



# Annual Impact Report

MARCH 2026

# Above all else, we are committed to the care and improvement of human life.

**In pursuit of our mission,  
we believe the following values:**

**Affirm the worth of every person.**

We recognize and affirm the unique and intrinsic worth of each individual.

**Lead with a compassionate heart.**

We treat all we serve with compassion and kindness.

**Champion the dignity of each other.**

We trust our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect and dignity.

**Act with integrity.**

We act with absolute honesty, integrity and fairness in the way we conduct our business and the way we live our lives.





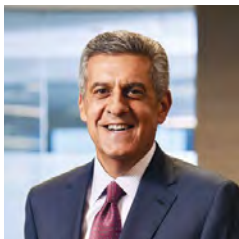
The Impact Report for HCA Healthcare highlights the positive outcomes we produced for our stakeholders this past year. These results represent another year of progress for the organization as we continued in our pursuit of delivering high quality care to our patients.

HCA Healthcare has a culture of using scale, innovation, and partnerships to adapt to changing environments, respond to new challenges, and meet the evolving needs of our stakeholders. We often talk about the “HCA Way” of combining our local provider systems with the distinct capabilities and strength of a national system to drive better patient outcomes, expand access, and advance our organization with purpose.

Throughout this report, you will see how we continue to build on that legacy. This past year, we had approximately 47 million patient encounters through our growing networks of 190 hospitals and 2,500 outpatient facilities. To support these networks, we increased capital investments and created greater access, expanded capacity, and advanced clinical technology offerings. Additionally, we strengthened workforce development through investments in nursing education, graduate medical education, and leadership training programs to support long-term growth and more engagement with our people.

Healthcare is ultimately about people: those we care for and those who dedicate themselves to making that care possible. Our values guide how we show up for one another, how we make decisions, and how we honor the trust our patients place in us. As I reflect on 2025, I’m reminded of what makes our company’s culture special. Every day, in every part of our organization, our approximately 320,000 colleagues bring their skill, teamwork, and dedication to work that truly matters. I want to thank them for their outstanding work.

The Impact Report shows what we accomplished in 2025, which was another successful year for our organization. We are moving forward, and I am confident that our strategic plan will unlock even more value for stakeholders, creating an even greater impact in the future.



A handwritten signature in black ink that reads "Samuel N. Hazen". The signature is fluid and cursive, written in a professional style.

**Samuel N. Hazen**  
Chief Executive Officer





(Left to right): Aakruti Patel, RN; Jessica Moore, RNC; Sara Maloney, RN; St. David's North Austin Medical Center

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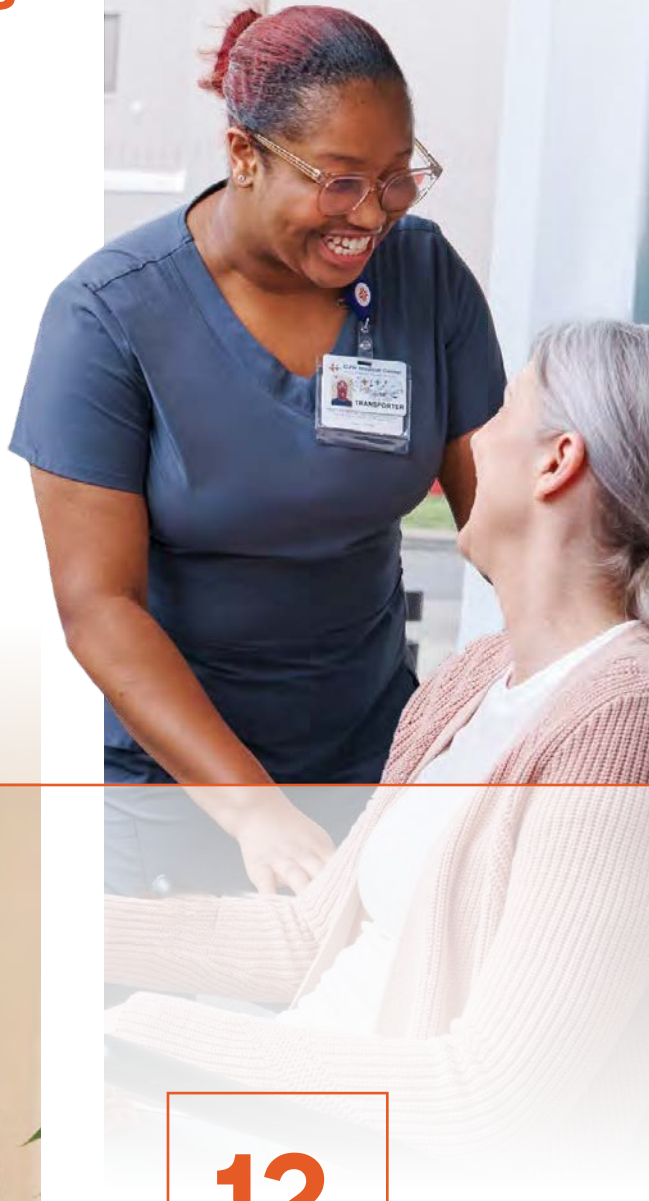
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Our networks of care



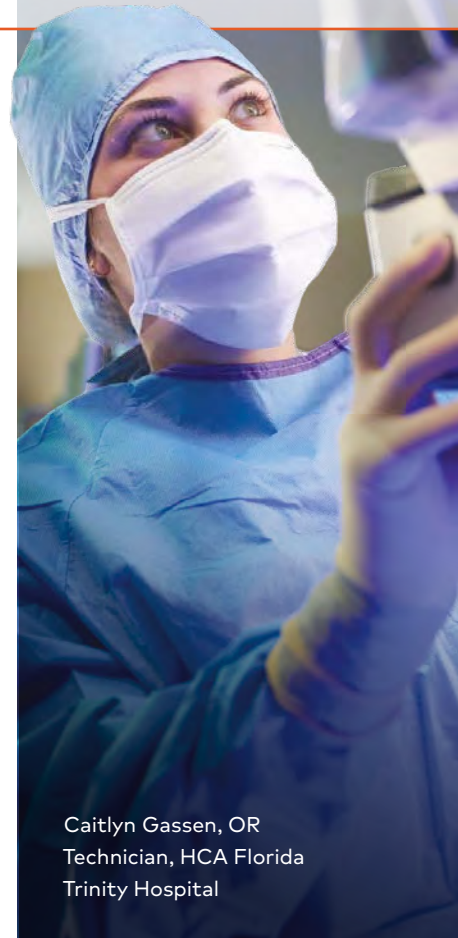
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# Our networks of care

## Economic impact\*

**\$33B**

in payroll  
and benefits

**\$61M+**

in enterprise giving to  
community organizations

**\$5B**

in capital investment

**\$4.5B**

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

**\$8B**

federal, state and local  
taxes incurred in 2025,  
including \$3B of income,  
property, sales and  
use taxes

All data is as of  
Dec. 31, 2025, unless otherwise noted.

