

March 2023

Annual

Impact

Report







**This annual Impact Report** presents the many ways HCA Healthcare and our colleagues delivered for our stakeholders in 2022 and positively impacted the communities we serve. From discovering new and innovative ways to provide patient-centered care to supporting communities through giving and volunteering, our colleagues' commitment to showing up each and every day for others never wavered.

As we began to look beyond the COVID-19 pandemic, we continued to be guided by our mission to care for and improve human life. We advanced technology to both promote better patient outcomes and support our care teams. We invested in workforce development to help ensure the overall well-being and skills of our colleagues, and we partnered with other leading organizations to help address industry challenges, advance health equity, and strengthen our communities.

At HCA Healthcare, we have a responsibility to improve the health of our patients, colleagues, and communities. I'm proud of what our teams accomplished this past year, and I believe we are positioned to make an even greater impact in the years to come.



**Samuel N. Hazen**  
Chief Executive Officer

Left: Raina Williamson, Rehab Services Manager, MountainView Hospital  
On first page (left to right): Tamia Norman, CST; Arnold Chung, MD, MountainView Hospital

# 6

## Our mission and collective impact

HCA Healthcare is an organization made up of approximately 294,000 colleagues united by a singular mission.

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## Delivering high-quality patient care

Our approach to delivering high-quality care is rooted in our belief of always doing what is right for our patients. From our more than 37 million annual patient encounters, we develop and share best practices across our enterprise that help continuously improve patient care, using evidence-based guidance, tools, measurement, advanced analytics and data science to support safe, effective, compassionate care. In 2022, we expanded programs and technologies to drive better outcomes for our patients.

Left (left to right): Dan Shinn, EMS Director, Sunrise Hospital and Medical Center; Jeremie Crawford, AEMT, Community Ambulance, Las Vegas, NV; Tyler Strong, Paramedic, Community Ambulance, Las Vegas, NV



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## Supporting our clinicians and each other

With more than 93,000 nurses and 45,000 active and affiliated physicians delivering exceptional care to our patients, HCA Healthcare is committed to listening to our clinicians and providing the resources and support they need. We aim to support the physical, mental, professional and financial health of our approximately 294,000 colleagues, and we're proud to invest in a variety of benefits and resources to help improve their overall well-being.



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## Strengthening and being there for our communities

We take responsibility for supporting the attributes of a healthy community by proudly serving as an anchor in the communities we serve. Through employment, strategic partnerships, and colleague giving and volunteering initiatives, HCA Healthcare strives to make the communities where we live and work stronger.

All references to "Company" and "HCA Healthcare" as used throughout this report refer to HCA Healthcare, Inc. and its affiliates.

# Improving care delivery across our network

HCA Healthcare is an organization made up of incredible people united by a singular mission: **Above all else, we are committed to the care and improvement of human life.**

HCA Healthcare aims to deliver high-quality care to patients during every interaction. We are focused on continuing to develop comprehensive, local healthcare networks that deliver high-quality, convenient care to our patients.

## Our **182** hospitals

are supported by approximately **2,300 ambulatory sites of care** in **20 states** and the U.K., including:

**43**  
home health  
and hospice  
agencies

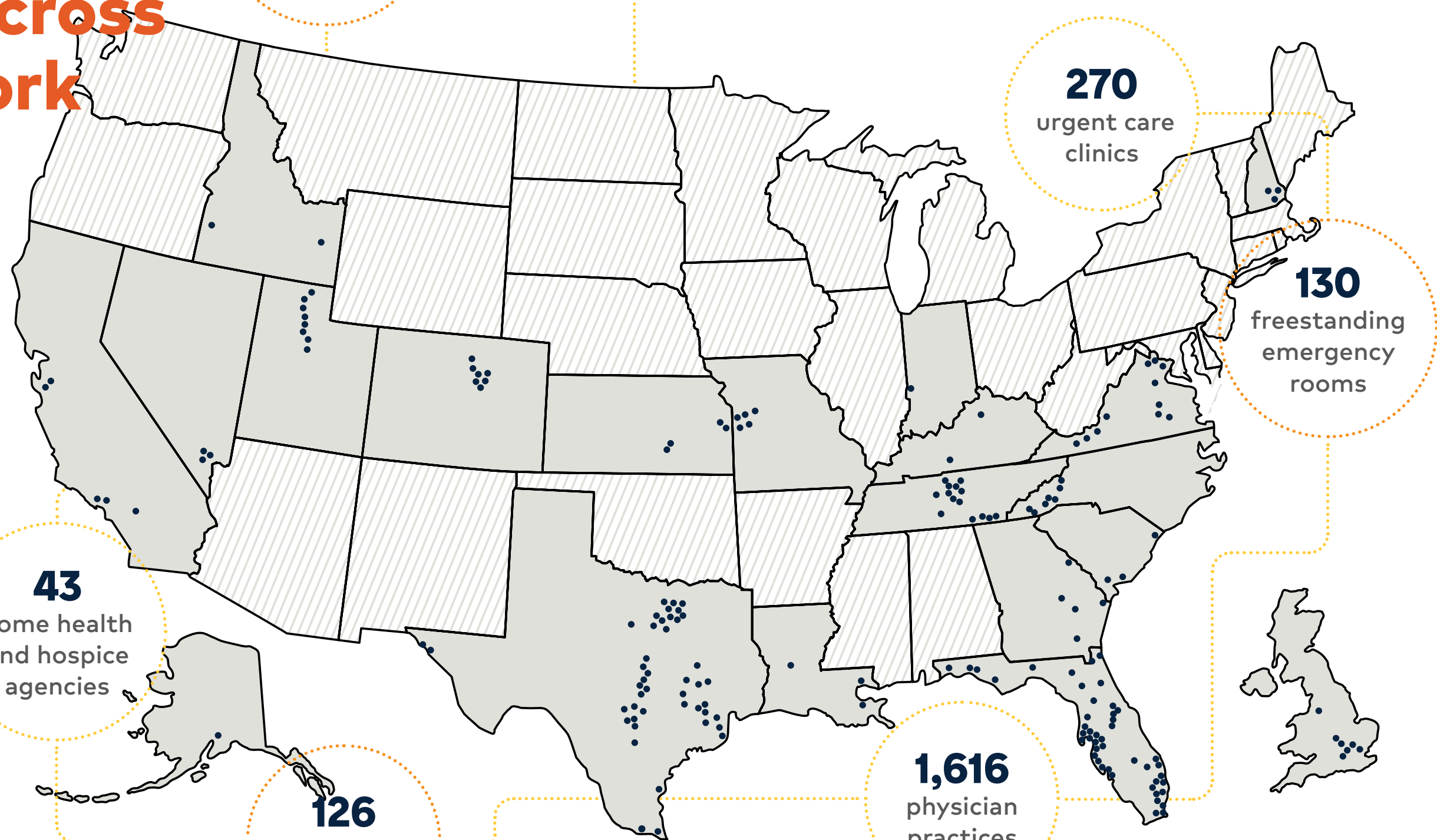
**126**  
surgery  
centers

**61**  
behavioral  
health sites  
of care

**270**  
urgent care  
clinics

**130**  
freestanding  
emergency  
rooms

**1,616**  
physician  
practices

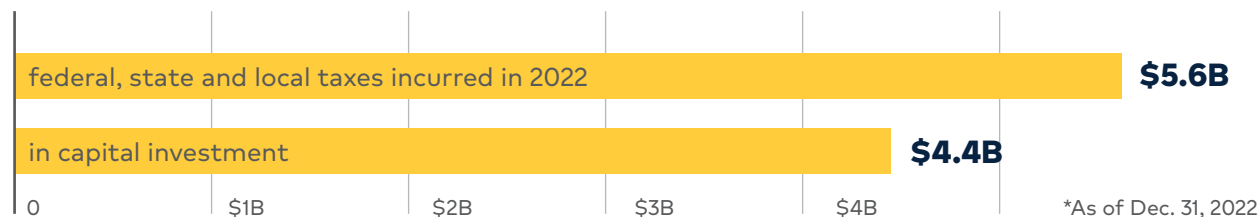
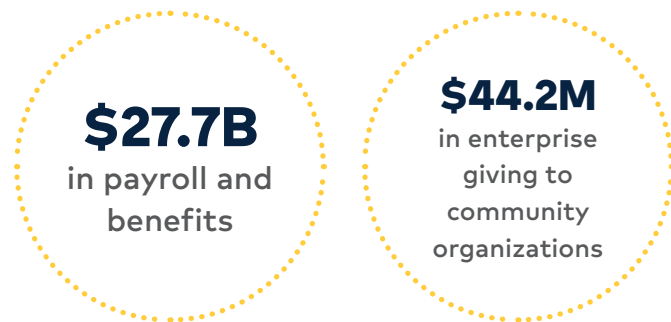


\*Data and hospital locations as of Dec. 31, 2022

# 2022 services by the numbers



# Economic impact in our communities



# Affiliated lines of business



**HealthTrust** is a healthcare performance improvement organization committed to strengthening provider performance and clinical integration by leveraging scale, innovation and operator expertise. Since 1999, HealthTrust has been the supply chain engine supporting the HCA Healthcare enterprise.



**Galen College of Nursing** joined HCA Healthcare in 2020, bringing together two leading nursing organizations and creating the country's largest academic practice partnership. This partnership has increased access to education and provided nursing career development opportunities that we believe will positively impact patient care. Through this partnership, we have opened nine nursing school locations since 2020.



**Sarah Cannon, the Cancer Institute of HCA Healthcare**, offers integrated treatments and advanced cancer care close to home for hundreds of thousands of patients, a number unmatched by any single cancer center.

In 2022, Sarah Cannon Research Institute (SCRI) formed a joint venture with former US Oncology Research to enhance clinical trial access and availability across the country. The combined research network brings together 1,300+ physicians who are providing access to cutting-edge research at more than 250 locations in 26 states across the U.S.



**Parallon**, HCA Healthcare's full-service revenue cycle management provider, is an industry leader for healthcare revenue cycle management and shared services. With a long track record of operational excellence, Parallon brings extensive knowledge and a broad portfolio of custom solutions to every collaboration. Parallon helps providers to care for and improve the health of their communities by optimizing financial performance, navigating regulatory challenges, utilizing operational best practices, enhancing the patient experience and leveraging the latest technology.

Below: Niuton Koide, MD  
Physician, Las Vegas  
Heart Associates



# Delivering high-quality patient care

Our approach to delivering high-quality care is rooted in our belief of always doing what is right for our patients. From our more than 37 million annual patient encounters, we develop and share best practices across our enterprise that help continuously improve patient care, using evidence-based guidance, tools, measurement, advanced analytics and data science to support safe, effective, compassionate care. In 2022, we expanded programs and technologies to drive better outcomes for our patients.

**Our Enhanced Surgical Recovery program focuses on six tactics:**



# Reducing opioid usage and improving surgical outcomes



HCA Healthcare's Enhanced Surgical Recovery (ESR) program is a patient-centered, research-based, multidisciplinary approach to surgical recovery that allows patients to play an active role in managing their own care and recovery plan. The program implements select interventions before, during and after surgeries to improve patient outcomes.

Based on data collected from **more than 140,000** joint replacement, gynecologic oncology, colorectal and bariatric surgeries in 2021, the ESR protocol has proven to be a roadmap to help improve surgical results, including:

**44%**

Up to **44% decrease** in opioid usage for some surgeries

**54%**

A **54% decrease** in 30-day readmissions for joint replacements

**45%**

A **45% decrease** in 90-day readmissions for gynecological surgery

## Next-gen Analytics for Treatment and Efficiency (NATE)

HCA Healthcare's Next-gen Analytics for Treatment and Efficiency (NATE) platform provides data and predictive analytics to help clinicians and operators have a clear understanding of what's happening with individual patients across their facility and, if needed, across the enterprise to inform decision-making and action plans. Developed by HCA Healthcare's Data Science team, NATE technology helps clinical leaders care for patients with critical conditions, and offers insight into improvement opportunities related to hospital operations. In 2022, we launched and updated several products on our NATE platform, including to assist with infection prevention, manage patient safety protocols and improve emergency room clinical quality through enhanced communication around admission and discharge processes. **Learn more about how HCA Healthcare is working to improve patient experiences at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).**



# Protecting our patients

We remain focused on the safety of our patients throughout their care journey and on working to optimize our processes to improve healthcare everywhere.



