CHANGING LIVES. SHAPING THE FUTURE OF HEALTH CARE.

UPMC’s mission is to serve our community by providing outstanding patient care and to shape tomorrow’s health system through clinical and technological innovation, research, and education.
Providing the finest patient care is at the heart of everything UPMC does, and forms the bedrock of our mission. Recognized as a leader across western Pennsylvania, throughout the Commonwealth, and in locations around the world, we take great pride in our longstanding commitment to caring for individuals and families, and extending a helping hand to the communities we serve.

Over the past year — a time of extremely high volatility in the national health care arena — UPMC’s culture of innovation and continual reinvention has driven its success. Leveraging our clinical excellence and breadth of services, as well as the performance of our highly evolved Integrated Delivery and Financing System (IDFS), UPMC grew both its provider and insurance businesses substantially in 2017. Today, more people than ever are accessing UPMC’s world-class care, and doing so at some of the most affordable rates in the country.

Changing Health Care for the Better
Much more than a world-class academic medical center, UPMC continues to bring together the best of science and technology to create innovations that are defining the future of health care. Focused on tackling the challenges of aging, organ transplantation, and cancer, to name just a few, UPMC is revolutionizing the way treatments are developed and care is delivered.

Staying true to our mission to change health care for the better, we are radically transforming, and indeed will disrupt health care as we know it.

Standing at the Threshold of Greater Opportunity
UPMC is embracing challenges and moving boldly ahead to seize opportunities in far-reaching ways. Tomorrow’s UPMC will be much more than a best-in-class health care and insurance organization. It will, in fact, stand proudly in a class of its own. Our prospects for the future are bright, and the implications are vast and exciting.

Each day, more than 80,000 UPMC employees enhance our performance, extend our capabilities, and fuel our organization’s growth. Guided by UPMC’s carefully crafted vision for the future, we are confident UPMC will continue to thrive.
UPMC is leveraging its breadth, diversity, innovation, and disruptive technology to radically transform the future of health care as we know it.

CONTINUED GROWTH BY EVERY MEASURE

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
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</tbody>
</table>

* 2018 projected

UPMC 2017 YEAR IN REVIEW
The Future of Health Care Is Happening Here
In November 2017, UPMC announced a $2 billion investment to build three digitally based specialty hospitals, all backed by UPMC’s innovations in translational science. As a world-class academic medical center, we are building hope and pioneering approaches that seek to deliver the highest-quality care at the lowest cost. This new investment is in addition to UPMC’s annual capital improvements of nearly $1 billion, and will result in no increase in the number of inpatient beds.
We’re not building traditional hospitals.

By combining advances in science and technology, UPMC is making available the most innovative treatments for cancer, heart disease, transplantation, diseases of aging, vision restoration, and rehabilitation, among many others.
We are changing the health care experience to provide the most personalized, effective, and compassionate care.

EMPOWERING DISRUPTIVE DIGITAL TECHNOLOGY

UPMC is bringing health care decisions directly to consumers on handheld devices, and, in collaboration with Microsoft, is designing digital hospitals of the future.

As a leading academic medical center, we research, we challenge, and we push boundaries. Most importantly, we care. Every day, we work with passion and urgency with our academic partner, the University of Pittsburgh, to translate scientific discoveries into clinical practice—because when lives are at stake, every moment counts. And our next breakthrough, treatment, or cure could be a life-changer.
Clinical Breakthroughs That Transform Lives

UPMC’s unique specialty programs — including transplant, cancer, and sports medicine — draw children and adults from around the world.

A PIONEER OF LIVING DONOR TRANSPLANTATION

Building on our reputation as one of the world’s leading centers for liver and other solid organ transplantation, UPMC is making quantum leaps in transplantation biology and care, and promoting public awareness of life-saving organ donations. In 2017, we performed more than 150 living donor transplants — doubling living donor liver transplants — and continued to grow this nationally recognized program that makes more organs available when they’re needed most.
EXPORTING CLINICAL EXCELLENCE INTERNATIONALLY

UPMC’s international network has one of the largest footprints of any U.S.-based medical center, and provides patients around the world with direct access to state-of-the-art care. With expanding operations in Italy, Ireland, China, and Kazakhstan, highlights of the last year include:

Bringing World-Class Cancer Care to Ireland
UPMC and Bon Secours Health System Ltd. formed a joint venture in Cork, Ireland, to own and operate one of the nation’s most advanced radiation therapy centers for the treatment of cancer patients. The new center enhances UPMC’s long-established patient care capabilities in Ireland, and combines the expertise of the country’s largest independent health care provider with UPMC’s model of cancer care to bring treatments close to where patients live.

