Hospital and Valley Hospital. They maintain individual presences for posting reviews and wayfinding.

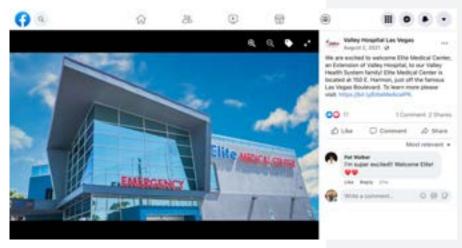
The move simplifies messaging while continuing to deliver meaningful engagement. Elite Medical Center, which joined the VHS family in 2021, continues to support a free-standing Facebook page.

For more information contact:









Glen Oaks-Square One Campaign

Located northeast of Dallas, Glen Oaks Hospital is surrounded by colleges and universities, and already had best-in-class rankings for search impression. The staff worked with the Agency to develop a campaign that targeted mental health service for young adults between ages 18 and 28, developing a variety of collateral and marketing pieces that exuded a bright, energetic look and feel. Collateral pieces included a flyer, Constant Contact email template and social graphic.

Paid Media contributed to increased awareness and engagement with tactics such as targeted email blasts to colleges within a 50-mile radius during a particularly stressful timeframe: March, April and May. The year-over-year results are impressive.

INPATIENT

2020	Calls	Admissions
March	339	175
April	297	144
May	372	202
TOTAL	1008	521

2021	Calls	Admissions
March	560	193
April	536	180
May	592	186
TOTAL	1688	559

OUTPATIENT

2020	Calls	Admissions	
March	25	16	
April	18	5	
May	28	14	
TOTAL	71	35	

2021	Calls	Admissions
March	44	39
April	32	24
May	34	21
TOTAL	110	84

For more information contact:



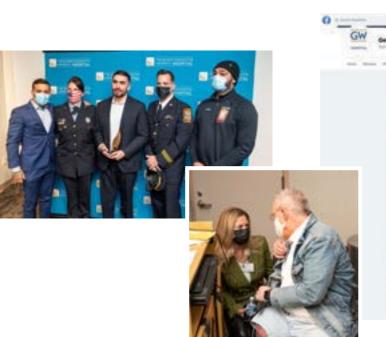
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GW Hospital-Trauma Survivors Day

The 10th annual Trauma Survivors Day recognized patients, their complex journeys and the caregivers who helped them.

Also, GW Hospital was named a High Performing Hospital for Stroke, Lung Cancer Surgery, Heart Attack, Heart Failure and Kidney Disease by U.S. News and World Report.





For more information contact:





Desert Springs Weight Control Center– Reshape Your Tomorrow

Desert Springs Hospital/Surgical Weight Control Center partnered with the Agency to develop a brand campaign to market its Bariatrics service line.

Phase 1 included an SEO competitive analysis, content enhancements, and the development of ads for paid search, paid Social, and radio.

Phase 2 saw the launch of the multichannel brand campaign across web, digital, print and out-of-home (OOH) channels.

274,780

Impressions served on Social Media

+71%

Organic search conversions (click on phone #, contact us)

+67%

Web sessions

+74%

Online requests for appointments





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Service Line Campaigns

The Agency worked with many Acute Care hospitals in 2021 to relaunch service lines impacted or paused by the pandemic.



Northwest Texas behavioral health



GW Hospital screenings



Northwest Texas OB/GYN



South Texas heart



Palmdale Regional OB/GYN



Valley Health stroke



Aiken Regional breast cancer screenings

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South Texas Health System Beam Topping

South Texas completed the topping of its new, five-story patient tower with a special beam adorned with a palm tree, a tip of the cap to a Scandinavian tradition symbolizing positivity.











For more information contact:





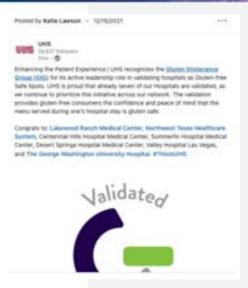
Gluten-Free Menus

Seven Acute Care hospitals achieved national certification as a gluten-free food service facility in 2021. They are:

- Lakewood Ranch Medical Center
- Northwest Texas Health System
- Centennial Hills Hospital
- Summerlin Hospital
- Desert Springs Hospital
- Valley Hospital
- GW Hospital



Lakewood Ranch Medical Center





Summerlin Hospital

Prominence Health Plan

The Agency supported a significant update of annual enrollment campaigns in Nevada, Texas and Florida with various elements, including a website redesign. Among the benefits to the web experience:

- An 82% increase in users
- A 52% increase in pageviews
- An incredible reduction in bounce rate, from 23% to less than 3%
- A 15% increase (to 40%) in mobile usage



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Great Benefit Changes

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