\*The numbers have been rounded  
to the nearest whole number.

## Services by the numbers\*

**47M**

patient encounters

**2M+**

admissions

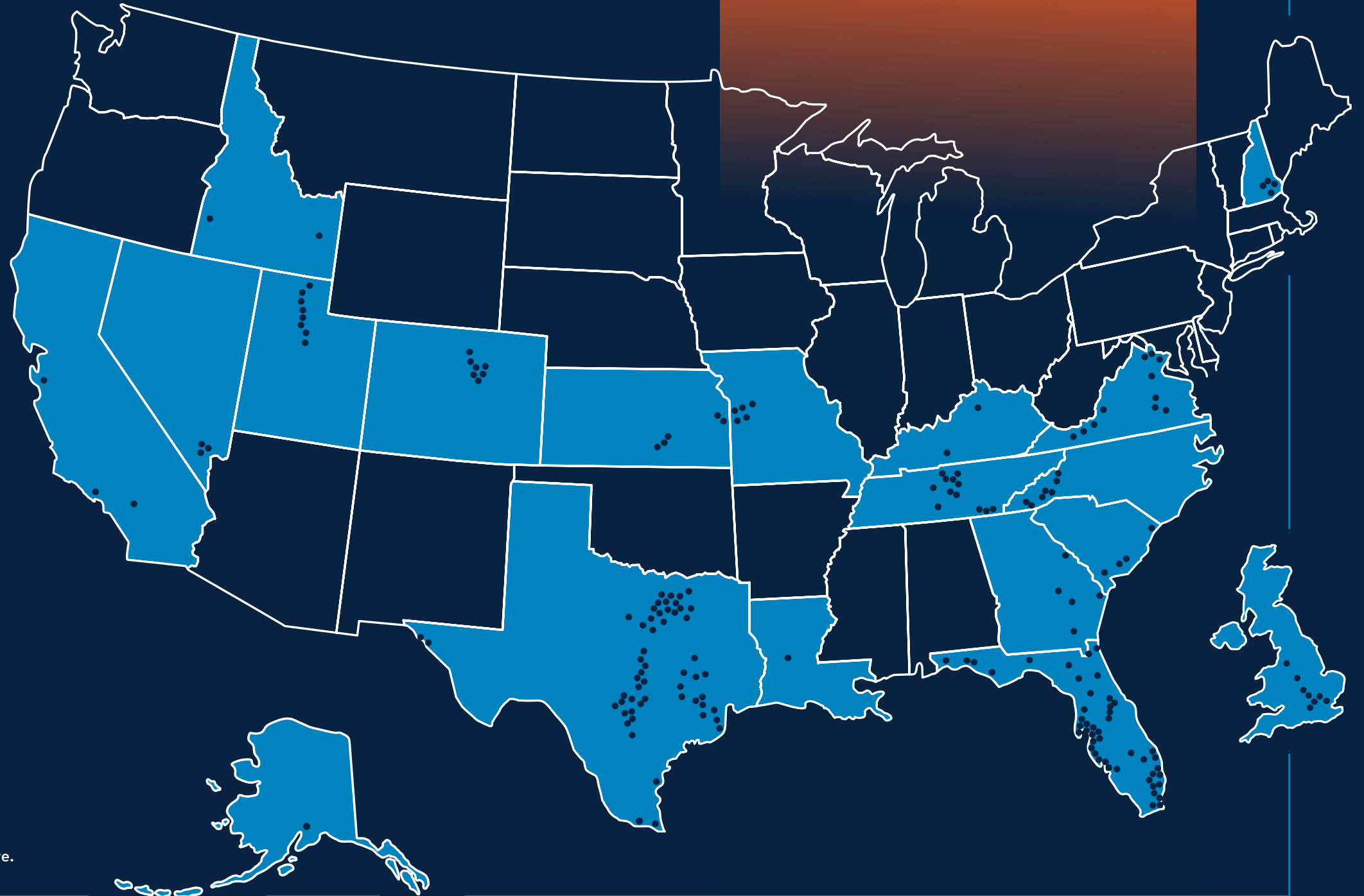
**10M**

emergency room visits

**218K**

babies delivered

Our 190 hospitals are supported by approximately 2,500 ambulatory sites of care in 19 states and the U.K.



Scan the QR code to see our economic impact and inspiring patient stories in each state we serve.

HCA Healthcare is one of the nation's leading providers of healthcare services. Founded in 1968, HCA Healthcare created a new model for hospital care, using combined resources to strengthen hospitals, deliver patient-focused care and improve the practice of medicine. Our commitment to care extends beyond the walls of our facilities. United by a legacy of service to improve lives, our approximately 320,000 colleagues show up every day to make a difference in our communities, for our patients and for each other.

This annual Impact Report looks back on our work and accomplishments in 2025 and demonstrates how the care we deliver reflects our promise: to give people a healthier tomorrow while always keeping our patients at the center of everything we do.



Nichole Bates, Concierge,  
St. David's North Austin Medical Center

# Affiliated lines of business



## HealthTrust Performance Group

HealthTrust Performance Group is a leading healthcare performance improvement organization committed to strengthening operational and clinical excellence by leveraging aligned scale, innovation and operator expertise. Since 1999, HealthTrust has been the supply chain engine supporting HCA Healthcare.

HealthTrust is anchored by the only national provider-owned and operated group purchasing organization (GPO), with procurement and advisory capabilities that support clinical alignment in supply chain, physician preference, pharmacy, purchased services and labor.



## Parallon

Parallon leverages extensive expertise and a broad portfolio of revenue cycle, contact center, and clinical and administrative shared services. As the administrative support platform for HCA Healthcare, Parallon helps enable providers to care for and improve human life in their communities.

Building upon a long track record of operational excellence, Parallon is committed to optimizing financial performance, leveraging leading technology, navigating regulatory challenges and delivering best practices to support a positive patient experience. Parallon also facilitates HCA Healthcare's robust financial assistance program, connecting patients to coverage programs for which they may qualify, such as plans through the health insurance exchange — or governmental assistance such as Medicaid and Social Security Disability Insurance.



## Surgery Ventures

Surgery Ventures, powered by HCA Healthcare, partners with physicians to jointly own and operate high-quality surgery centers across the country. Backed by the strength and support of a Fortune 100 healthcare leader and teams who provide operational and financial expertise, our clinicians are free to focus on their patients. Surgery Ventures delivered high-quality outpatient care to more than 800,000 patients throughout our network during 2025.



Jim Beckett, Supply Chain  
Tech, TriStar Hendersonville  
Medical Center



### **Galen College of Nursing**

Galen College of Nursing joined HCA Healthcare in 2020, bringing together two leading nursing organizations and creating one of the country's largest academic practice partnerships. 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 20 nursing school locations since 2020, bringing Galen's total number of campuses to 25.