Celebrating 20 Years in Italy
The Mediterranean Institute for Transplantation and Advanced Specialized Therapies (ISMETT), established by UPMC in Palermo, Italy, celebrated 20 years of accomplishment in 2017. With a track record of more than 2,000 transplants, ISMETT recently expanded its cardiac wing and added a new pediatric unit. The hospital will also be managing a new cardio surgery program at Civico Hospital, a neighboring public hospital.

In Tuscany, we are expanding services to include a Medical Exercise and Wellness Center at UPMC Institute for Health Chianciano Terme, a UPMC-branded medical center at Terme di Chianciano Spa. Services will include outpatient diagnostics for liver and digestive disorders, cardiovascular diseases, and diabetes.

WHAT’S IN A NAME? WHEN IT’S HILLMAN … A LOT

The region’s only National Cancer Institute-designated Comprehensive Cancer Center, UPMC Hillman Cancer Center provides access to high-quality, compassionate care, more than 500 clinical trials, and ground-breaking biological therapies, cancer vaccines, and discoveries in cancer immunology. Hillman is also home to one of the country’s largest integrated community networks of cancer treatment locations and providers.

SPORTS MEDICINE FOR THE YOUNG AND OLD, AMATEUR AND PRO

UPMC’s concussion expertise is highly sought-after by high school, college, and pro athletes — including professional football, baseball, hockey, and soccer players.
Where Research Has an Immediate, Real-Life Impact

Every day, UPMC puts research into practice by providing unique medical care to more than 4,000 individuals in our network of hospitals.

UPMC IMMUNE TRANSPLANT AND THERAPY CENTER

USING IMMUNOTHERAPY TO REVOLUTIONIZE LIFE CHANGING MEDICINE

The new UPMC Immune Transplant and Therapy Center (ITTC) creates a one-of-a-kind ecosystem that connects world-renowned scientists pursuing collaborative medical discovery and expedited research-to-product processes that together will tackle and solve medicine’s greatest challenges.

UPMC is investing $200 million to dramatically accelerate the pace of new research and its utilization at the bedside. The center focuses on the most promising advances in immunology, and using them to redefine treatments and cures in the areas of transplantation, cancer, chronic disease, and aging. Working in concert with UPMC Enterprises, the ITTC strives to commercialize new therapies more quickly, spread these medical advances worldwide, and generate funds for more scientific breakthroughs.

The ITTC and the University of Pittsburgh will transform a century-old building in Pittsburgh’s East End into world-class space for labs, offices, startup companies, and industry partners. Originally built by Ford Motor Company, the 200,000-square-foot, eight-story facility is expected to create thousands of local jobs.

Manipulating the immune system has vast implications ... from fighting cancer and reducing unfavorable reactions to organ transplants, to treating chronic disease and promoting healthy aging.
A POWERFUL PARTNERSHIP WITH THE UNIVERSITY OF PITTSBURGH

In 2017, UPMC invested more than $400 million in support of research and education, primarily with our academic partner, the University of Pittsburgh. This unique, collegial partnership helps attract and retain clinical and research talent of the highest caliber — sustaining Pittsburgh’s future as an innovative, product development laboratory — and enables the most life-saving treatments and cures for residents of our communities.

ASSEMBLING A DREAM TEAM

UPMC and the University of Pittsburgh successfully recruited medical and scientific leaders to collaborate and unlock novel strategies that fight disease, improve health, and save lives. This cross-disciplinary team of researchers, scholars, and clinicians is focused on moonshot immunotherapy aspirations, including:

• Slowing the aging process and illuminating the root causes of conditions such as cardiovascular disease, cancer, and Alzheimer’s — with the ultimate goal of achieving longer, healthier lives.

• Developing drugs to enhance fundamental resilience to age, and prevent age-related complications.

• Attacking blindness from various angles, including optic nerve regeneration and development of an artificial retina.

• Advancing cancer cures and targeting new therapies by combining expertise from a variety of interrelated fields — including immunology, the “tumor microenvironment,” T-cell function, and antibodies.