## Patient safety

At HCA Healthcare, patient safety is at the heart of our commitment to providing high-quality care for our patients. We foster a culture of safety by involving every member of our care teams and leveraging technology to help us provide a secure environment for our patients and colleagues.

HCA Healthcare's Patient Safety Organization (PSO) collaborates with nurses and leaders from our patient safety, quality and service line teams to establish and implement systems and processes that support safe, compassionate care. Through HCA Healthcare's Safe Table discussions, nurses, colleagues and caregivers can openly discuss concerns related to patient safety in a confidential and legally protected environment. The PSO analyzes feedback from Safe Table discussions to help identify and act on opportunities to improve patient safety and the quality of healthcare delivery. From the analyses, HCA Healthcare shares our learnings and best practices to make improvements across our facilities.

As a result of the overwhelmingly positive response to the Safe Table discussions, in May 2022, we revised the process to allow more PSO members and facilities to conduct Safe Table discussions according to their own needs and timeframes. We are also investing in a new safety surveillance reporting system for colleagues to report potential errors or events regarding patient safety. In 2022, more than 200 Safe Table discussions were held by HCA Healthcare hospitals, divisions and service lines.

HCA Healthcare is recognized nationally by leading benchmarking institutions, including The Leapfrog Group, for our dedication to patient safety and quality. **In the fall 2022, more than 80% of our hospitals rated by The Leapfrog Group received an "A" or "B" Leapfrog Safety Score. This is higher than the national average of 57%. Read more on page 27.**

Left (left to right): Nicole Johnston, Clinical Nurse Coordinator (CNC), Pediatric ER; Chelsea Wells, Clinical Nurse Coordinator (CNC), Pediatric ICU; Jena Day, Clinical Nurse Coordinator (CNC), Pediatric Unit; Sunrise Children's Hospital



## Ethical business practices

HCA Healthcare’s ethics and compliance standards reflect our commitment to doing what is right for our patients, colleagues and communities. Our Ethics and Compliance program has two vital components: 1) our commitment to ethical conduct and 2) compliance with laws and regulations that apply to the work we do. Along with the tenets of our Ethics and Compliance program, HCA Healthcare’s mission and values are incorporated into our daily activities in both how we care for our patients and how we treat each other.

We have more than 200 ethics and compliance-related policies covering a wide array of compliance topics. Each year, our colleagues complete a code of conduct training and receive education on compliance topics such as our shared values, respect and inclusion, customer service and privacy. Our Ethics and Compliance program also promotes reporting ethics or compliance concerns through several mechanisms including our Ethics Line, which is available 24/7 for colleagues to ask questions and report concerns without fear of retaliation. In early 2023, HCA Healthcare was recognized for the 13th time by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the World’s Most Ethical Companies.



## Data protection

The safety of our patients also includes protecting their personal information. Every HCA Healthcare colleague plays a role in protecting each patient’s privacy rights and the sensitivity of their data. All colleagues receive annual training on how to handle and protect patient data, privacy, information security, physical security and more. To guard against email phishing, one of the most popular criminal scams, we send regular phishing tests to all colleagues. We also do regular tabletop exercises and drills at the facility, division and enterprise level.

As we partner with other organizations, privacy and security are guiding principles. Our multi-year partnership with Google Cloud will help create a secure and dynamic data analytics platform for HCA Healthcare and enable the development of next-generation operational models focused on actionable insights and improved workflows.



Above: In September 2022, HCA Healthcare’s Enterprise Emergency Operations Center (EEOC) supported HCA Florida Healthcare hospitals impacted by Hurricane Ian



## Emergency operations

In the event of a crisis, HCA Healthcare’s Enterprise Emergency Operations Center (EEOC) is available 24/7 to support our facilities and help ensure patient and colleague safety. When a major incident occurs, nearly 200 leaders throughout the organization continuously monitor potential risks and create response plans, redirecting our supply chain or transferring patients as needed.

Patient and colleague safety is always a top priority, but is especially critical in times of emergency. During the 2022 hurricane season, the EEOC used triage data available through our evacuNATE algorithm to improve transfer center protocols and help reduce hospital evacuation time. EvacuNATE keeps track of

where patients currently are, their care needs and where alternative care is available, which helps simplify the transfer process and streamline communication between care teams. In addition, the EEOC collaborated with Air Methods, our air transport partner, to establish a first-of-its-kind Neonatal Intensive Care Unit Incident Support Team (NICU IST). If a NICU evacuation is required, this team of highly specialized HCA Healthcare nurses and respiratory therapists from across the country will deploy to help transfer NICU patients. Read how we leverage our partnerships with community organizations to respond to crisis and community needs on page 73.

**HCA Healthcare operates seven transfer centers that serve more than 650,000 patients each year.**



# Increasing access to affordable care

At HCA Healthcare, we work to help ensure the healthcare billing process is clear and supportive for our patients. In partnership with Parallon, HCA Healthcare's full-service revenue cycle management team, we have developed several programs and resources designed to provide support, including pricing information, financial counseling, patient-friendly billing practices and generous financial assistance programs.

In order to best serve both uninsured and underinsured patients, we apply either a full charity write off or a sliding scale discount on what a patient pays based on federal poverty guidelines (FPG) and household income. In addition, our Uninsured Discount Policy offers patients with no insurance, or limited/exhausted insurance benefits, an average discount of 90% for emergency services.

Our patient benefit advisors help patients understand and access programs and discounts that may be available to them — which we believe are among the most generous and comprehensive — in order to significantly reduce the financial burden for the patient. These resources are available to any patient who needs assistance, including those applying for Medicaid or other eligible coverage. In accordance with state-by-

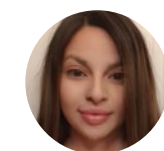
state regulations, we also made significant improvements to our online patient payment estimator tool and website design, making patient financial information even more accessible for patients.

Our organization offers interest-free payment arrangements, does not report unpaid balances to credit bureaus, and our U.S. providers do not pursue litigation activity that involves suing patients or filing liens on patients' bad debt accounts.

“

Being family-oriented has a lot to do with how I work with each patient. I see every single patient as if they were my family member. I would do anything to help and think of ways to assist.

”



**Sarai "SJ" Najera,**  
Patient Benefit Advisor  
Parallon



In 2022, HCA Healthcare provided an **estimated \$3.5B** for the delivery of charity care, uninsured discounts and other uncompensated care. HCA Healthcare also cares for more Medicaid inpatients than any other health system in the U.S.

# Advancing equity of care

We believe excellence in healthcare starts with a foundation of inclusion, compassion and respect for our patients and colleagues, and we are dedicated to ensuring equitable access to high-quality care. We do this by concentrating on key focus areas, including equity of care, access to services, web and digital accessibility, and pastoral and spiritual care.



## Patient Advisory Group

In 2022, HCA Healthcare established a Patient Advisory Group (PAG), led by Senior Vice President and Chief Nurse Executive Sammie Mosier and Chief Diversity Officer Sherri Neal. The cross-functional PAG team meets regularly to identify patient needs and drive progress toward HCA Healthcare's patient care goals, which include:

- Enhancing data collection and utilization
- Strengthening culturally competent education for patients and clinicians
- Improving access for targeted patient populations
- Identifying and addressing opportunities to reduce health disparities and improve care

As part of our commitment to advancing health equity, we developed and deployed new trainings to support our facilities and hosted a forum to discuss the latest health equity trends, challenges and opportunities. Our Ensuring Access to Services educational resource, created to increase colleagues' cultural competence, is highly utilized with more than 125,000 downloads in 2022.

Left: Dr. Suresh Bhushan, Psychiatry Specialist Southern Hills Hospital and Medical Center

Below (left to right): Valerie Powell-Stafford, CEO, HCA Florida Northside Hospital; Sherri Neal, Chief Diversity Officer, HCA Healthcare; Dr. Monique Butler, Chief Medical Officer, HCA Healthcare North Florida Division



**HCA Florida Healthcare hosted a forum with local business and community partners** to discuss the latest health equity trends, challenges and opportunities to best serve the diverse communities of Florida.



Our strategic collaborations enable us to have a greater impact in addressing key healthcare issues, advancing health equity and improving access to care.



## Improving lung health equity, accelerating cardiovascular clinical research and increasing nursing resources

In 2022, we announced a series of initiatives to address key healthcare issues, which you can read about in our press release: “HCA Healthcare Announces Collaboration with Johnson & Johnson to Address Key Healthcare Clinical and Industry Issues.”

According to the American Cancer Society, lung cancer is the number one cause of cancer death in the Black community. In 2022, we announced a scalable pilot program to improve health outcomes in the Black community through early-stage lung cancer detection.

The Galen College of Nursing is developing a perioperative nursing curriculum integrating new nursing education resources to help meet the growing demand for perioperative nurses. Additionally, we are working to address health equity issues focused on educational programming, training and other programs that elevate and support nurses with a goal of enriching the nursing experience and skillsets and improving patient outcomes.

HCA Healthcare, through its HCA Healthcare Research Institute, will also work on cardiovascular health initiatives including a retrospective analysis of patients who suffer from heart arrhythmia, as well as research to understand the role digital health technology plays in impacting clinical outcomes for patients with Coronary Artery Disease (CAD) and Peripheral Artery Disease (PAD) diseases.

**Read more about our research efforts and innovations to improve patient care on page 24.**



## Supporting the American Heart Association on a new initiative to prevent, treat and beat stroke

We are proud to collaborate with the American Heart Association, in conjunction with the HCA Healthcare Foundation, to support a new initiative, Getting to the Heart of Stroke.

The nationwide initiative, launched in October 2022, focuses on preventing initial and recurrent strokes in patients and improving overall stroke care through education and deepening the collaboration between healthcare professionals, especially in neurology and cardiology; empowering consumers to know and better manage their stroke risk; and improving the overall health of communities by addressing disparities through local health impact work.

The initiative also focuses on education and care across medical disciplines and specialties and addresses risk factor management for patients diagnosed with atrial fibrillation (AFib).

## The HCA Healthcare Foundation provides leadership, service and financial support to nonprofits in the communities HCA Healthcare serves.

Since 1998, the HCA Healthcare Foundation has contributed over \$242 million in grants and matching gifts to more than 500 agencies and organizations, focusing on those that promote health and well-being, education and quality of life. Learn more on page 63.



## Strengthening partnership with March of Dimes to improve maternal health outcomes

Our partnership with March of Dimes focuses on improving maternal mortality and morbidity outcomes through postpartum discharge education and by lowering hospital caesarean rates among low-risk, first-time mothers, head first position or NTSV (Nulliparous, Term, Singleton Vertex) rates.

We use data from the more than 218,000 babies delivered annually at our network of hospitals to learn and implement new policies and practices that help improve prenatal, natal and postnatal care.

As part of our continued commitment to raising awareness and addressing the maternal and infant health crisis, we contributed \$1.1 million to March of Dimes in 2022 through direct support, colleague fundraising and matching gifts.



Left: Laura Marmolejo, Pharmacy Technician, MountainView Hospital

# Innovations for care and research

Clinical research and partnerships are fundamental to how we address our communities' most pressing healthcare needs. As a learning health system, we use our data from more than 37 million annual patient encounters to conduct research and create innovative tools that improve patient outcomes. Founded in 2009, the HCA Healthcare Research Institute (HRI) is the multispecialty clinical

research arm of HCA Healthcare. HRI is focused on unlocking insights into real-world data and conducting clinical studies that lead to breakthroughs in science, medicine and care for all people. The research institute does this by bringing together trusted pharmaceutical and biotechnology partners with community-based providers.

## Healthcare Research Institute's impact in 2022

- 27 sites and growing in 12 divisions
- 250+ trials
- Close to 6,000 visits per year
- 2,000+ annual patient accruals
- Supports seven service lines

Historically, HRI has been closely connected to HCA Healthcare's oncology research organization, Sarah Cannon Research Institute (SCRI). In 2022, HCA Healthcare and McKesson Corporation formed a joint venture combining the resources and expertise of McKesson's US Oncology Research (USOR) and SCRI.