### **HCA Healthcare® Sarah Cannon Cancer Network**

#### **HCA Healthcare Sarah Cannon Cancer Network**

HCA Healthcare Sarah Cannon Cancer Network connects local caregivers with globally recognized oncology experts to deliver coordinated, personalized, quality cancer care. From screening and diagnosis through treatment and survivorship, our multidisciplinary teams work collaboratively and share insights to address each aspect of the cancer journey. Our network strives to unlock possibilities by offering access to clinical trials, cutting-edge technologies and an international network of hospitals, practices, oncologists, specialists and service lines to treat patients. Our nationally recognized nurse navigator program seeks to empower, inform and support patients in each phase of their cancer journey.



Martha Cortez, Concierge,  
St. David's North Austin Medical Center

## Awards and recognition



### World's Most Admired Companies™

HCA Healthcare was ranked first in our industry by Fortune on their 2025 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. In 2025, HCA Healthcare was also recognized on America's Most Innovative Companies list by Fortune. The ranking is built on three pillars: product innovation, process innovation and innovation culture.

### Magnet® and Pathway to Excellence® Designation

HCA Healthcare's network included 16 Magnet® Designations covering 21 facilities, and 21 Pathways® Designations covering 22 facilities.

### Premier Top Hospitals

Premier recognized 33 HCA Healthcare hospitals on their 100 Top Hospitals list for 2025. The 100 Top Hospitals list is based on data about patient outcomes and experience, operational efficiency, financial health and community impact. HCA Healthcare's Continental Division, Mountain Division, and Central and West Texas Division were recognized among the Top 15 Health Systems.



### 2026 World's Most Ethical Companies®

In early 2026, Ethisphere recognized HCA Healthcare

as one of the 2026 World's Most Ethical Companies. This is the 16th time we have been recognized on this list, which honors companies for their commitment to business integrity. Honorees undergo a rigorous assessment across five categories — Governance, Culture of Ethics, Environmental and Social Impact, Ethics and Compliance, and Third Party Management.



Best Place to Work for Disability Inclusion™

### 2025 Disability Index®

HCA Healthcare was recognized as one of the Best Places to Work for Disability Inclusion, earning a top score of 100 on the Disability Index® survey for the fourth consecutive year. The Disability Index® is the leading independent, third-party resource for the annual benchmarking of disability inclusion policies and programs by multinational corporations.

### Healthgrades Patient Safety Excellence Award

In 2025, 100 HCA Healthcare hospitals were recognized as 2025 Patient Safety Excellence Award recipients by Healthgrades for providing exceptional, patient-centered care. This annual recognition is given to the top 10% of hospitals for their commitment to delivering safe, high-quality care.

### America's Best Hospitals

Healthgrades' 250 Best Hospitals Award recognizes the top 5% of hospitals nationwide for clinical excellence. In early 2026, 44 HCA Healthcare hospitals were included on the list. Among those recognized, three HCA Healthcare hospitals were named among America's 50 Best Hospitals and 15 were named among America's 100 Best Hospitals.

### Best for Vets award by Military Times and VIQORY

Military Times recognized HCA Healthcare as a Best for Vets employer for the sixth consecutive year, highlighting HCA Healthcare's efforts to recruit, retain and support current and former service members, military spouses and military caregivers.

VIQORY has recognized HCA Healthcare as a Military Friendly® employer for 15 consecutive years. In 2025, HCA Healthcare was honored with Gold distinction for the third consecutive year for our veteran hiring practices, programs and support initiatives.

# Putting patients first

Patients are at the center of everything we do. Across our organization, we integrate systems of care and leverage technology and robust data sets to support our goal of delivering high-quality care in a safe environment for our patients and colleagues.





Lilly Chervenak, RN, Labor and Delivery, Henrico Doctors' Hospital



# Quality at HCA Healthcare

Our approach to clinical quality at HCA Healthcare is guided by an unwavering commitment to delivering safe, effective and compliant patient care. We align our systems of care, innovations and strategic partnerships to advance health through patient-focused care.

Recognized nationally for patient safety and quality, our facilities are leading the way in shaping the future of healthcare.

Learn more about how we take a proactive approach to evaluate and support clinical safety, quality and regulatory performance at our hospitals on page 22.



## Key accomplishments

**Improved safety culture scores** in every region on the 2025 Culture of Safety survey.

Achieved a 33-minute median door-to-needle time for stroke patients,

**45%** faster than the national benchmark.

Studied and spent time with industry leaders in safety systems across aviation, advanced manufacturing and military operations to **adapt proven high-reliability principles** into the healthcare environment. Learn more on page 25.

**100** hospitals recognized in the top 10%

in the nation for patient safety by Healthgrades' 2025 Patient Safety Excellence Awards.

**44** HCA Healthcare hospitals

included on the 2026 Healthgrades' 250 Best Hospitals Award list, which recognizes the top 5% of hospitals nationwide for clinical excellence.

# Enhancing patient care in emergency rooms

Each year, approximately 10 million patients come through an HCA Healthcare emergency room (ER). From these patient encounters, we analyze data and work to develop best practices and continuously improve patient care.

# 88%

of our freestanding ER (FSER) patients and 82% of our hospital-based ER patients on the Emergency Room Survey said that given the choice, their likelihood of returning to an HCA Healthcare ER was good or very good.

**HCA Healthcare emergency rooms (ERs) continue to demonstrate measurable improvements in patient experience, throughput efficiency and leadership stability through our ER Revitalization initiative — a comprehensive effort focused on enhancing care experience, optimizing throughput operations and strengthening workforce practices.**

Our focus on operational excellence has driven notable improvements, and overall ER length of stay times continue to improve each year. These advancements reflect a more coordinated patient flow, timely clinical decision-making and strengthened leadership stability across our network.

The implementation and standard use of an enterprise-wide technology provide valuable insight into daily care delivery by presenting detailed patient information in a centralized view. The tool supports visibility into

patients within the emergency department and highlights key clinical and operational considerations that help guide assessments, medication administration and follow-up on diagnostic results. With streamlined access, care teams can access a detailed view of each patient's status.

A standardized version of this technology was implemented across all locations in 2025 to help support consistent care delivery and improved throughput efficiency. It has become a core part of how we manage daily operations, promoting timely interventions and streamlined workflows.

HCA Healthcare's scale has played a pivotal role in our ER Revitalization efforts by allowing us to engage with teams and facilities across our network to share best practices and support meaningful improvements for our patients.



Alexa Falzano, RN, Emergency Department,  
HCA Florida Trinity Hospital

Our FSER footprint is enhancing access to emergency care across the communities we serve. By expanding our network of FSERs, we are bringing emergency care directly into communities often where none existed before. This growth helps ensure that more people can receive timely, high-quality emergency care close to home, reinforcing our commitment to community health and well-being.

### Collaborating with first responders

We believe that effective communication and collaboration between Emergency Medical Services (EMS) providers and our ER providers and staff is essential in caring for a patient in a medical emergency.