• Pioneering revolutionary neurorehabilitation approaches, such as brain implants that allow paralyzed patients to move, control, and feel neuroprosthetics.
A VISION FOR HEALTH CARE THAT PUTS IT ALL TOGETHER AND BRINGS HIGH-QUALITY CARE TO OUR COMMUNITIES.

UPMC’s Life Changing Medicine is touching more lives than ever before. We layer a comprehensive clinical care delivery system serving 2 million people a year with a fully integrated insurance services infrastructure that’s more than 20 years in the making. The result? A single, cohesive system that delivers high-quality care and services — and works to make the community a healthier place, too — all while keeping prices affordable.
Making Health Care More Accessible

UPMC offers the coveted health care package: high-quality clinical care, delivered at an affordable price, and provided with care, compassion, and convenience. With locations throughout Pennsylvania and beyond, we provide every type of care — from infants to seniors, pre-care to after-care, and inpatient to outpatient — and offer services spanning from treatment to insurance.
Making Sure the Patient Experience Is the Best It Can Be

UPMC’s most important priority is the patient experience — a positive, understanding, compassionate, and interactive encounter with our patients and their families during times when individuals feel highly stressed and vulnerable.

This year, we launched a focused effort to measurably enhance the patient experience, with emphasis on the hospital inpatient environment. It was kicked off at a two-day event that brought together more than 1,400 UPMC professionals. By implementing forward-thinking leadership strategies and management tools at all levels of the organization, UPMC is redefining health care excellence.

A BROAD AND DIVERSE NETWORK OF SERVICES

UPMC providers are conveniently located in more than 600 outpatient locations throughout the region, with 4 million people living within 10 miles of a UPMC facility.

PATIENT-CENTRIC PRIMARY CARE

Opened in September 2017, the new outpatient center in Hampton Township houses pediatric, family medicine, internal medicine, and ob-gyn physicians, as well as support services, such as behavioral health, physical therapy, x-ray, lab, diabetes education, and a walk-in primary care clinic in a single, convenient location.
A COORDINATED SYSTEM OF CARE ACROSS PENNSYLVANIA AND BEYOND

Over the past year, UPMC grew extensively across the commonwealth. Through our expanded network, we are keeping care local and adding new services close to home, while delivering highly complex care when it’s needed most through centers of excellence. Growth is supported by our Integrated Delivery and Financing System, which positions us as a payer, provider, or both.

Extending into New York
UPMC entered New York State, and integrated UPMC Chautauqua WCA with UPMC Hamot. New capabilities include cancer, women’s health, and behavioral health services.

Continued Development Around Erie
UPMC Hamot announced construction of a seven-story Patient Tower, the largest project in the hospital’s 135-year history. UPMC Kane, in McKean County, finalized its affiliation with UPMC Hamot.

Optimizing Services in Lawrence and Mercer Counties
UPMC Jameson and UPMC Horizon established a Heart and Vascular Institute, doubled the capacity of UPMC Horizon’s emergency department, and added the Magee-Womens Imaging Center.
Since joining UPMC in 2013, UPMC Altoona expanded its primary care network and specialty programs in stroke, women’s health, and telemedicine.

UPMC Pinnacle’s 2017 affiliation extends UPMC health care across the 10-county central Pennsylvania region. It adds eight hospital campuses, a physician practice network, and ambulatory and outpatient facilities.

The affiliation of UPMC Susquehanna adds six hospitals to the UPMC network. It continues to recruit physicians in neurosurgery, surgical oncology, and primary care, and expand into Potter, Clinton, and Northumberland counties.

UPMC and Reading Health System formed an innovative payer/provider partnership that aligns incentives and manages cost, quality, and access in the nine-county area in and around Berks County.
PEOPLE CHOOSE THEIR HEALTH CARE — AND HEALTH INSURANCE — AS IF THEIR LIVES DEPEND ON IT.

A community-oriented health care provider and insurer, UPMC has successfully driven the transformation of western Pennsylvania from one of the most highly concentrated and least competitive insurance markets, to one of the most competitive, with UPMC offering among the lowest-priced commercial insurance in major metropolitan areas nationwide.
UPMC insurance enrollment reached 3.4 million this year, with considerable growth across all UPMC insurance products and services— including Commercial, Medicare, Medicaid, Children’s Health Insurance, and Behavioral Health.