Together, USOR and SCRI are creating a fully integrated oncology research organization aimed at expanding clinical research, accelerating drug development and increasing availability and access to clinical trials for community oncology providers and patients, including those in underserved communities.

HRI will continue to support research needs for HCA Healthcare partners in our facilities, including participating in clinical trials and collaborating with industry partners to advance science.

## Care Transformation and Innovation

In 2021, HCA Healthcare formed a Care Transformation and Innovation (CT&I) department dedicated to creating the future of patient-centered care. CT&I helps identify and leverage new technology and process innovations to make transformative improvements in patient care and care team experiences. Working side by side with our frontline colleagues, CT&I researches opportunities to develop the hospital of the future through designing, building and testing innovative solutions.

CT&I has announced the selection of two Innovation Hubs where testing and production will take place: UCF Lake Nona Hospital in Florida and TriStar Hendersonville Medical Center in Tennessee. The work being done at these hubs is designed to enhance the patient experience, create more face time between providers and patients, and improve both quality and safety in the delivery of healthcare. One project being piloted is the use of technology-enhanced glasses intended to reduce clinical documentation time for physicians. Physicians can wear these glasses during an exam to capture their conversation with the patient. The information will then be automatically entered into the electronic health record for the physician's review.

CT&I also works alongside HCA Healthcare nurses to better understand current processes and help generate insights to inform future innovations. CT&I selected labor and delivery as its first innovative focus area, designating the labor and delivery units at Henrico Doctors' Hospital in Virginia and Medical City Dallas in Texas as Innovation Departments. These departments also serve as beta testing sites for products coming out of Innovation Hub locations.

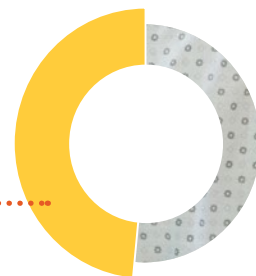
## 2022 Press Ganey Human Experience Awards

Thirty-two HCA Healthcare facilities were named 2022 Human Experience Award winners by Press Ganey. Of those, 27 HCA Healthcare facilities received the Guardian of Excellence Award®, which honors organizations that perform in the top 5% of healthcare organizations for patient experience, employee engagement, physician engagement or clinical quality performance in one year. Five HCA Healthcare facilities received the Pinnacle of Excellence Award®, which recognizes healthcare organizations for demonstrating excellence for a minimum of three consecutive years in patient experience, employee engagement or physician engagement, or two years in clinical quality performance.

# Quality of care awards and recognition



46%



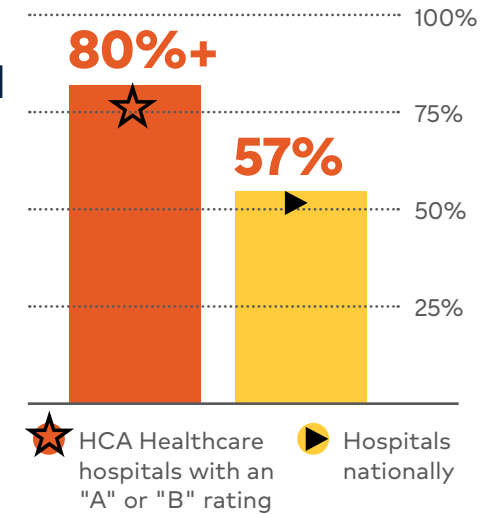
## Healthgrades' 2023 Specialty Excellence Award™

Healthgrades recognized 23 HCA Healthcare hospitals as recipients of its Specialty Excellence Award™ for delivering superior patient outcomes. Out of the 50 hospitals recognized, 46% were HCA Healthcare hospitals.

\*The methodology uses Medicare Provider Analysis and Review (MedPAR) data from 2019 to 2021, and analyzes risk-adjusted mortality and complications for 15 common in-hospital surgical procedures.

## The Leapfrog Group's Hospital Safety Grade

In the fall 2022, more than 80% of our hospitals rated by The Leapfrog Group received an "A" or "B" Leapfrog Safety Score. This is higher than the national average of 57%.

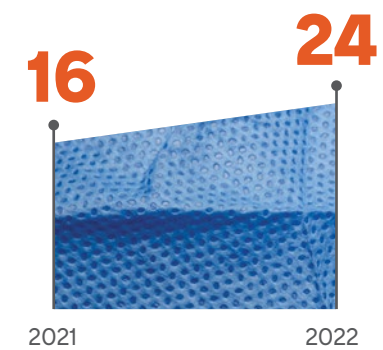


## Magnet and Pathway Designation

Twelve HCA Healthcare hospitals are Magnet Designation recognized, and 20 are Pathway Designation recognized.

## 2022 Fortune/Merative 100 Top Hospitals

Twenty-four HCA Healthcare hospitals were recognized on this list of top performing U.S. hospitals from Fortune and Merative (formerly IBM Watson Health). This was an increase from the 16 HCA Healthcare hospitals recognized last year.



## U.S. News & World Report's Best Regional Hospitals



U.S. News & World Report recognized 14 HCA Healthcare facilities in its Best Regional Hospitals ranking.

9 of those facilities were ranked in the top three for their metro area.

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## Best Hospitals for Maternity Care

Eleven HCA Healthcare hospitals were recognized on this list by Money and The Leapfrog Group.

Below (left to right): Raejohne Foster, Nurse Leader, Medical Surgical Unit; Silvia Hakime-Smith, RN, Medical Surgical Unit; Sunrise Hospital and Medical Center

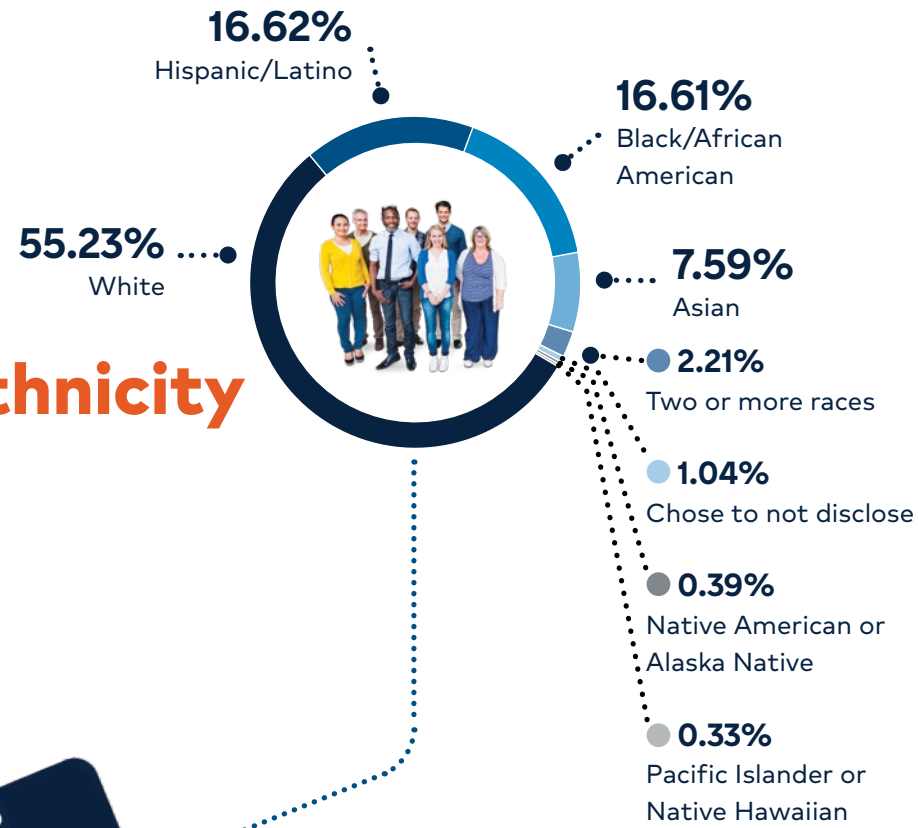


# Supporting our clinicians and each other

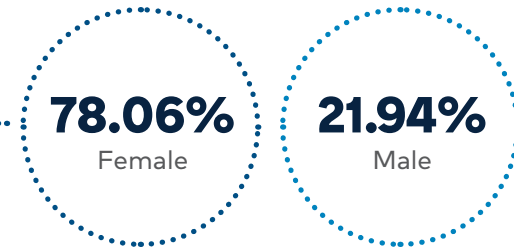
With more than 93,000 nurses and 45,000 active and affiliated physicians delivering high-quality care to our patients, HCA Healthcare is committed to listening to our clinicians and providing the resources and support they need. We aim to support the physical, mental, professional and financial health of our approximately 294,000 colleagues, and we're proud to invest in a variety of benefits and resources to help improve their overall well-being.



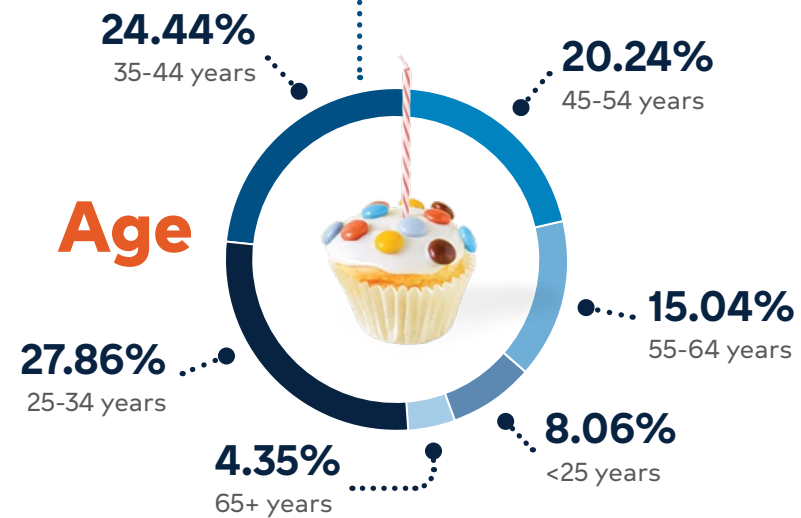
## Ethnicity



## Gender



## Age



Below (left to right):  
 Juan Guerrero,  
 Environmental Services  
 Aide; Marisa Silva,  
 Assistant Director, EVS,  
 Sunrise Hospital and  
 Medical Center



\*Data represents U.S.-based colleagues as of Dec. 31, 2022



Left (left to right): Valerie Martin, DO; Gabrielle Rivera, MD; Chloe Saba, DO; McKay Avondet, DO; Kayla Nang, DO; Cassandra McDiarmid, DO; Anastasia DeVera, DO; Whitley McIntosh, DO; obstetrics residents at MountainView Hospital

# Partnering with physicians

## Physician voice

HCA Healthcare recognizes that actively seeking feedback from our physicians and implementing change based on input is vital to maintaining high-quality care. We have a robust team of dedicated professionals who solicit physician feedback to influence our clinical and business operations at the highest level.

Our annual Physician Engagement Survey is one of many ways our physician partners have a voice in their experience with HCA Healthcare. Each year, we ask physicians for their candid feedback on what is going well and what we can do to improve. We take this input and create

action plans at all of our hospitals with one goal: to make HCA Healthcare the preferred place for physicians to practice medicine.

In our 2022 Physician Engagement Survey — which encompassed feedback from more than 14,000 physicians — 91% of physicians responded positively when rating HCA Healthcare facilities as preferred locations to practice medicine. In addition, 94% of physicians responded positively when rating HCA Healthcare’s quality of care, and 92% would recommend our hospitals to friends and family members.