In 2025, we launched our first enterprise-wide experience survey focused on EMS providers.

The EMS provider experience survey received nearly 10,000 responses from 345 EMS agencies. We are using the feedback from the survey to strengthen our relationship with EMS providers, who continue to be a vital component of our care networks and an important partner in caring for the communities we serve.



Robert Castiglia, MD,  
Critical Care, TriStar Centennial  
Medical Center

# Improving trauma care delivery

## HCA Healthcare's trauma care centers

**12** Level I

**41** Level II

### trauma centers

**8 Level I and 10 Level II**  
trauma centers included on  
Healthgrades' America's 250  
Best Hospitals List for 2026

As a leading provider of trauma care in the U.S., we leverage our scale, resources and technology to help trauma patients heal and recover.

In 2025, we expanded several of our shared databases to help care teams better plan their workflow, identify trends and analyze quality outcomes. At three of our hospitals, we piloted an electronic trauma flowsheet designed to help equip our trauma care teams with data more quickly and to improve outcomes for patients.

Having a standard, uniform electronic flowsheet allows for real time visibility into the resuscitative phase of care for providers. We plan to expand the database to facilities using MEDITECH Expanse, our electronic health record (EHR) system, in 2026.

Through our collaboration with the American College of Surgeons (ACS), we are helping provide quality benchmark reports that are designed to help enhance trauma care delivery across the industry. At the ACS Trauma Quality

Improvement (TQIP) Annual Safety Conference in 2025, we had a record level of 43 abstracts accepted and six podium speakers present on a range of trauma care topics.

The ACS' Trauma Verification, Review and Consultation Program (VRC) is designed to help ensure trauma centers meet national standards for delivering high-quality, evidence-based trauma care. At HCA Healthcare, we have a process for continuous survey readiness by integrating our own survey process, modeled after the ACS survey. The process includes a team of reviewers of trauma medical directors and trauma lead nurses that proactively review and assess trauma care quality and seek improvements. We had 100% successful trauma regulatory surveys in 2025.

Our commitment to improving trauma care extends to our communities. In 2025, we expanded the STOP THE BLEED® programs to all of our trauma facilities to help increase education in communities on how to care for people in traumatic events.

Learn how we collaborate with community organizations to improve care on page 74.



Alesha Marcum-Heiman, RN, triages patients at the TriStar Nolensville FSER.



# Obstetrics Safety Model

With increasing maternal age at delivery and a growing number of high-risk deliveries in the U.S., HCA Healthcare's High Risk Obstetrical (OB) Programs strive to continuously elevate maternal health outcomes. To support this effort, in 2025 we integrated our OB Safety Model into facilities with OB hospitalist services.

Launched in 2024 by our Clinical Services Group, our OB Safety Model's goal is to improve patient safety for all obstetric patients through the implementation of a standard model for rapid clinical response during emergencies. HCA Healthcare's OB Safety Model incorporates multidisciplinary rounds and safety huddles, standardizes communication and escalation pathways, and incorporates rapid response when needed by the OB hospitalist to facilitate timely, coordinated responses during emergent situations. This safety model is adopted locally by each Medical Executive Committee (MEC) and is designed to support collaboration among OB hospitalists, nurses, residents and attending obstetricians, and to prompt consistent and rapid responses to urgent conditions — such as severe hypertension, eclampsia or significant obstetric hemorrhage.

Left: Victoria Morrow, RN, CJW Medical Center

## Expanding access to care

HCA Healthcare remains focused on ensuring access for our patients and removing barriers to care. This includes supporting patients with language and accessibility needs across our system. In 2025, we provided over 32 million minutes of language services support to our patients across the enterprise in 193 languages and dialects.

This commitment is also strengthened through colleague education and awareness. Building on the success of our corporate-based Accessibility Awareness Labs, HCA HealthONE hosted three labs in October 2025 at Aurora, Presbyterian St. Luke's and Swedish hospitals. Plans are underway to expand to other divisions and to develop a virtual experience to reach even more colleagues.



Bridget Hill, clinical nurse coordinator at HCA HealthONE Swedish, participates in an Accessibility Awareness Lab exercise designed to simulate the everyday challenges faced by individuals who have visual disabilities.

# Prioritizing patient safety

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## Safe Tables

HCA Healthcare's Patient Safety Organization (PSO) partners with facility leaders and frontline colleagues to identify, prioritize and address safety risks that affect both patients and our workforce. Our annual enterprise-wide Safe Table campaign provides a confidential forum for colleagues to share concerns and improvement ideas that inform system-level action.

In 2025, more than 46,000 clinical and non-clinical colleagues across nearly all HCA Healthcare facilities participated in Safe Tables, reflecting broad engagement and trust in the process. Since 2023, insights from these discussions have contributed to improvements across key safety indicators, with particular progress in areas related to workplace violence prevention and physical security across the organization.

Feedback highlighted strong engagement with Crisis Prevention Intervention training, the importance of visible and supportive leadership and the effective use of standardized safety tools and protocols such as behavioral risk screening, safe rooms, anonymous reporting mechanisms and enhanced security practices. Together, these actions strengthen our safety culture, reduce operational risk and support consistent delivery of safe, high-quality care across the enterprise.

## Culture of Safety

HCA Healthcare uses structured feedback from patients and care teams to identify safety risks, prioritize improvement efforts and drive actions to strengthen care delivery and patient outcomes across our facilities. Our enterprise-wide Culture of Safety survey is a core mechanism for informing safety priorities and reinforcing accountability, while incorporating colleague perspectives into operational decision-making.

Results from the 2025 Culture of Safety survey demonstrate continued progress across the organization, reflecting sustained improvement and consistency in how safety expectations are embedded in daily practice, measured and acted upon. Safety culture scores improved in every region, with particularly strong gains in speak-up culture, indicating colleagues feel psychologically safe and supported by leadership to raise safety concerns. The survey revealed strong positive perceptions about the provision of high-quality care across the enterprise.



## Patient Safety Structural Measure and National Action Plan

In 2025, the Centers for Medicare & Medicaid Services (CMS) introduced new Patient Safety Structural Measure (PSSM) requirements. The PSSM focuses on foundational safety capabilities, including leadership accountability for eliminating preventable harm, strategic planning and policy alignment, a culture of safety and learning, transparency, and patient and family engagement.

In support of these efforts, HCA Healthcare launched a dedicated quality and safety webpage on [HCAhealthcare.com](https://www.hcahealthcare.com) and implemented standardized patient safety communication boards across all inpatient units for consistent communication of safety priorities and strategic intent across the enterprise.

As part of this work, each hospital convened multidisciplinary teams — including leaders, physicians and frontline clinicians — to assess the maturity of their safety culture and patient safety programs. These assessments informed targeted actions aligned with National Action Plan recommendations, strengthening local execution while maintaining enterprise standards.