Insurance market share for individuals residing in western Pennsylvania
EXTENDING THE REACH OF UPMC INSURANCE PRODUCTS AND SERVICES

UPMC Insurance Services experienced significant network expansion over the past year, opening the door for further growth opportunities across governmental, commercial, behavioral health, and ancillary insurance products and services. New market highlights include:

- **UPMC for Life Medicare Advantage** is now available statewide, covering 26 new Pennsylvania counties beginning in 2018. More Medicare Advantage members in western Pennsylvania choose UPMC’s coverage over any other insurance product.

- **UPMC is launching Community HealthChoices**, and is one of only three organizations selected by the Commonwealth of Pennsylvania to participate in the new Managed Long-Term Services and Supports (MLTSS), which will coordinate physical health care, as well as long-term services and support for individuals who are dually eligible for Medicare and Medicaid.

- **UPMC for You**, the largest Medical Assistance plan in western Pennsylvania, is expanding into new regions of the state, including the northeast and Philadelphia.

UPMC HEALTH PLANS EARN TOP-QUALITY RATINGS

Both the National Committee for Quality Assurance (NCQA) and Center for Medicare and Medicaid Services (CMS) rate UPMC health plans among the highest in the nation in quality, including “excellent accreditation” NCQA ratings for commercial HMO and PPO plans.

UPMC Ranks No. 1 in Member Satisfaction

The J.D. Power 2017 Member Health Plan Study ranked UPMC Health Plan ahead of seven other Pennsylvania health insurers in member satisfaction, affirming UPMC’s commitment to providing an excellent consumer experience.

<table>
<thead>
<tr>
<th>Member Satisfaction Index Rankings – Pennsylvania</th>
<th>JD Power.com Power Circle Ratings* for consumers</th>
</tr>
</thead>
<tbody>
<tr>
<td>UPMC Health Plan</td>
<td>AMONG THE BEST</td>
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<tr>
<td>Regional Average</td>
<td>ABOUT AVERAGE</td>
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</table>
Delivering High-Value Care

With payer-provider incentives aligned to deliver highest-quality, cost-effective care, UPMC is a leading model for Pennsylvania and beyond. Progress this year includes:

**TRANSFORMING THE WAY CARE IS DELIVERED AND FINANCED**

UPMC Health Services and Insurance Services continue to collaboratively pilot and scale new care delivery and payment models to improve outcomes and lower costs.

- In 2017, UPMC’s Shared Savings Program grew to encompass over 1,900 physicians and more than 500 practice locations, resulting in increased quality-of-care results for patients across the commonwealth.
- This year, UPMC Health Plan launched the new Center for Value-Based Purchasing for Pharmaceuticals to develop and test collaborative contracts with manufacturers and reduce drug costs for our patients.

**PROMOTING WELLNESS THROUGH COMMUNITY-BASED SERVICES**

Blending medical and behavioral health, UPMC’s community teams deploy social workers, nurses, and community health workers to customize care and support services for the highest need individuals. Our Senior Communities model also continues to expand, integrating new facilities this year that specialize in complex medical care and short-term rehabilitative services. With the addition of UPMC Home Healthcare in 2017, we continue to be a leader in integrating home health and hospice, serving approximately 40,000 individuals across 22 counties with comprehensive nursing and rehabilitation services.
DEPLOYING INFORMATION TECHNOLOGY TO ENHANCE SERVICE

UPMC HealthPlaNET is a proprietary care management suite that supports payer-provider Population Health Management objectives. Since its introduction, HealthPlaNET has become an essential operating platform for UPMC Insurance Services members, supporting utilization management, disease management, case management, lifestyle management, and medication therapy management.

IDENTIFYING AND MANAGING HIGH-RISK INDIVIDUALS TO REDUCE UNPLANNED CARE

UPMC Health Plan’s “Project Flashlight” helps on-board high-risk members by using advanced analytics and care management protocols.
DELIVERING A PERSONALIZED HEALTH CARE EXPERIENCE.

BECAUSE EVERYTHING ABOUT HEALTH CARE IS PERSONAL.