## HCA Healthcare’s Graduate Medical Education (GME) program aims to shape the future of medicine

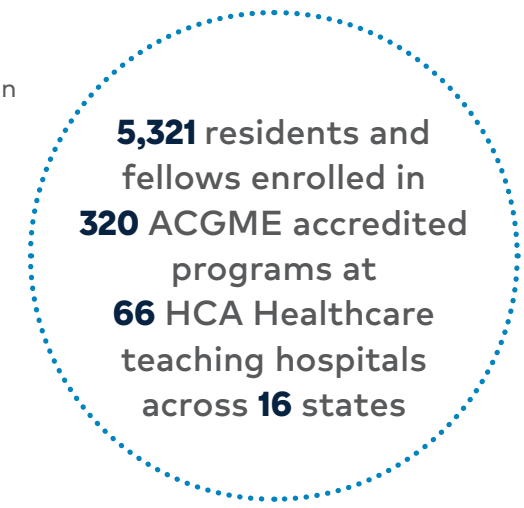
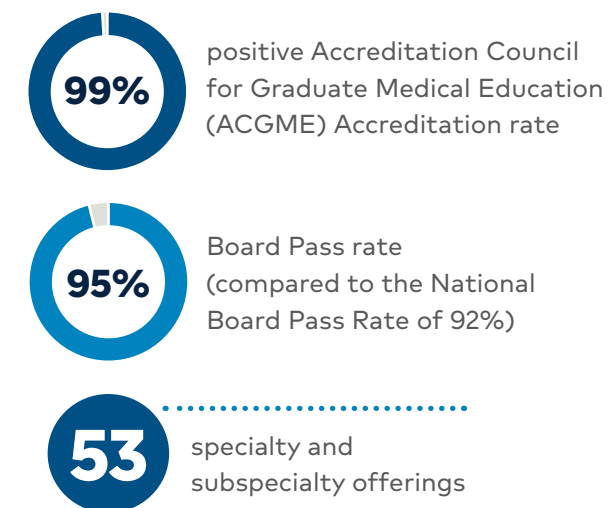
Several HCA Healthcare hospitals play a leading role in shaping the future of medicine. HCA Healthcare’s Graduate Medical Education (GME) program prepares physicians for post-graduate specialty training, which leads to earning board eligibility in physicians’ area of specialty. Resident physicians are sponsored by either medical centers or teaching hospitals, learn from GME program directors and faculty, improve access to care and support HCA Healthcare’s culture of patient safety and improving clinical quality.

GME is especially appealing to physicians who enjoy teaching and training colleagues — who may practice with them at some point — but prefer not to be in a university setting.

Key long-range objectives of HCA Healthcare’s GME program include:

- Promoting excellence in the academic and clinical environment
- Recruiting and developing exceptional program directors and faculty physicians
- Enriching resident engagement with targeted investments and deeper integration into their hospitals
- Emphasizing improvements in the learning and working environment
- Enhancing research, scholarly activity and medical school partnerships

## GME by the numbers



# Nursing at HCA Healthcare

We are committed to supporting our nurses and the nursing profession by actively investing in resources, training and development programs to help advance clinical education and inspire tomorrow's leaders.



## Recruitment and retention

To help address global nursing shortages, HCA Healthcare has invested significantly in the recruitment of quality nurses while also expanding care teams to include positions such as licensed practical/vocational nurses (LPN/LVNs), paramedics and nurse externs. Embracing innovative models of care helps reduce the burden on our nurses and will continue to be a long-term investment to help ensure our nurses have the resources and support they need.

**In 2022, we increased our investment in recruitment to help hire 123,231 colleagues, a 6% increase from 2021.**

Left: Allannah Gallagher, PRN,  
Sunrise Hospital and Medical Center

## Workforce development

### Nurse Residency and StaRN programs

The HCA Healthcare Nurse Residency program partners with the Specialty Training Apprenticeship for Registered Nurses (StaRN) to provide a comprehensive blended program that bridges the gap and supports new graduate nurses transitioning into the role of a professional nurse. The HCA Healthcare Nurse Residency program is a year-long, clinical orientation and professional development curriculum that culminates with an opportunity for participants to reflect on their practice, identify career goals and celebrate their accomplishments. During the first three months of hire, nurse residents are in the Clinical Skills Development phase (Phase I), which features onboarding and orientation (preceptorship, interactive classroom sessions, e-learning, clinical skills practice and simulation experiences). For the remainder of the year, months four through 12, nurse residents will transition into the Professional Development phase (Phase II). This phase features group mentorship and other professional development experiences for nurse residents to participate in.

Transitioning from student to professional nurse can be challenging. Nurse residents will be surrounded by a community of experienced nurses and fellow nurse residents who are all invested in their success and will help build a foundation for their nursing career. Our evidence-based residency fosters growth and success among participants and provides continued educational support as they transition into the professional nursing role and navigate vast career opportunities.

## Centers for Clinical Advancement

HCA Healthcare's 13 Centers for Clinical Advancement combine large-scale simulation and classroom education in one place. Newly licensed nurse colleagues participate in classroom didactic work, e-learning, hands-on skills training and high-fidelity immersive simulation as part of the Nurse Residency program. Specialized manikins are capable of simulating a multitude of patient conditions in real time. While caring for a simulated patient, learners apply the same procedures of retrieving appropriate medications, monitoring and reacting to changing vital signs and performing lifesaving interventions such as CPR. Technology is available to record every step, so students can play back scenarios and debrief with colleagues and trained facilitators to advance learning further.

In addition, medications, supplies and patient rooms at each center are exact replicas of what nurses find at HCA Healthcare facilities.

“

We know what our hospitals use so we can take those same technologies and put them into the simulation environment so when they show up to their unit, nurses already have a very big head start to operating equipment and a feel for the environment they will be in.

”

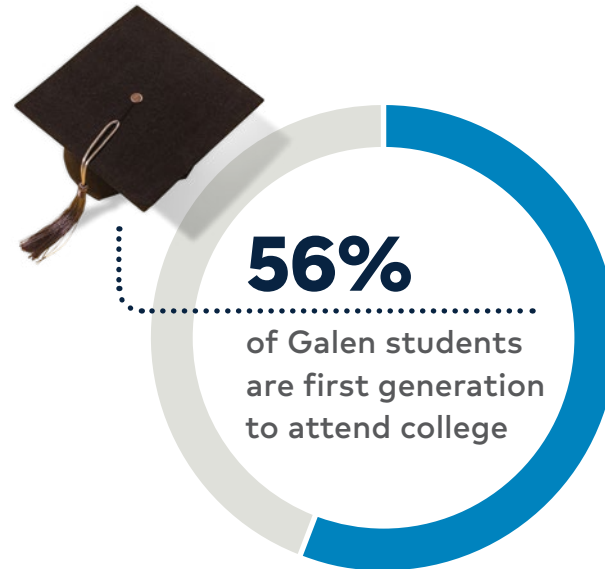
—Justin Laferty,  
Director, Simulation and Technology  
for HCA Healthcare Center for  
Clinical Advancement

## Galen College of Nursing

Since joining HCA Healthcare in 2020, Galen College of Nursing has continued to expand access to nursing education and enhance the nursing pipeline for HCA Healthcare and other health systems across the country by opening nine new campuses, bringing the current total to 14 campuses. In 2022, approximately 8,800 prelicensure students were enrolled in classes across eight states and 2,200 online students were enrolled in Galen's post licensure online programs. Among those students, the number of HCA Healthcare colleagues doubled in 2022 to total 2,400. Over 3,200 students graduated in 2022.

In August 2022, Galen announced a new specialty elective for nursing students interested in oncology nursing care and enrolled in the college's undergraduate Bachelor of Science in Nursing (BSN) program. This innovative course focuses on the most recent advances and emerging trends in oncology nursing care and teaches students how to provide holistic care of patients experiencing multi-system oncological health problems to optimize patient outcomes. The course is a collaboration between Galen and Sarah Cannon, the Cancer Institute of HCA Healthcare, and is believed to be the first of its kind in nursing education.

**3,200+**  
**students**  
graduated  
in 2022



Below: A Galen College of Nursing student  
takes part in a clinical simulation



# Preparing future nurse leaders



Galen College of Nursing graduate and HCA Healthcare colleague Kristin Williams, MSN, BSN, CMSRN, was first inspired to pursue a career in nursing at the age of 13 when helping to take care of her mother.

“My mother had an aggressive cancer and her life was short lived,” said Kristin. “I was inspired by the nurses who cared for her. They took time to teach me at even that age how to change central line dressings and give IV medications in our home.”

When she turned 16 years old, Kristin began working full-time as a patient care technician. Working with patients alongside care teams further inspired her to continue her education at Galen. With small class sizes, the flexibility to work and accelerated learning that prepares nurses to enter the healthcare setting with experience and confidence, Kristin found Galen to be the perfect fit.

“I loved that the teachers matched the class. Their expertise in their respective field of study shined through,” said Kristin. “The classes are taught by some of the most dedicated nurses in the field. They always made time for you and became your biggest cheerleaders from the classroom to clinical rotations. Their passion

shined through, allowing a safe environment to learn and practice what was being taught.”

Galen's experienced staff and advanced technology help prepare students with the necessary skills for their career.

“Galen did an amazing job preparing us for NCLEX (National Council Licensure Examination), from having a simulation center, to a clinical practice area where we tested on skill sets, to practice testing, and they were able to offer at the end of the course a NCLEX review,” said Kristin.

After graduating and starting her nursing career, Kristin interviewed for a leadership position with HCA Healthcare. Today she is the director of nursing at HCA Florida Brandon Hospital, where she serves the Brandon community as part of Florida's largest network of care.

“When we say ‘we show up,’ we show up,” said Kristin. “We treat our patients and employees like family, and that makes me proud to be part of our HCA Healthcare family.”

**Read more on page 54 about how we equip nurses for success and leadership.**

Right (left to right): Dr. Yamah Anwari; Meghan Jacobsen, RN; Samantha Cooksey, RN; Dr. Ahmed Sagaslli; Ernesto (Jay-R) Dizon Jr., BSN, CCRN; MountainView Hospital

# Nursing voices shape nursing strategy

In 2022, after surveying nurses at all levels of our organization, we refined our nursing strategy to focus more on innovative ways to solve nursing staffing challenges and enable nurses to practice at the top of their license. Our nursing strategy is guided by four pillars:

1

## Advocacy and leadership

We advanced our work in this area through chief nursing officer (CNO) and associate chief nursing officer (ACNO) development, advisory groups and our CNO and Physician Cabinet.

2

## Professional practice

We focused on patient safety through nurse safe tables and action planning. We also introduced a new nursing benchmarking tool and celebrated teams through our Unit of Distinction program (learn more on page 43).

3

## Staffing and care team support

We strengthened our care teams through the introduction of new roles to support our nurses, launched new Nurse Resource Councils at the division and corporate levels, and implemented various technologies.

4

## Education and academic partnership

We announced seven Galen College of Nursing campuses in 2022 and redesigned our new graduate transition for our StaRN and residency programs.

# Colleague engagement

Engagement remains a key focus for HCA Healthcare. Throughout 2022, our Human Resources Group (HRG) conducted targeted retention training workshops for more than 2,580 managers across the organization to showcase best practices and train leaders on the power of building meaningful connections with colleagues. Eighty-six percent of facilities that participated in the training saw a reduction in full-time/part-time turnover and 96% saw a reduction in full-time/part-time registered nurse turnover. On average, those facilities that participated in the training achieved an 18.5% decrease in annualized nurse turnover compared to those facilities that did not participate.



## Vital Voices

Through Vital Voices, HRG conducts pulse surveys twice a year to gather feedback from colleagues about their experiences. At the end of 2022, our engagement index increased back to pre-pandemic levels. We saw improvements on nearly every question and no scores declined. The most notable gain was made in the recognition category, due in part to our Colleague Recognition Program (learn more on page 43).