Our work over the past two years to prioritize the implementation of the nationally recognized National Action Plan to Advance Patient Safety has reinforced a consistent, enterprise-wide approach to strengthening safety culture and systems, and we believe it positioned us to be well prepared for the new CMS PSSM requirements.



### Patient Family Advisory Councils

HCA Healthcare strengthens patient safety by systematically engaging patients and families as partners in care delivery. Across all hospitals, Patient Family Advisory Councils (PFACs) provide a structured forum for hospital leaders, physicians and nursing leadership to engage directly with patients and families on safety-related experiences and opportunities for improvement.

Insights from these discussions inform local and enterprise-level actions to enhance care delivery, improve responsiveness to patient needs and reduce safety risk. By integrating the patient and family perspective into decision-making, HCA Healthcare reinforces accountability, transparency and trust, key elements of a resilient safety culture and reliable clinical performance.

Above: Gary Clayman, MD, Endocrine Surgery, Hospital for Endocrine Surgery

### Infection prevention

HCA Healthcare's Patient Safety and Infection Prevention teams work in close partnership to reduce preventable harm and strengthen protection for patients, visitors and colleagues. This collaboration focuses on aligning systems, data and accountability to improve visibility into infection-related risk across the enterprise.

In 2024, the Infection Prevention team began leveraging a standardized patient safety reporting platform to capture healthcare-associated infection (HAI) events using the same enterprise framework applied to other patient harm events, such as falls. We believe this integration improves consistency, comparability and oversight of safety data.

In 2025, HCA Healthcare continued to advance our enterprise dashboards by further aligning data standards and business requirements, enabling more real-time, granular and actionable insights for colleagues at facilities, divisions, operating groups and corporate. These enhancements strengthen our ability to identify trends, prioritize interventions and proactively manage infection-related risk — supporting safer care across the organization.

## Applying high-reliability industry practices to healthcare safety

We continue to strengthen our safety operating model by learning from leading industries in managing safety in complex, high-risk environments. In 2025, HCA Healthcare engaged directly with industry leaders and frontline teams in aviation, advanced manufacturing and military operations — spending time in operational environments where reliability, standardization and disciplined execution are essential to preventing safety failures — to inform how these principles can be applied to healthcare.

Through site visits and direct engagement with organizations such as General Electric’s Computed Tomography manufacturing operations, DuPont Chemical and the U.S. Army’s 160th Special Operations Aviation Regiment, our leaders examined how these organizations design systems that anticipate risk, reinforce accountability and enable teams to identify and respond to risk before harm occurs in real time.

By adapting proven high-reliability principles into the healthcare environment, HCA Healthcare strives to advance a more resilient safety system, one designed to support consistent performance, reduce preventable harm and set a higher bar for safety across the industry.

## Regulatory

HCA Healthcare’s Regulatory and Accreditation Services (RAS) team plays a critical role in maintaining a constant state of readiness across our hospital and ambulatory care network. RAS supports our mission by partnering with facilities for consistent compliance with the standards and requirements of The Joint Commission (TJC), the Accreditation Association for Ambulatory Health Care (AAAHC), the CMS Conditions of Participation and applicable licensure and regulatory requirements.

Rather than a survey-driven or episodic approach, RAS focuses on continuous readiness by providing leader-specific education, knowledge validation, practical application of knowledge, expert consultation and proactive guidance that helps facilities identify gaps, mitigate risk and embed regulatory expectations into daily operations. This approach is designed to reinforce accountability, reduce variability and support reliable, high-quality and regulatory-compliant care delivery across diverse care settings.

Through ongoing collaboration with facility leaders and clinical teams, RAS helps translate evolving regulatory and accreditation standards into actionable operational practices. By strengthening governance, standardizing readiness processes and promoting sustained compliance, RAS contributes to risk mitigation, regulatory stability and the uninterrupted delivery of safe, high-quality care across the enterprise.

(Left to right): Vimal Shah, MD, Anesthesiology; Jackie Donahue, Clinical Nurse Coordinator; Hospital for Endocrine Surgery



# Integrating clinically led technology to enhance patient care

At HCA Healthcare, technology and innovation are central to how we care for patients, empower colleagues and advance our shared mission.

Our Digital Transformation and Innovation group (DT&I) and Information Technology Group (ITG) collaborate closely to design and scale solutions to strengthen our digital infrastructure by modernizing systems and simplifying workflows to enhance patient and colleague experiences.

Underlying this work is the strong technology foundation built by ITG teams across cybersecurity, software engineering, network, cloud and infrastructure. These capabilities serve as the backbone of our digital transformation efforts and are focused on making our platforms secure,

resilient, scalable and ready to support innovation at enterprise scale.

Together, our teams are focused on building technology that positively impacts our patients, communities and colleagues — a critical component of our strategy to improve more lives in more ways. These efforts are seeking digital and artificial intelligence (AI)-enabled innovation across the organization as part of our efforts to leverage data, automation and emerging technologies. This will help us improve patient outcomes, increase efficiency, strengthen the connection of our care networks and create more time for our teams to do what matters most: caring for our patients.

Learn more at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).



Kimberly Faulkner, Ultrasound  
Supervisor, HCA Florida Largo Hospital

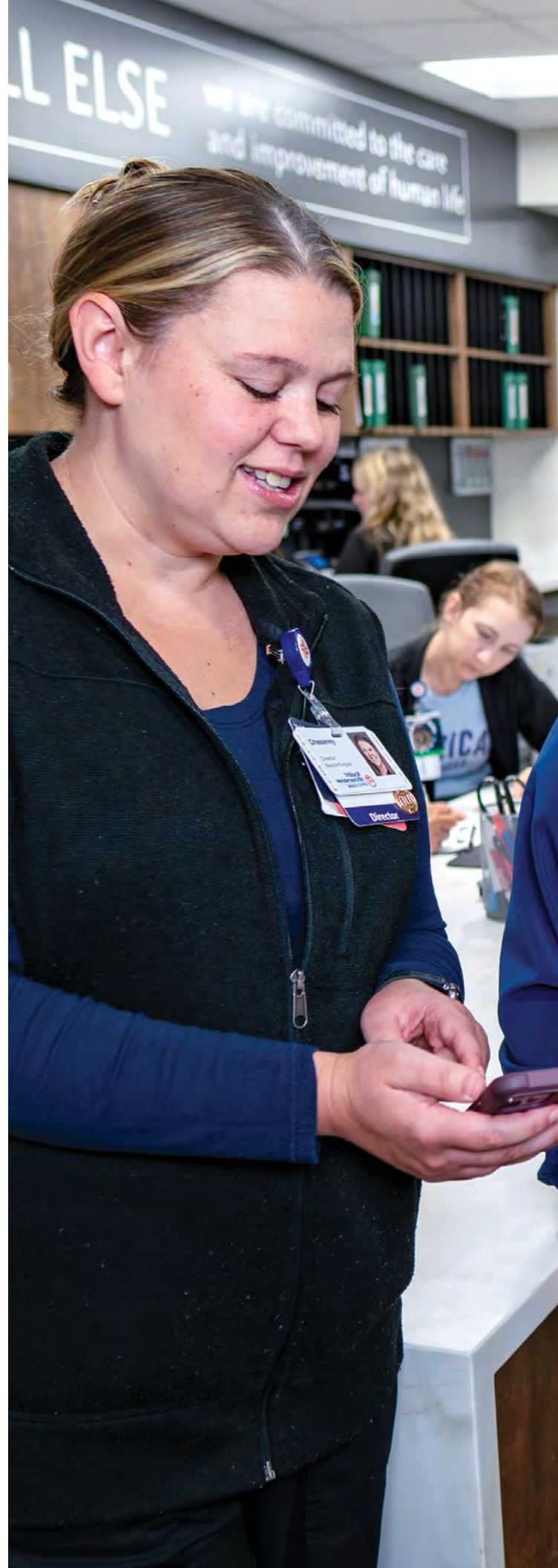
## Responsible and transformative innovation