UPMC is using the latest technologies to let consumers access medical services and information anytime, anywhere — allowing them to be engaged and informed at every step in their health care journey.
WE’RE REIMAGINING THE ENTIRE HEALTH CARE PLATFORM

By driving innovation at the intersection of medicine and technology, UPMC is developing fresh opportunities and new solutions to radically change health care for the better— and leading the way with new models of care that offer great promise and potential to improve human health, enhance quality of life, reduce costs, and enrich the care delivery experience.

CONNECTING AND EMPOWERING CONSUMERS AND PROVIDERS

UPMC positions clinicians to provide high-quality care, 24x7, in any setting. By advancing our own tools and interactive applications, we’re strengthening consumer engagements, staying in closer touch with customers, and making it easier for patients and health plan members to manage their care.

A Prescription for Lifelong Wellness

Through UPMC Health Plan’s Prescription for Wellness program, physicians can write “prescriptions” for exercise and nutrition coaching, which connect patients to lifestyle coaches and include regular check-ins to help patients stay on track. The prescriptions are embedded into a patient’s electronic medical record, and the program is approaching nearly 1,000 doctors who have issued more than 12,000 prescriptions for services.
Putting Care at the Patient’s and Member’s Fingertips

MyUPMC offers patients and health plan members a single, simple, and seamless way to manage their care and communicate with providers. Now serving 600,000 users, new features introduced this year include enhanced reporting of test results — two-thirds of which are released the same day — open scheduling for primary care visits, and Xealth pre-procedure educational content for orthopaedics and women’s health.

UPMC CareFinder allows consumers to schedule appointments while on the go. The responsive website and app include information on UPMC Emergency Departments, Urgent Care, Children’s Express Care, and Walk-in Primary Care. A “What’s open now?” feature allows for real-time access, and provides mapping, directions, and service descriptions.

Simplifying Every Check-In
UPMC is installing biometric and kiosk technology to help patients quickly register when they arrive at a doctor’s office or hospital. As of April 2017, this technology captured at least 150,000 fingerprints at more than 600 locations.
DEVELOPING DIGITAL SOLUTIONS WITH LEADING PARTNERS

With an established track record of successful innovation, UPMC is partnering with entrepreneurs and leading technology companies — as well as the University of Pittsburgh and Carnegie Mellon University — to solve “big problems” in health care. By leveraging the latest science and technology to arrive at solutions that improve quality, reduce costs, and provide significant value, we are staking out a leadership position and documenting strong progress.

The Art of Telemedicine

UPMC continues to expand its telehealth platform. In 2017, we logged more than 26,000 virtual visits, including extensive use of our teleconsult centers at UPMC Northwest and UPMC Bedford Memorial. We are extending telemedicine to other areas, including UPMC Jameson, UPMC Chautauqua WCA, and UPMC Susquehanna. Telehealth services include:

- **Telepsychiatric, telestroke, and teleneurology services**, which are critically important in many rural parts of UPMC’s service area. UPMC Altoona was the first hospital in Pennsylvania to be approved to provide telepsychiatry on an inpatient psychiatric unit — connecting patients in Altoona with experts at UPMC Western Psychiatric Institute and Clinic in Pittsburgh.

- **UPMC AnywhereCare**, which currently provides 13,000 customers with convenient, high-quality, online care from a provider, both within and outside Pennsylvania. UPMC AnywhereCare’s technology includes a video platform and a smartphone mobile app.
Partnering with Microsoft to Transform Health Care

In 2017, UPMC launched a strategic partnership with Microsoft focused on creating transformative health care solutions that empower clinicians and patients, while enhancing quality and reducing costs. We are leveraging technologies that include artificial intelligence (AI) and cloud computing to develop an envisioned series of technology products for physicians, consumers, and insurers. This partnership will also develop technology to support the UPMC Immune Transplant and Therapy Center.

Clinician Liberator, the first joint product currently under development, will empower and enable both physicians and caregivers to focus exclusively on patient examination, diagnosis, and treatment.
INVESTING IN THE PLACES WE CALL HOME. SO THEY CAN SHINE EVEN BRIGHTER.

As a neighbor, a friend, and a health care partner, UPMC maintains an unwavering commitment to the communities we serve. Because the more we give back, the more lives we change.
GIVING BACK TO MAKE PENNSYLVANIA THRIVE

The entrepreneurial and commercialization activities UPMC is pursuing today fuel the ability to generate resources necessary to drive breakthrough research forward into the future.