Right (left to right): Tarun Malkani, MD, Pediatric Cardiac Intensivist; Emily Miller, Interim Manager, Pediatric Cardiac ICU; Sunrise Hospital and Medical Center



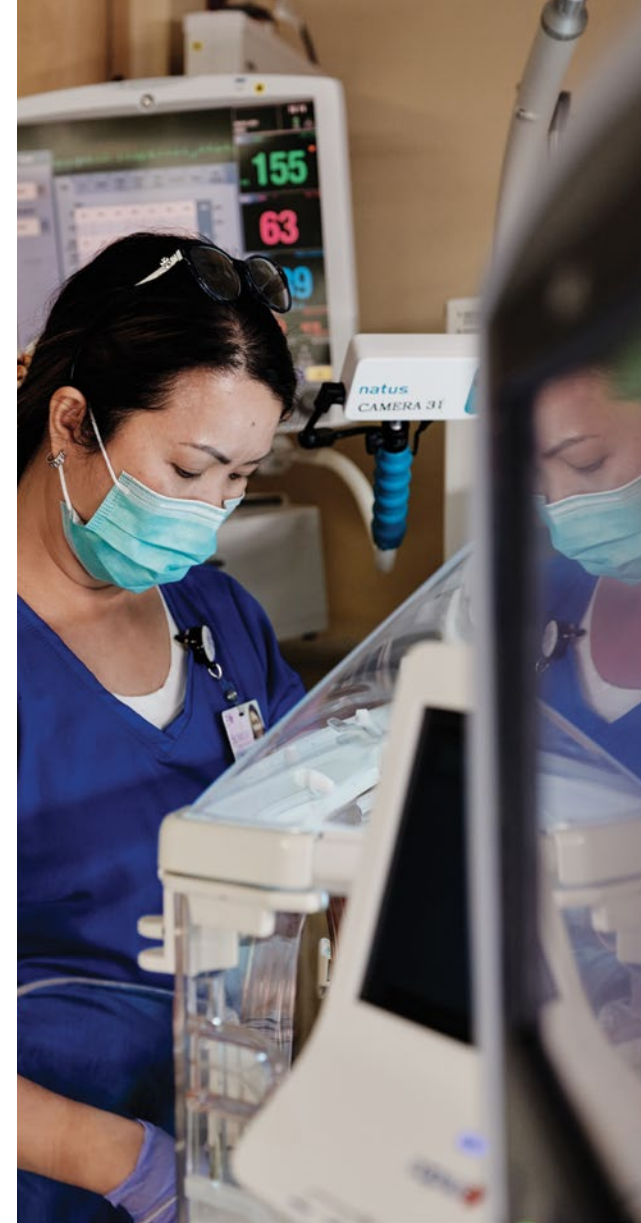
## Awards of Distinction

HCA Healthcare's annual Awards of Distinction are the highest honors the organization presents to colleagues, physicians and volunteers. These awards recognize extraordinary individuals who exemplify our culture and values in three categories:

- The Frist Humanitarian Award recognizes the highest achievements in serving others.
- The Innovators Award recognizes creative new ideas for enhancing quality of care and efficiency.
- The Excellence in Nursing Award recognizes the highest levels of performance in the field of nursing.

Learn more about this year's recipients at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).

Below: Diana Elizabeth Moll, CCLS, Child Life Specialist  
Eastern Idaho Regional Medical Center



Left: Melita Gellangarin, RN, Neonatal ICU,  
Sunrise Hospital and Medical Center

## Unit of Distinction

The HCA Healthcare Unit of Distinction program celebrates top-performing nursing units that are defining excellence through nursing-specific indicators and departmental performance. These teams and leaders are actively partnering and collaborating with patient care teams to problem solve and create best practices within their local organizations.

These annual awards go to the top five percent of all HCA Healthcare medical surgical, critical care, emergency services, surgical services, behavioral health, women's and children's nursing units, pediatrics/PICU and inpatient rehabilitation units. The top 6% to 10% of all HCA Healthcare units earn honorable mention designations. Units are recognized at an award ceremony in the spring.

In 2022,  
**2.63M**  
recognitions were  
shared on  
HCA Healthcare's  
colleague recognition  
platform

## Colleague Recognition Program

HCA Healthcare's Colleague Recognition Program allows colleagues to give and receive recognition while earning points that can be redeemed for rewards. In 2022, 2.63 million recognitions were shared on the platform.



## Colleague Networks

HCA Healthcare's Colleague Networks are a valuable resource for our colleagues to convene around shared experiences and are helping colleagues grow through professional development sessions, volunteer opportunities, networking and more. Across our organization, we have 99 local Colleague Network chapters (as of December 2022).

**In addition to seven networks for Black colleagues, women, young professionals, LGBTQ+ colleagues, Hispanic/Latinx colleagues, Asian colleagues and veterans, we introduced two new networks in 2022 as recommended by our colleagues:**

- **The Diversability Colleague Network** seeks to advance awareness and inclusion for colleagues with disabilities at HCA Healthcare, as well as those who serve as caregivers or advocates for persons with disabilities. Through education, recruiting and targeted programming, this network strives to create an equitable workplace that is welcoming, safe and prepared to optimize the talents of colleagues with disabilities.
- **The Mental Health and Wellness Colleague Network** seeks to provide a safe community and supportive network for colleagues to come together to learn and talk about mental and emotional health. The network strives to reduce the stigma often associated with mental health, and promote awareness, hope, acceptance and individual empowerment.

**To learn more about our Colleague Networks and how we are advancing our DEI commitments, visit [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com)**



Diversability Colleague Network Icon



Mental Health and Wellness Colleague Network Icon

# Financial planning resources for colleagues



Through our partnership with Optum Wellbeing, colleagues can speak with a financial professional about budgeting, debt reduction, retirement, estate planning, taxes and more. In addition, colleagues can take advantage of waived fees, consumer loans, mortgage discounts, access to financial well-being and wealth management counselors, and more perks through our preferred banking partners.

HCA Healthcare also partners with Remotiv to show eligible 401(k) plan participants their Retirement Readiness score. In addition, Remotiv provides access to a savings coach to help increase savings and design a personalized investment strategy.





# Wellness support

## Nurse Care

For our full-time and part-time hospital-based nurses, this 24/7 helpline provides free and confidential access to a wealth of resources. In 2022, this helpline supported 17,159 colleagues. Nurse Care is part of a broader support network that includes education, counseling, workshops, facility visits and in-person or virtual care provided by licensed psychologists, social workers, alcohol and drug counselors, and marriage and family therapists.

## Optum Wellbeing

Through this partnership, colleagues and members of their immediate household may receive up to eight free counseling sessions per topic, per year. Sessions are available in person or via phone or text. Optum also offers a free referral service to help colleagues find professional services like child, elder and pet care, home and auto maintenance, education support and legal resources.

## Wellbeing Hub

In addition to comprehensive medical plan coverage that helps support physical well-being, HCA Healthcare colleagues can access a variety of support tools and resources to improve emotional well-being, quit smoking, manage stress, get help supporting their child's education, find family support resources and more. The Wellbeing Hub, a one-stop website for all of these resources, had more than 40,000 visitors in 2022.

## Progyny

In 2022, HCA Healthcare formed a new partnership with Progyny, a leading fertility benefits solution, to provide eligible colleagues access to comprehensive treatment coverage, personalized guidance and access to premier specialists to support unique paths to parenthood.

**Animal therapy has been shown to help relieve stress, depression and anxiety.** Learn more about our animal therapy programs and meet some of our four-legged colleagues at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).

Left (left to right): Charlotte Pamintuan, RN; dog Ginger; Casey Pennington, RN; Sunrise Hospital and Medical Center

# HCA Healthcare Hope Fund



The HCA Healthcare Hope Fund is a colleague-run, colleague-supported 501(c)(3) charity that helps our families when faced with financial hardship due to natural disaster, illness/injury, domestic violence, death of a loved one or other difficult situations.

**\$12M**

in assistance distributed in 2022 through 4,427 grants for HCA Healthcare colleagues and families

**1,031  
HCA Healthcare  
families supported**  
in the aftermath of a natural disaster

The Hope Fund's Savers Program supports eligible colleagues as they build an emergency fund. When participating colleagues save each month, the Savers Program will match those savings up to \$80 each month for six months.

Learn more on page 74 about how HCA Healthcare and the Hope Fund responded to support colleagues and families impacted by Hurricane Ian.

## Jonathan's story



**Jonathan, an HCA Healthcare nurse, underwent open heart surgery. His colleagues gave support through the Hope Fund.**

Nurse Jonathan Sprinkle underwent open heart surgery and spent 10 days in the hospital. It took a while before he was able to return to work. With a blended family including eight children at home, the time away from work coupled with medical costs became a problem financially. He applied for assistance from the Hope Fund, and before long he learned his family would be getting help.

"I think the Hope Fund is the best thing that HCA Healthcare does. I have been part of other organizations, and they never offered anything like it. Honestly, how my colleagues really took care of me and my family during the whole process is very overwhelming and I feel happy to be part of this organization," said Jonathan.

**See how HCA Healthcare colleagues support one another in times of need at [HCAhealthcareimpact.com](https://www.hcahealthcareimpact.com).**

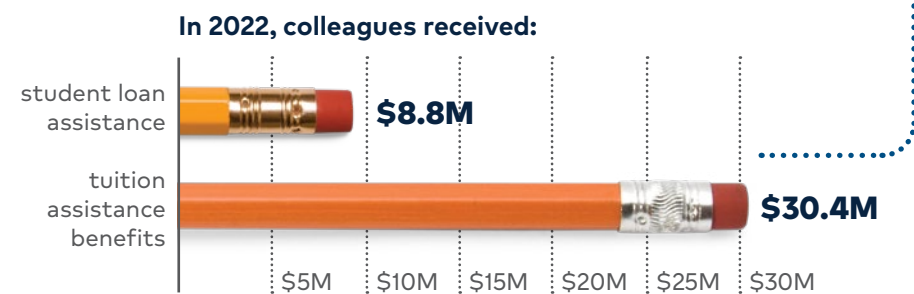


# Career development support

HCA Healthcare is proud to support the educational goals of our colleagues and their family members.

## Student loan and tuition assistance

As a part of our commitment to workforce development, eligible colleagues may receive support with higher education expenses through HCA Healthcare's student loan assistance program and tuition assistance program. Our tuition benefits also allow eligible colleagues to complete the Galen College of Nursing online RN-to-BSN program with zero out-of-pocket tuition expenses.



Left (left to right): Jen Bertolani, Manager, Pediatric Trauma Program; Heather Shining, Manager, Congenital Heart Program; Sunrise Children's Hospital

## Patricia Frist Memorial Scholarship Program

The HCA Healthcare Foundation's scholarship program was renamed the Patricia Frist Memorial Scholarship Program in 2021 to honor the late Patricia Frist, a longtime philanthropist in Nashville, Tennessee, and wife of HCA Healthcare co-founder Dr. Thomas Frist Jr. Through this program, eligible dependents of HCA Healthcare colleagues can receive merit-based higher education scholarships of up to \$5,000 a year. In 2022, 587 recipients received scholarships totaling more than \$1.7 million.

Rhyse Sampang, a 2022 Patricia Frist Memorial Scholarship recipient, has always had a passion for taking care of kids. She is pursuing her education at the University of Florida. Both of Rhyse's parents are in healthcare – her mother, Rosed Yambao, is a pharmacist at HCA Florida Trinity Hospital.

“

Having a degree in psychology will truly benefit me when I become a pediatrician. I will be able to help children and teenagers overcome trauma, deal with a mental illness, and more. I hope that I can one day make a positive impact in people's lives just like Patricia Frist, who was committed to enriching the lives of those around her. This scholarship will truly assist me in reaching my goals.

”



**Rhyse Sampang,**  
2022 Patricia Frist Memorial Scholarship recipient

# Strengthening diversity and engagement of hospital boards

At HCA Healthcare, we are committed to advancing the diversity of our hospital boards of trustees so that our boards reflect the diverse communities we serve and include a wide range of backgrounds and perspectives. We value increased board representation of people of color and women, as well as a balanced composition of community leadership roles and professional areas of expertise. We are actively supporting division presidents and hospital CEOs with guidance to help ensure our market advisory councils and hospital boards of trustees reflect the communities we serve.

In addition, 2022 marked the first year during which HCA Healthcare centralized and

formalized a board of trustees member engagement survey, which received a 88% participation rate.

Results from the survey showed that 97% of our hospital board members responded positively when assessing their emotional and intellectual commitment to the role within the hospital. The detailed results will serve as a baseline to evaluate not only board member engagement but also board effectiveness, including informing future governance practices and ongoing efforts to strengthen hospital boards and maximize our collective impact for our patients, colleagues and communities.