At HCA Healthcare, we aim to redefine the future of healthcare for all by turning clinician insight into action. We strive to create advancements that set new care delivery standards. Our processes reflect our commitment to responsible innovation to develop new technologies, whether driven by automation, artificial intelligence (AI) or data, to advance our core mission while maintaining privacy and accountability.

Our responsible adoption of AI at HCA Healthcare begins with a clear commitment to the importance of safety, privacy and trust. Technology may power progress, but our people give it a purpose. Every colleague playing a role in these efforts is tasked with assessing the output and upholding the pillars that guide our Responsible AI Program.

### We define the responsible use of AI as

- Safe and secure
- Private
- Transparent
- Fair and impartial
- Robust and accountable





### Technology-enabled progress across the enterprise

With approximately 47 million annual patient encounters in 2025, our integrated technology platforms and advanced analytics provide insights needed to make better clinical and operational decisions enterprise wide.

From tools that streamline workflows to platforms that enhance collaboration, we ask our teams to adapt to meet the needs of our patients today while preparing for tomorrow.

To enhance our networks of care, ITG and DT&I continue to work with our clinical and operational teams to implement digital initiatives that help improve care delivery and support HCA Healthcare's strategic priorities.

(Left to right): Chesaney Leach, Director, MedSurge; Heather Steele, Operations Manager, Digital Transformation and Innovation; TriStar Hendersonville Medical Center



### Keeping patients connected to care

Our advancements in technology and innovation are more than just tools; they reflect how we embrace the responsibility of caring for others. We assess ways to enhance our communication with patients to help connect them with the care they need.



Michelle Burwell, RN, Discharge Unit, TriStar Hendersonville Medical Center



The Expanse team conducting their Wave 1 training session at HCA Houston Healthcare Northwest Hospital.

## Expanse

MEDITECH Expanse is HCA Healthcare’s modernized electronic health record (EHR) platform. A cloud-based system, Expanse is designed to create workflow efficiencies and enhance care coordination. A modern EHR will give our colleagues even more time to focus on delivering direct, compassionate care to our patients.

Through Expanse, we also aim to reduce unnecessary variation by facility and create standardized data. This will not only ensure access to real-time data for data-driven decision making, but standardized workflows will also enable scalable innovation more quickly across the enterprise.

In 2025, HCA Healthcare launched a waved enterprise rollout schedule to implement Expanse at all HCA Healthcare facilities currently using MEDITECH Magic as their EHR by the end of 2028. The first of five enterprise implementation waves has been completed.

As of January 2026, 50 acute-care facilities across our Capital, East Florida, Gulf Coast, North Florida, San Antonio, TriStar and U.K. divisions are now live on the Expanse EHR. By skillfully applying automation technologies across a range of implementation tasks, HCA Healthcare has been able to execute implementations more efficiently and expects to accelerate upcoming waves, enabling this foundational technology to be deployed to more facilities, more quickly, across the enterprise.

## Consult-A-Nurse

Consult-A-Nurse is our 24/7 nurse advice line, where patients get free, direct access to experienced, licensed nurses who answer questions and direct them to the care they need. In June 2025, HCA Healthcare began work to scale this service across all our communities, aiming to simplify access to care and provide a consistent, patient-centered experience.

In 2025,  
Consult-A-Nurse supported  
**350,000+**  
callers — a **5.1% increase from 2024** — expanding access to care and advancing our mission to care for and improve human life.

## Maternal Fetal Wellbeing

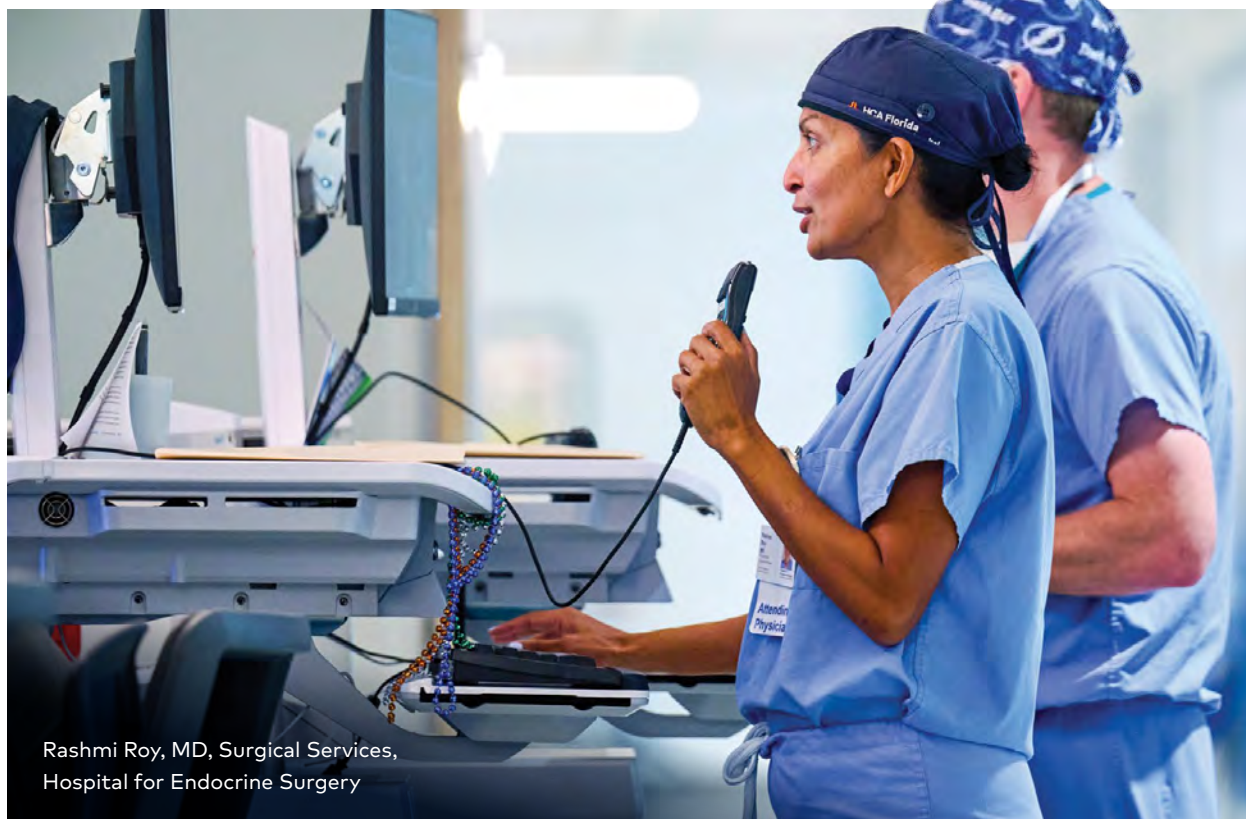
HCA Healthcare and GE HealthCare have collaborated to develop CareIntellect for Perinatal, a maternal-fetal platform designed to enhance labor and delivery care. Informed by clinicians and built on clinical insights, CareIntellect for Perinatal provides care teams with real-time data to streamline critical labor monitoring and perinatal workflows that support timely clinical decision-making.