A Local Hub of Innovation

The Pittsburgh Health Data Alliance brings together Carnegie Mellon University, the University of Pittsburgh, and UPMC to create innovative technologies that improve health care and benefit the public through the creation of new companies and products. Now in its third year, the collaboration is creating data-focused solutions with the potential to revolutionize health and wellness, by leveraging massive amounts of data—from electronic health records, imaging, prescriptions, genomics and insurance records, to wearable devices.
Commercializing New Solutions

Dedicated to delivering Life Changing Medicine, UPMC is working in bold ways to shape the future of health care through innovation. UPMC Enterprises, the commercialization arm of the organization, joins forces with world-leading industry partners to turn innovative ideas into growing, thriving businesses that leverage digital solutions to solve health care’s most challenging and perplexing problems. UPMC Enterprises’ current portfolio includes more than a dozen partner companies, ranging from an online mental health service provider, to a hospital supply chain solution company, to a provider of the first remote health care platform using consumer mobile devices.

“You see research and development, technology, and medicine — a whole new future for this entire region.”

Mayor William Peduto
City of Pittsburgh
A $30 BILLION ANNUAL ECONOMIC IMPACT
A Powerful Engine of Progress, Growth, and Prosperity

UPMC’s operations have a multiplier effect that ripples through local economies, totaling $30 billion in economic impact each year. Every dollar UPMC spends results in more than twice as much impact. We are the largest non-governmental employer in Pennsylvania, and account for more than one in five hospital jobs in the commonwealth.

More than 80,000 employees care for their friends, neighbors, and families.

Each month, 900 new employees begin their UPMC careers.

A PROMISE KEPT

In 2017, UPMC fulfilled its unprecedented $100 million pledge to the Pittsburgh Promise college scholarship program. Through the initiative, nearly 7,300 urban youth have been able to take advantage of postsecondary education.
DEDICATED TO OUR MISSION TO SERVE

UPMC’s success brings generous dividends to the communities we call home, and improves the overall quality of life. During the most recent fiscal year, **UPMC contributed nearly $1 billion to benefit communities across Pennsylvania.** This equates to more than 15 percent of the organization’s net patient revenue. Dollars go toward addressing community health needs, including:

- Charity care and subsidized services
- Research and education
- Tackling childhood obesity
- Stemming the opioid epidemic in our urban and rural communities
- Promoting early detection and management of chronic disease

UPMC provides more care to the region’s poor and underserved than any other health system in Pennsylvania.

- In Pittsburgh, UPMC cares for **4 out of 5** patients with behavioral health needs.
- In Altoona, UPMC cares for **9 out of 10** Medicaid patients.
- In Erie, UPMC cares for **7 out of 10** pediatric patients from low-income families.
- In Williamsport, UPMC delivers **9 out of 10** babies born to low-income families.
FINANCIAL HIGHLIGHTS

UPMC’s strong financial results enable ongoing investments in our organization, our communities, and in the transformation of health care.

Results for 12 months ended December 31

($ in millions)

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<th>2016</th>
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<tr>
<td>Operating income</td>
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<tr>
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<td>$1,697</td>
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<tr>
<td>Capital expenditures</td>
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<td>$434</td>
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<tr>
<td>Medical-surgical admissions and observations</td>
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2018 2017

Insurance Services membership (As of January 1) 3,392,371 3,137,806

Benefitting from a Diversified Business Model

GROWTH AND SUCCESS OF UPMC: 2001 – 2018

12 PERCENT AVERAGE ANNUAL GROWTH RATE IN REVENUES

7 PERCENT AVERAGE ANNUAL GROWTH RATE IN EMPLOYEES

INNOVATION AND DISRUPTION DRIVE UPMC’S SUCCESS
UPMC is governed by a volunteer, unpaid Board of Directors that represents a broad cross-section of the communities and constituencies we serve.