## Fostering diversity and inclusion in the workplace

We are committed to fostering a diverse and inclusive workplace for our colleagues. We have a responsibility to ensure equity from the inside out, and this means listening to the diverse experiences and perspectives of our colleagues, and acting on our Diversity, Equity and Inclusion (DEI) commitments.

The Black Senior Leadership Council, co-led by CEO Sam Hazen and Chief Diversity Officer Sherri Neal, was established in 2020 to champion initiatives to support our Black colleagues and communities. As a recommendation from this council, the HCA Healthcare Sponsorship Program was

**HCA Healthcare's goal in 2022 was to hire 35% people of color in management and supervision roles. As of Dec. 31, we have hired 38.9%.**

launched in 2022. The program's first cohort was comprised of 16 Black leaders, each of whom was paired with a more senior executive invested in creating opportunities to accelerate their advancement in leadership.

- In 2022, four of the protégés received promotions upon completion of the sponsorship program
- 100% of protégés said they would recommend the sponsorship program to a colleague
- 100% of the program's sponsors said they would serve as a sponsor again

The second cohort of HCA Healthcare's sponsorship program for leaders of color commenced in 2023 and expanded to include Black, Hispanic/Latinx and Asian leaders.

In addition, in 2023, the Black Senior Leadership Council will introduce a Black Leadership mentor program, which will pair new-in-role Black executives with a member of the Black Senior Leadership Council.

Left: Adesuwa Odubele, MSN, RN, Director, Critical Care, MountainView Hospital

# Investing in our workforce and leadership

HCA Healthcare's award-winning Leadership Institute continues the important work of building leaders who embrace our culture, grow the business and lead the industry. The Leadership Institute has graduated more than 16,850 colleagues since its inception in 2014 and has an 81% retention rate for graduates since 2020.

## Leadership Institute Signature Series

Signature Series programs build a robust and diverse talent pipeline for key executive roles. For example, the Executive Residency Program (ERP) is a one-year resident experience that provides exposure, on-the-job training and education to recent graduates from master's programs in healthcare administration (MHA) and business administration (MBA), while the Executive Development Program (EDP) purposefully prepares leaders for hospital executive roles.

Our 2022 goal was to increase representation in our ERP to be 30-40% people of color and 40% women. We have met that goal with our



“The Executive Development Program (EDP) has equipped me to apply advanced principles of leadership, exhibit strong executive presence, advance cultural inclusion and act with unwavering ethical integrity.”

—Leadership Institute EDP participant

incoming cohort comprising 40% people of color and 40% women. We also wanted to promote diverse talent participation in our Signature Series, with a goal to have 20% people of color representation and 50% female representation. We have exceeded each of these goals with participation comprising of 28% people of color and 61% female.

## Leadership Institute Professional Development offerings

These programs are valuable tools for colleagues who want to improve their leadership skills. The Nursing Leadership Certificate (NLC), which boasts 5,730 graduates, equips nurses for success as they move into their first leadership roles as clinical nurse coordinators or charge nurses. Nursing leaders who graduate from this 32-hour program leave with the skills and confidence needed to effectively lead their teams.

More than 390 leaders graduated from the Leadership Institute Academy (LIA) for directors in 2022. A targeted LIA for case management was introduced in 2022 with 29 graduates in the inaugural cohort.

In addition to structured portfolio offerings, 29,600 colleagues developed their skills using Harvard Spark and Manage Mentor, which include digital development resources such as courses, podcasts and articles.

## Organizational development

HCA Healthcare is committed to strengthening our leadership pipeline through our talent calibration and succession planning process, which supports the identification of top talent, enabling new career growth and opportunity for thousands of colleagues every year. In 2022, HCA Healthcare calibrated more than 16,215 leaders, a 25% increase from 2021.

To learn more about how we are investing in our workforce and leadership, visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com).

# Awards and recognition



## World's Most Admired Companies

HCA Healthcare was ranked No. 1 in our industry by Fortune on their 2022 list of World's Most Admired Companies. The annual global survey identifies organizations that excel in a variety of corporate reputation measures including innovation, ability to attract and retain talent, quality of management and social responsibility to the community and the environment.



## Military Friendly Employer

We have been recognized as a military-friendly and military-spouse-friendly employer for 12 consecutive years by VIQTORY and by Military Times' Best for Vets for the past three years.

In 2022, we received a Military Friendly Employer Bronze designation from VIQTORY. The Bronze distinction is awarded to an employer who scored within 30% of the 10th best employer in their category. These employers have exceptional military/veteran programs and this award showcases their dedication to the military community.

## Corporate Equality Index

The Human Rights Campaign's (HRC) annual Corporate Equality Index (CEI) is a national benchmarking tool measuring policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer (LGBTQ+) employees. Since 2020, HCA Healthcare has increased our score by 20 points.



## Best Places to Work for Disability Inclusion

HCA Healthcare was recognized as one of the Best Places to Work for Disability Inclusion, receiving a top score of 100 on the 2022 Disability Equality Index® (DEI). The DEI was launched in 2015 by the American Association of People with Disabilities (AAPD) and Disability:IN to help companies take measurable, tangible actions to achieve disability inclusion and equality. The 2022 DEI scored organizations for their disability inclusion efforts in categories such as culture and leadership, enterprise-wide access, employment practices, community engagement and supplier diversity.



HCA Healthcare was recognized on the 2022 LinkedIn Top Companies ranking, an annual list that helps professionals identify the top workplaces to grow their careers. This was the second consecutive year our organization earned a place on this list of 50 top employers. Using LinkedIn data, companies are ranked based on seven pillars that have been shown to lead to career progression: ability to advance, skills growth, external opportunity, company stability, company affinity, gender diversity and educational background.

## Top Workplaces 2022

Multiple HCA Healthcare facilities and affiliated lines of business received Top Workplaces Regional Awards through the Top Workplaces employer recognition program. This program determines honorees through employee feedback and recognized the following entities and facilities in 2022:

- HCA Florida South Shore Hospital (recognized for the fourth consecutive year)
- HCA Healthcare Continental Division/HealthONE
- HealthTrust
- Parallon – Tampa Shared Services (recognized for the 12th consecutive year)
- Rose Medical Center (recognized for the eighth consecutive year)



## YWCA AWA Academy for Women Achievement (Nashville) Corporate Honoree

Each year, YWCA AWA Academy for Women Achievement (Nashville) recognizes corporate honorees that are passionate about empowering women and making Nashville a more inclusive, informed, just, healthy and thriving place to live.

HCA Healthcare was honored to receive this recognition at the January 2023 award ceremony. YWCA's independent judging committee, composed of community and business leaders, selects honorees from an exceptional list of nominees. HCA Healthcare was judged on several criteria including the number of women in leadership and/or management positions, our policies, and our creative and innovative strategies to foster a diverse and inclusive workplace for our colleagues.

Below (left to right): Kathi Whalen, Senior Vice President and Chief Ethics and Compliance Officer, HCA Healthcare; Jennifer Berres, Senior Vice President and Chief Human Resources Officer, HCA Healthcare



# Strengthening and being there for our communities

Below: Corine Montante,  
Physical Therapist,  
MountainView Hospital

We take responsibility for supporting the attributes of a healthy community by proudly serving as an anchor in the communities we serve. Through employment, strategic partnerships, and colleague giving and volunteering initiatives, HCA Healthcare strives to make the communities where we live and work stronger.

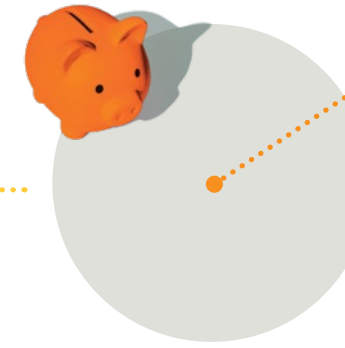
**\$27.7B**  
in payroll and  
benefits



**294K**  
people employed

**\$3.5B**

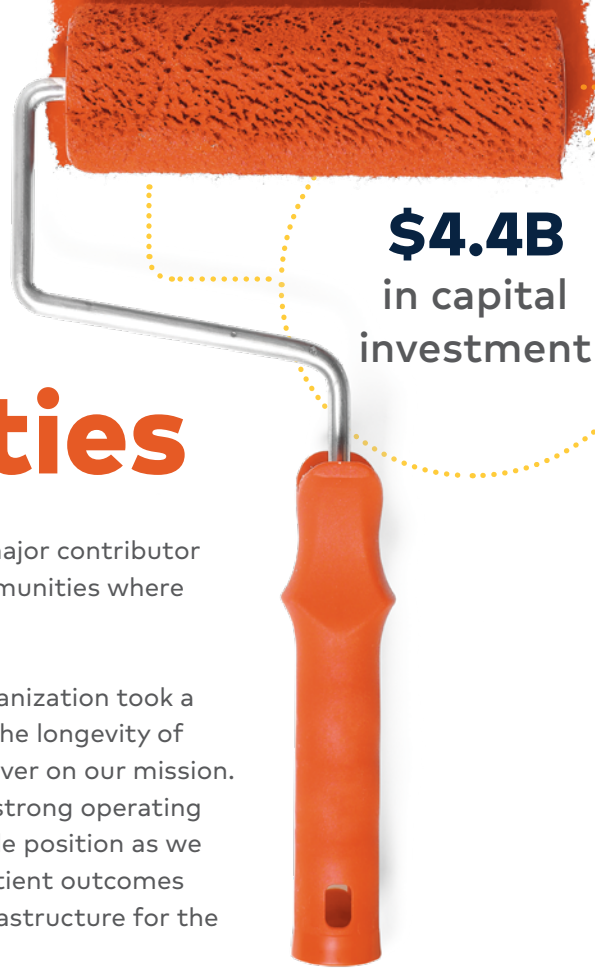
estimated cost for the delivery of  
charity care, uninsured discounts  
and other uncompensated care



**\$5.6B**  
federal, state and local  
taxes incurred in 2022

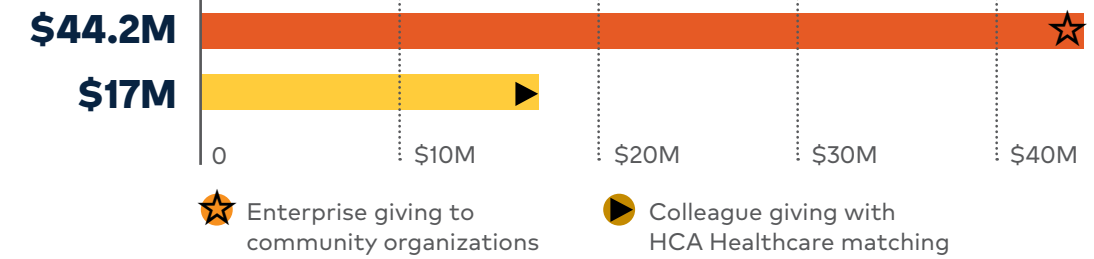
including  
**\$2.3B**  
of income, property,  
sales and use taxes

# Investing in our communities



**\$4.4B**  
in capital  
investment

## Colleague community engagement



HCA Healthcare is proud to be a major contributor to the local economies of the communities where our colleagues live and serve.

Throughout the pandemic, our organization took a conservative approach to further the longevity of the company and our ability to deliver on our mission. These decisions, coupled with our strong operating models, helped put us in a favorable position as we look to the future of improving patient outcomes and investing in initiatives and infrastructure for the betterment of our communities.



**143,878**  
volunteer  
hours



**667**  
colleagues are  
serving on  
nonprofit board  
of directors

\*as of Dec. 31, 2022



# Healthy Food for Healthier Tomorrows Food and Nutrition Drive

HCA Healthcare’s Healthy Food for Healthier Tomorrows is a national campaign aimed to help communities address food insecurity by providing nutritious meals to families in the communities we serve. The Healthy Food for Healthier Tomorrows Food and Nutrition Drive was initially launched in the North Texas Division in 2020 and expanded in 2021 to become an enterprise-wide initiative. In 2022, HCA Healthcare colleagues provided more than 345,000 nutritious meals and the HCA Healthcare Foundation provided \$175,000 in funds to support the related nonprofit organizations.

Below: Colleagues at Lee’s Summit Medical Center created a sculpture titled "Rooted in Our Values" using donated food items. Each can of food that made up the roots of the tree was topped with a note that carried an individual colleague’s motivation for giving back and providing patient-centered care.