By integrating advanced data models and clinical decision support, CareIntellect for Perinatal helps identify risks, simplify

physiological monitoring and reduce manual tracking, allowing nurses to stay focused on direct patient care. The platform offers real-time support in monitoring, assessments and timely interventions, and uses AI to reduce subjectivity and improve the information available to nurses and physicians for clinical decision-making — especially in high-risk maternal-fetal cases. With a consistent user experience across locations, we believe clinicians can confidently manage patient information and strengthen communication of details of mom and baby's health.



Grace Vero, RN, Women and Children's Services,  
TriStar Hendersonville Medical Center



Rashmi Roy, MD, Surgical Services,  
Hospital for Endocrine Surgery

### Ambient Clinical Documentation

Reducing the administrative burden of clinical documentation on providers is a long-standing, industry-wide challenge. HCA Healthcare has deployed Commure's ambient speech technology, and together with our providers, continue to refine clinical workflows to support accurate and timely documentation. HCA Healthcare is one of the first health systems to scale a tool, designed to allow providers to use a hands-free device to create accurate and timely medical notes extracted directly from conversations with patients, which is utilized with our patients' consent. Using speech recognition and generative AI, Ambient Clinical Documentation helps create draft versions of notes for the provider through predictive models.

The adoption of Ambient Clinical Documentation continued to spread across care settings. In the inpatient environment, 20 facilities across our divisions have implemented the tool, with

58% of hospitalists now generating notes using the tool and nearly 90% of history and physical (H&P) notes being completed within 24 hours. A pilot of AI-generated discharge summaries is also showing promising early results, which may further streamline provider workflows. There are also nine facilities using the technology in their Emergency Departments with an overall adoption rate of 80%. In ambulatory care, over 400 physicians and advanced practice providers are now active users of the tool, which we believe delivers more than an hour of time savings per provider each day and contributes to increased satisfaction and more time for direct patient care.

Guided by our mission and strengthened by collaboration between ITG, DT&I and our clinical and operational partners, HCA Healthcare is working to harness technology to shape the future of healthcare — and to deliver smart systems and positive outcomes for those we serve.



Girish Rachakonda, MD, Manager,  
Clinical Research, Hospital for  
Endocrine Surgery

# Advancing care through research at HCA Healthcare

At HCA Healthcare, research is not just a function — it's part of a strategy to drive innovation, improve patient outcomes and strengthen our position as a learning health system. We strive to capture the full scope of our research efforts across the organization by connecting the dots between clinical excellence, operational performance and scientific advancement. Our leaders, teams and partners foster a shared understanding of how research and clinical trials can be used to support our mission to care for and improve human life.

In 2025, our research activity reinforced our shared focus and commitment to keeping patients at the center of everything we do while emphasizing four key areas at the core of research at HCA Healthcare:

- Our investment in our people
- Our commitment to learning
- The power of our strategic partnerships
- The scale of HCA Healthcare

Across HCA Healthcare, our research programs span multiple strategic focus areas, yet we are united in our daily pursuit to elevate the standards of patient care and improve outcomes through research and clinical trials.

Learn more at [HCAhealthcareImpact.com/Research](https://HCAhealthcareImpact.com/Research).

## Research Subcommittee

In 2025, we established a cross-functional Research Subcommittee, as a part of our Clinical Committee's governance structure, to unite voices from every corner of the enterprise. This group was created with a clear purpose: to shape our strategic direction, foster collaboration and help ensure that research efforts are inclusive, connected and truly impactful.

By bringing together diverse expertise, the subcommittee serves as a catalyst for aligning research activities with the enterprise's highest priorities. The subcommittee reflects our commitment to advancing innovation and creating meaningful connections across disciplines.

The Research Subcommittee is already influencing how we think, plan and execute research — laying the foundation for a future where collaboration drives discovery and every initiative contributes to better outcomes for patients and communities.

## Inaugural Research Showcase Day

Our first Virtual Research Showcase in 2025 highlighted innovative research across the enterprise, featuring engaging presentations and cross-functional collaboration. Teams shared impactful stories that demonstrated how research is driving clinical excellence and strategic growth. The virtual format enabled broad participation, with colleagues joining from across the country. This showcase marks a pivotal step in amplifying our research strategy and elevating the visibility of research within our enterprise.



(Front to rear): Reagan Harris, Pharmacy Technician;  
Jake Hall, Pharmacist; TriStar Centennial Medical Center

## HCA Healthcare Research Institute by the numbers

**54**

Research  
Institute sites

**25K+**

patient  
visits

**227**

sponsors  
and partners

**523**

active  
studies

**6,627**

enrollments

### HCA Healthcare Research Institute

The HCA Healthcare Research Institute is the multispecialty clinical research arm of our organization. Since 2009, the Research Institute's expert network of affiliated physicians works with trusted pharmaceutical and biotechnology partners to unlock insights from real-world data and conduct clinical studies leading to breakthroughs in science, medicine and care for all people.

### Reducing stroke risks through clinical trials

Through the HCA Healthcare Research Institute, HCA Healthcare's Mission Hospital, located in Asheville, North Carolina, completed the first in-human phase of a clinical trial testing an innovative device that aims to reduce stroke risks during a transcatheter aortic valve replacement (TAVR). Following the successful completion of the initial 10 cases at Mission Hospital and five additional cases at HCA Healthcare-affiliate TriStar Centennial Medical Center in Nashville, Tennessee, Phase II will expand the trial to select hospitals nationwide such as Methodist Hospital, Los Robles Regional Medical Center and Heart Hospital of Austin.