**OFFICERS**
- G. Nicholas Beckwith III
  Chairperson
- Eva Tansky Blum
  First Vice Chairperson
- Mark J. Laskow
  Second Vice Chairperson
- Robert M. Hernandez
  Chairperson, Finance Committee
- Jeffrey A. Romoff
  President and CEO
- Robert A. DeMichiei
  Chief Financial Officer
- W. Thomas McGough, Jr.
  Chief Legal Officer
- C. Talbot Heppenstall, Jr.
  Treasurer
- Michele P. Jegasothy
  Corporate Secretary

**DIRECTORS**
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- G. Nicholas Beckwith III
- Eva Tansky Blum
- Patrick D. Gallagher
- Richard Hamilton
- Howard W. Hanna III
- Robert M. Hernandez
- John C. Hickey
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- W. Duff McCrady
- Robert W. Montler
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- Louis B. Plung
- Mark H. Raimy
- Susan Baker Shipley
- Gregory Spencer
- William E. Strickland, Jr.
- John P. Surma
- Stephen R. Tritch
- John J. Verbanac

**UPMC Executive Management**

The following individuals are responsible for policy implementation and management of programs, services, facilities, and support operations at UPMC.

- **Jeffrey A. Romoff**
  President and CEO, UPMC
- **Charles E. Bogosta**
  Executive Vice President, UPMC
  President, International Services Division
- **Leslie C. Davis**
  Senior Vice President, UPMC
  Executive Vice President and Chief Operating Officer, Health Services Division
- **Robert A. DeMichiei**
  Executive Vice President, UPMC
  and Chief Financial Officer
- **David M. Farner**
  Executive Vice President, UPMC
  and Chief Strategic and Transformation Officer
- **C. Talbot Heppenstall, Jr.**
  Executive Vice President, UPMC
  and Treasurer
  President, UPMC Enterprises
- **Diane P. Holder**
  Executive Vice President, UPMC
  President, Insurance Services Division
  President and CEO, UPMC Health Plan
- **W. Thomas McGough, Jr.**
  Executive Vice President, UPMC
  and Chief Legal Officer
- **Gregory K. Peaslee**
  Executive Vice President, UPMC
  and Chief Administrative Officer
- **Steven D. Shapiro, MD**
  Executive Vice President, UPMC
  Chief Medical and Scientific Officer
  President, Health Services Division
- **Marshall W. Webster, MD**
  Senior Vice President, UPMC
UPMC IS A MODEL OF HEALTH CARE EXCELLENCE. ON ALL FRONTS.

Highly Evolved Integrated Delivery and Financing System

**TOP-QUALITY CLINICAL CARE PROVIDER**

*U.S News & World Report* – Honor Roll of Best Hospitals in the U.S.
- No. 14 Best Hospital
- No. 9 Best Children’s Hospital

More than 4,000 employed physicians

**CUTTING-EDGE ACADEMIC MEDICAL CENTER**

No. 5 in NIH grants with $513M for research with the University of Pittsburgh

One of the largest programs in the U.S. with 1,800 residents and fellows

**FASTEST GROWING INSURANCE SERVICE**

2nd largest provider-owned health plan nationally

Largest medical insurer in western Pennsylvania
- 3.4 million members
- No. 1 in quality and satisfaction

**ENTREPRENEURIAL AND BUSINESS ENTERPRISES**

Translational science
- Immune Transplant and Therapy Center attracting world-class talent

Digital innovation
- Microsoft partnership — A.I. and cloud computing to empower physicians and patients
- IT — “Most Wired”

Evolent Health IPO valued >$1 billion

**LARGE INTERNATIONAL FOOTPRINT**

Exporting clinical excellence
- 20th anniversary of ISMETT transplant hospital in Italy
- Unmatched network of cancer centers overseas
ABOUT UPMC

A $16 billion world-renowned health care provider and insurer, Pittsburgh-based UPMC is inventing new models of patient-centered, cost-effective, accountable care. UPMC provides more than $900 million a year in benefits to its communities, including more care to the region’s most vulnerable citizens than any other health care institution. The largest nongovernmental employer in Pennsylvania, UPMC integrates 80,000 employees, more than 30 hospitals, 600 doctors’ offices and outpatient sites, and a 3.4 million-member Insurance Services Division, the largest medical insurer in western Pennsylvania. As UPMC works in close collaboration with the University of Pittsburgh Schools of the Health Sciences, U.S. News & World Report consistently ranks UPMC Presbyterian Shadyside on its annual Honor Roll of America’s Best Hospitals. UPMC Enterprises functions as the innovation and commercialization arm of UPMC, and UPMC International provides hands-on health care and management services with partners on four continents. For more information, go to UPMC.com.

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