Above (left to right): HCA Healthcare colleagues Sara Pogue, Education & Learning Services Architect; William Wilmoth, Consulting Platform Architect; Adam Osborne, Consulting ITIL Process Analyst; and Brittany Dunn, High Availability Analyst



## HCA Healthcare Foundation

In 2022, the HCA Healthcare Foundation continued to support the Healthier Tomorrow Fund, a community impact fund focused on addressing high-priority community needs and advancing health equity. Since its launch in 2021, the Fund has invested more than \$18.3 million in 16 communities where HCA Healthcare has a presence, and granted awards to 51 nonprofit partners including the American Heart Association, Jobs for America's Graduates (JAG) and the United Way.

# Advancing diversity in healthcare

We believe strongly in the power of partnerships and collaborate with teams and organizations to advance health equity, enhance patient care and help our communities thrive.

Our strategic partnership investments include those that will help increase the diversity of our talent pipeline to better reflect the communities we serve.



Left: Frank L. Sims, Interim President, Fisk University



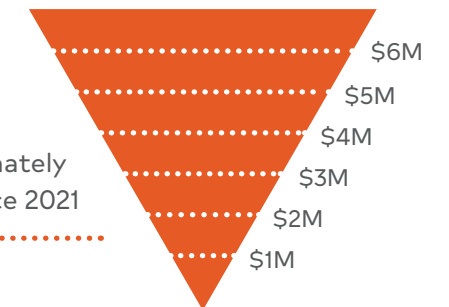
**Justice Richardson, one of the first HCA Healthcare Scholars from FAMU, accepted a Manager-in-Training position with Parallon's Shared Service Center in Dallas-Fort Worth after graduating in May 2022.**

## Investment in Historically Black Colleges and Universities and Hispanic Serving Institutions

In 2022, we announced \$5.25 million in gifts to Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) as part of our pledge made in 2021 to invest \$10 million over three years to HBCUs and HSIs. These partnerships are part of our continued efforts to strengthen the diversity of our talent pipeline and also address nursing and other clinical staffing shortages.

HCA Healthcare has invested approximately **\$6.8M** in HBCUs and HSIs since 2021

**\$6.8M**



**HBCUs/HSIs**

**2021**

\$1.5 million partnership with Florida A&M University (FAMU) to fund scholarships and internships for healthcare administration students

Galen College of Nursing announced an articulation agreement with Fisk University to allow Fisk students to transfer applicable coursework credits to Galen's BSN program

**2022**

\$1.5 million to Florida International University to increase enrollment and develop a nurse educator program to help address the national nursing shortage

\$750,000 to The University of Texas at El Paso to create multiple graduate-degree opportunities for students interested in healthcare administration careers

\$1.55 million to Tennessee State University to fund scholarships for undergraduate and graduate students pursuing careers in healthcare and computer science

\$1.5 million to Fisk University to support scholarships for students pursuing healthcare careers and the dual degree program with Galen College of Nursing

**The HCA Healthcare Scholars program at Historically Black Colleges and Universities and Hispanic Serving Institutions provides scholarships, career planning support and internship opportunities for high-achieving undergraduates.**

“

As a future healthcare administrator, it is imperative to have the proper funding to further my education. The HCA Healthcare scholarship I received in the spring 2022 semester allowed me to continue my focus on scholarly materials rather than financial funding.

”



**Brooke Hawkins,**  
HCA Healthcare Scholar from  
Florida A&M University

“

As the nursing director at Las Palmas Medical Center, I really enjoy the flexibility that UTEP’s Nursing Management and Administration program offers to working nurses. I’m looking forward to applying the new methods and approaches that I learn in the program to help advance my nursing career.

”



**Michael Huffman,**  
HCA Healthcare Scholar  
from The University of  
Texas at El Paso

“

This scholarship opportunity has not only changed my future, but also the future of our community. HCA Healthcare has allowed me to focus more of my time on studying rather than working extra-long hours to support my family and afford my tuition.

”



**Freddy Pizart,**  
HCA Healthcare Scholar from  
Florida International University

“

This investment in our students helps them to become the future doctors and health technology leaders they aspire to be. HCA Healthcare is making their dreams a reality.

”

—**Glenda Glover,**  
president of Tennessee  
State University

## **Increasing high school students’ access to programs and healthcare careers**

The HCA Healthcare Foundation, through its Healthier Tomorrow Fund, will donate \$1.35 million over the next three years starting in 2022 to Educate Texas, an initiative of Communities Foundation of Texas. The grant is aimed at increasing student access to programs that enable healthcare careers, including high schools in Texas that offer Pathways in Technology Early College High School (P-TECH) healthcare career tracks. The fund also gave a series of grants to help provide high school students early access to careers in healthcare and to connect unemployed and underemployed job seekers with meaningful healthcare career opportunities. A \$250,000 grant was split among five community colleges and universities, and \$130,000 was given to the Urban League of Broward County.



# Championing positive mental wellness

HCA Healthcare continues to respond to the growing need for mental health resources and awareness through partnerships in communities across the country. We are strengthening our longstanding relationships with numerous nonprofit organizations in our local communities and making investments to help raise awareness of mental well-being and to share valuable resources.

## Volunteers of America

In 2022, we announced a \$600,000 grant to Volunteers of America (VOA) through the HCA Healthcare Foundation and its Healthier Tomorrow Fund to promote mental wellness and resilience among first responders.

Through this contribution, VOA intends to scale its Resilience Strength Training (VOA|ReST) 4 First Responders program in targeted areas served by HCA Healthcare, such as HealthONE in Denver, Medical City Healthcare in Dallas-Fort Worth and HCA Florida Healthcare in Miami.

## The Jason Foundation

The Jason Foundation is a nonprofit dedicated to the prevention of youth suicide through educational and awareness programs. The organization equips young people, educators/youth workers and parents with the tools and resources to help identify and assist at-risk youth. HCA Healthcare has 13 Jason Foundation affiliate offices across the nation. These offices serve as hubs where parents, teachers, guidance counselors, students, churches and other community organizations can obtain educational materials and learn about training programs available through The Jason Foundation.

## EVERFI

EVERFI is an international technology company driving social change through education. We announced a collaboration with EVERFI in 2020 to implement an interactive, mental health and wellness digital education course for middle and high school students. With HCA Healthcare's support, the Understanding Mental Wellness course has reached more than 150,000 students and 1,911 teachers at 866 schools across all 15 of HCA Healthcare's U.S. divisions (as of Dec. 31, 2022).

## Psych Hub

In 2022, HCA Healthcare and Psych Hub, the world's largest mental health education platform, in collaboration with Columbia University's Department of Psychiatry, partnered to create a 10-episode podcast series called "You Ask, We Answer" to bring people credible online mental health education.



Above: Singer/songwriter Charles Esten kicked off our collaboration with Musicians On Call with a special performance for patients and healthcare staff at TriStar Centennial Medical Center in Nashville, Tennessee. Photo courtesy of Musicians On Call.

## Girl Scouts of the USA

In 2022, HCA Healthcare announced a \$1.38 million grant to Girl Scouts of the USA (GSUSA) to expand their mental wellness programs through the development of a series of mental wellness workshops for Girl Scouts in grades 4-12. These workshops, created in partnership with the National Alliance on Mental Illness (NAMI), will be unveiled in 2023 to help girls cope with societal pressures and the current youth mental health crisis by helping them better understand mental wellness and provide them with skills to strengthen their resilience.

## Musicians On Call

We announced a new collaboration with Musicians On Call (MOC) in 2022 to bring MOC's music programs to more hospitals across the country. As part of the collaboration, HCA Healthcare will give \$1 million to help fund the creation and launch of the nonprofit's proprietary online platform. This initiative aims to transform how the healing power of music is used to improve the patient experience and make live music in a healthcare facility truly "on call."

# Responding to crisis and community needs

When we see a need in our community, we step forward. We stay prepared to care for our community and colleagues, even during the most difficult times. Whether through partnerships with nonprofits, community leaders, government, local food banks or law enforcement, we invest in solutions to change our communities for the better. At HCA Healthcare, we are committed every day to creating healthier tomorrows.

## Supporting the American Red Cross to provide critical resources in times of need

When disasters strike, HCA Healthcare works with the American Red Cross to respond by coordinating supplies and resources, supporting shelters and matching patients with community shelters when discharged. As a Disaster Responder Program partner, HCA Healthcare also supports funding for strong infrastructure, trained volunteers, innovative technology and critical resources necessary to respond to a crisis.

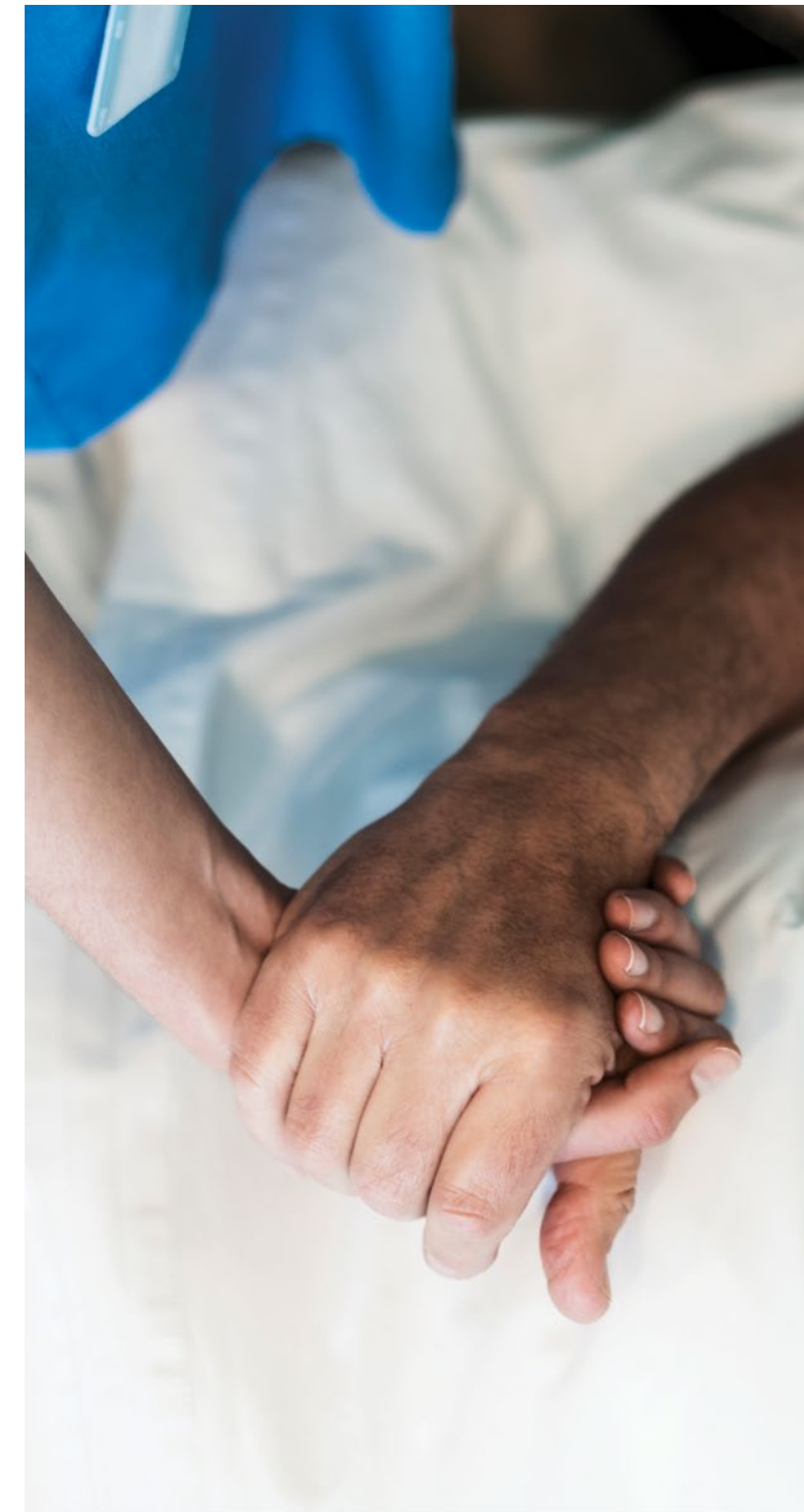


**\$250,000**  
donated in support of the American Red Cross' Disaster Responder Program in 2022

HCA Healthcare contributed **over \$350,000** through funding, colleague matching and in-kind donations to support organizations providing relief services to eastern Kentucky communities struck by historic flooding.

## Stepping up to help combat human trafficking

HCA Healthcare's new Human Trafficking Awareness and Prevention Program is designed to help combat the silent epidemic of human trafficking. The program includes education, training and situational awareness for our clinicians and colleagues. We also teamed up with the U.S. Department of Health and Human Services' Office on Trafficking in Persons (OTIP) to provide online and in-person trainings to HCA Healthcare colleagues to inform and enhance the public health response to human trafficking. HCA Healthcare, the HCA Healthcare Foundation and our colleagues are proud to partner with law enforcement, government, healthcare, business and community organizations to address this epidemic.



# Crush the Crisis

HCA Healthcare introduced our enterprise-wide Crush the Crisis opioid take back day in 2017 to raise awareness of the dangers of opioid misuse and the importance of safe and proper disposal. Crush the Crisis events align with the Drug Enforcement Administration's (DEA) National Prescription Drug Take Back Day and provide a convenient opportunity for the community to safely and anonymously dispose of unused or expired medications that may be left over from a previous doctor visit or medical procedure.

In 2022, more than 100 HCA Healthcare facilities from all 15 U.S. divisions partnered with local law enforcement agencies to collect and safely dispose of 19,423 pounds of medication — an estimated 13.4 million doses. This is the highest amount collected of any Crush the Crisis event to date.

Below: Sean Benoit, MD, Chief Medical Officer  
HCA Florida North Florida Hospital



Above (left to right): Michael Labrador, Vice President, Operations, HCA Florida Englewood Hospital; Steve Young, CEO, HCA Florida Englewood Hospital; Bill English, Vice President, Finance, HCA Florida Englewood Hospital; Ken Smith, Emergency Manager, Chippenham Hospital; Kent Petty, Vice President, Physical Security, HCA Healthcare; (back to camera) Michael Wargo, Vice President, Emergency Preparedness, HCA Healthcare

## Emergency and disaster response

HCA Healthcare and our Enterprise Emergency Operations Center (EEOC) stand ready to respond to any crisis. The EEOC is a multi-disciplinary incident response team of risk management experts, emergency operations incident leaders, clinical leaders, facility management leaders, community liaisons and other leaders across the enterprise who provide resources and coordinate crisis response before, during and after various emergency situations. In 2022, the EEOC expanded its Emergency Operations Incident Support Team program. This team now includes approximately 70 professionals from across the enterprise, including facility CEOs, chief operating officers

(COOs), emergency managers, security experts and other leaders, who are ready to deploy to impacted areas and support local teams with disaster response and specialized leadership experience. The EEOC maintains partnerships with services such as StormGeo, a hurricane forecasting service, and Air Methods, a medical transport company, and uses equipment and technology to assess current and potential threats and distribute response plans. With sites of care in 20 states, we're able to redirect our supply chain to get lifesaving medical supplies, care teams and other resources where they're most needed.

## Flooding in Kentucky

In July 2022, flooding in eastern Kentucky devastated communities in 13 counties. Two Galen College of Nursing campuses — Hazard and Pikeville — are located in the region, and many students, faculty and staff live in the area. In response, faculty and students from the Louisville campus, as well as some Hazard students, traveled to help at Pikeville, which was impacted the most. Galen faculty and approximately 40 nursing students also deployed to assist at Appalachian Regional Healthcare and other sites of care. Not only did students have an opportunity to support their communities, but they also gained valuable experience as they prepared for final exams.

While operations at our hospitals were not significantly impacted, the EEOC assisted the local Division Emergency Operations Center (DEOC) by connecting leaders with StormGeo, evaluating ongoing potential risks to our facilities and staff, and using the HCA Alert platform to ensure colleagues were safe.

In addition, HCA Healthcare contributed over \$350,000 in funding, colleague matching and in-kind donations to support relief efforts:

- \$100,000 to the American Red Cross
- \$100,000 to the Team Eastern Kentucky Flood Relief Fund
- Up to \$50,000 in HCA Healthcare direct relief grants to Galen students with disaster needs
- At least \$100,000 through in-kind donations, such as diapers and formula, to meet critical community needs
- Up to \$50,000 in colleague matching gifts

## Hurricane Ian

On Sept. 21, 2022, the EEOC received the first StormGeo alerts about a possible storm to impact somewhere along the Gulf of Mexico. By Sept. 24, our DEOC and EEOC were activated and incident support teams were deployed to support preparations and patient transfers ahead of what would become Hurricane Ian. More than 90 patients were transferred out of the expected impact zone. When the forecasted trajectory of the storm significantly changed hours before landfall, the EEOC adjusted quickly by transferring critical care patients out of the newly-projected impact zone, and ensuring our hospitals had medications, food, water, generator power and other resources necessary to continue caring for patients and colleagues. After Hurricane Ian made landfall as a powerful category 4 hurricane on Sept. 28, HCA Healthcare evacuated more than 185 additional patients within 16 hours, averaging one patient every five minutes, due to damage sustained at two facilities.

Our Human Resources Group (HRG) and Supply Chain teams assisted our facilities and colleagues by setting up on-site mini-marts with critical household goods, fuel stations, showers and laundry services. In the two weeks following landfall, more than 100 HRG team members called over 8,000 of our Florida colleagues to confirm their safety and assess any needs.



Above (left to right): Captain Lee Regland, Pilot, and Nicholas Weaver, Director of Aviation Maintenance, HCA Healthcare

The HCA Healthcare Hope Fund also received 776 applications from colleagues, and \$1.2 million was distributed to support colleagues impacted by the hurricane.

To support relief efforts in Florida after Hurricane Ian, HCA Healthcare announced a contribution of up to \$1.5 million to the following organizations:

- \$1 million to the Governor's Florida Disaster Fund
- \$250,000 to the American Red Cross
- Up to \$250,000 in colleague matching gifts to the American Red Cross

## Hurricane Ian



**1,920 staff hours**  
of deployed incident  
support teams



**241 staff days**  
of 24-hour continuous  
security coverage



## Ukraine support

In 2022, HCA Healthcare colleagues across our organization stepped in to support the relief efforts in Ukraine with Project C.U.R.E., a nonprofit that provides donated medical supplies, equipment and services to help deliver health and hope to people in need around the world. Colleagues helped pack medical supplies, prepare physician starter kits and first aid kits. We also sent vital equipment to the region, including a donated and refurbished ultrasound machine and emergency relief beds and mattresses.

- More than **\$1 million** committed in financial and in-kind donations to organizations working to provide relief in Ukraine
- **\$100,000** donated to Project C.U.R.E. by HCA Healthcare

Below: HCA Healthcare Gulf Coast Division colleagues volunteered with Project C.U.R.E. to help support relief efforts in Ukraine. Left to right: Keith Garmond, Director, Supply Chain; Jacqui Sowell; Shelby DeRose, Admin Resident; Lauri Gordon, Physician Provider Relations



# Advancing sustainability initiatives



At HCA Healthcare, our dedication to improving more lives in more ways is directly connected to the impact we have on the environment, as well as our understanding of how the environment impacts overall health and well-being. HCA Healthcare's environmental strategy includes short- and long-term sustainability plans. Our strategy is centered on incorporating the following **four key pillars** into our operations:

1

Managing energy and water responsibly by striving to reduce use of energy and water, decarbonize energy and manage water quality.

3

Sourcing and consuming efficiently by focusing on decreasing emissions from purchased goods, sourcing responsibly, reducing consumption and reusing where possible.

2

Enhancing climate resilience by working to ensure HCA Healthcare's operations and the communities we serve are more resilient to climate risks.

4

Managing the environmental impact of our capital programs by trying to reduce carbon emissions, waste and other adverse environmental impacts from new construction, retrofits and expansions.



## Environmental sustainability progress in 2022

HCA Healthcare acknowledges that by understanding greenhouse gas (GHG) emissions, we can more effectively address risks related to the transition to a low-carbon economy. In 2021, we assessed and reported our annual Scope 1 and 2 GHG emissions for 2020. Building on that effort, GHG emissions were also calculated for 2021.

To help ensure our current and future environmental strategies are carried out, HCA Healthcare has robust governance in place, including:

- The ESG Core Team is comprised of senior leaders within the organization and provides overall guidance for HCA Healthcare's Sustainability Program.
- The Audit and Compliance Committee is comprised of HCA Healthcare Board members and reviews and oversees our policies and practices regarding environmental and sustainability issues.

**More information on our annual GHG emissions, sustainability progress and strategy can be found in our annual Sustainability Report or at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).**

## Driving emissions out of the operating room

Embracing change and innovation is at the core of HCA Healthcare's dedication to improving more lives in more ways. When Dr. Filip Roos, chief medical officer at HCA Healthcare's Mountain Division, saw an opportunity to improve the way our facilities care for patients — and protect our communities — he knew he had to act. Not just for his division and the HCA Healthcare enterprise, but for the health of our communities and world.

Within the anesthesia specialty, there are a small handful of medical gases used throughout hospitals and surgery centers, the two most popular being sevoflurane (SEVO) and desflurane (DES). When Roos discovered that the greenhouse gases emitted by SEVO are significantly less compared to DES, he questioned why any clinicians would still be using an environmentally harmful gas.

"The gases emitted per MAC-hour by sevoflurane are the CO2 equivalent of driving a car four miles, compared to desflurane, which emits an amount of gas equivalent to driving from Nashville to just north of Atlanta, 200 miles away," said Roos. "In addition to the increased negative impact desflurane has on the environment, it is

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We are constantly open to data-driven clinical innovations. You have to be in today's world if you want to provide the best possible care.

”



**Filip Roos, MD**  
Chief Medical Officer,  
HCA Healthcare  
Mountain Division

also two to four times more expensive than sevoflurane and does not have any clinical superiority or increased benefit to patients.”

Seeing an opportunity to lead his peers in this space, Roos quickly dove into evidence-based research, spoke to other physicians and made an informed decision to remove DES from all Mountain Division hospitals and surgery centers by Oct. 1, 2022 — making our hospitals the first in Idaho and Utah to retire DES gas. Roos drove this positive change within one month, and his work within the division is now being scaled throughout the enterprise. The conversion to SEVO is expected to move quickly throughout the organization as the benefits are clear: it is clinically effective, better for communities and the environment, and it costs less to procure.

“My advice to others is to be brave because change is never easy,” said Roos. “We are constantly open to data-driven clinical innovations. You have to be in today's world if you want to provide the best possible care.” HCA Healthcare puts patient care at the forefront of all of our decisions, and we continually assess data to help provide the best outcomes for those who trust us with their care.

With the retirement of DES and replacement by SEVO in HCA Healthcare's Mountain Division, the result is the equivalent of removing 450 gas-burning vehicles from the road.

Looking ahead, Roos and other HCA Healthcare leaders are focused on utilizing patient data to advance sustainability practices within our facilities because, according to Roos, “by emitting less in our communities, we are creating healthier tomorrows for our patients and colleagues.”

**To learn more about HCA Healthcare's sustainability practices, visit [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).**

# Looking ahead

As we look to the future, HCA Healthcare will continue to build on our accomplishments from this past year. We will conduct research and create innovative tools to help improve patient care. We will remain focused on investing in programs and benefits to support our colleagues. And we will seek out opportunities to increase our impact in the communities we're privileged to serve.

Thank you to all of our colleagues, physicians and partners for your commitment to our mission.

Learn more about our collective work at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).

Below (left to right): Sharonkay A. Esperanza, BSN, RN, CCRN, Nurse Manager, NSICU; Amado Esconde, MSN, BSC, RN, NEBC, CMSRN, Director, Intermediate Care Unit and Clinical Decision Unit; Adesuwa Odubele, MSN, RN, Director, Critical Care; MountainView Hospital