## **HCA Healthcare Health Sciences and Population Health Research**

The HCA Healthcare Population Health Research Program has nearly two decades of experience conducting pragmatic research trials embedded in real-world hospital operations that have allowed HCA Healthcare to discover and implement best practices for our patients and influence healthcare policy across the country. This program maintains long-standing partnerships with top private, public and academic entities, including Harvard Pilgrim Health Care Institute, the Centers for Disease Control and Prevention (CDC), University of California Irvine and other academic institutions and government health agencies. The large-scale, multi-hospital studies have led to significant changes in the practice of hospital medicine not only at HCA Healthcare, but across the country and, in some cases, the world.

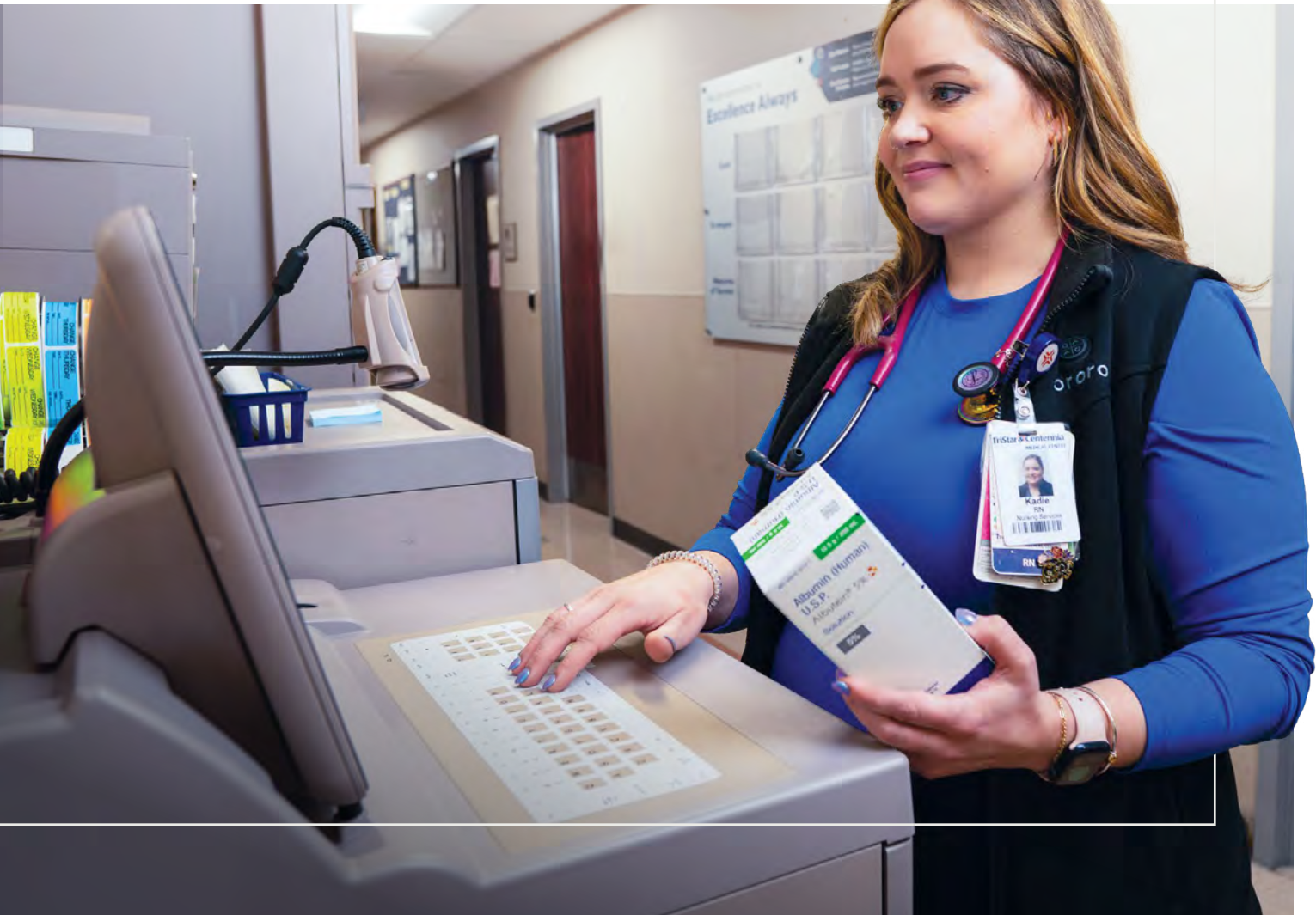
## **Helping clinicians improve antibiotic selection for patients with infections**

Among our most recent clinical trials, the INSPIRE (INtelligent Stewardship Prompts to Improve Real-Time Empiric Antibiotic Selection) studies sought to help physicians tailor antibiotic selection for hospitalized patients with some of the most common infections, with the goal of reducing unnecessary antibiotic use. This is important because unnecessary antibiotic use contributes to antibiotic resistance and negatively affects patient outcomes. Conducted as four studies across the most common infection types (pneumonia, urinary tract infections, abdominal, skin/soft tissue), these trials tested the impact of “smart prompts” within the electronic health record that provided real-time, patient-specific risk data to clinicians about the best type of antibiotic treatment for a particular patient with a specific infection at a particular hospital. In total, these four trials involved nearly 1 million patients in HCA Healthcare hospitals and showed that this program of just-in-time recommendations results in consistent, rapid reduction in broad-spectrum antibiotic use.

The results of the INSPIRE I and II trials (pneumonia and urinary tract infections) were published in the Journal of the

American Medical Association (JAMA) in 2024. In 2025, the INSPIRE III trial (skin and soft tissue) was published in JAMA Internal Medicine and the INSPIRE IV trial (abdominal) was published in JAMA Surgery. Collectively, the INSPIRE III and IV trials were chosen by the Clinical Research Forum as one of the top 20 studies in 2025.

The INSPIRE studies address the overuse of powerful antibiotics by providing actionable, data-driven decisions at the moment of ordering. Currently, the “smart prompts” used in these studies are being expanded to more HCA Healthcare facilities as a part of our ongoing efforts to personalize patient care and provide the right care to patients at the right time.





(Rear to right): Amanda Keck, RN, Clinical Nurse Coordinator; Rayan Malih, RN Resident; TriStar Centennial Medical Center

## HCA Healthcare Sarah Cannon Cancer Network

HCA Healthcare Sarah Cannon Cancer Network, a global leader in cancer care, strives to improve standards of care to meet the evolving cancer care needs of the communities we serve.

Physician-led, Sarah Cannon's network fuels collaboration across multidisciplinary teams and shares insights that address various aspects of oncology. Sarah Cannon works with its research partners to provide those facing cancer with specialized treatment options including access to hundreds of robust clinical trials. We collaborate with nationally and internationally renowned peers across the country through our

collaboration with HCA Healthcare Research Institute and Sarah Cannon Research Institute (SCRI), and additional partners.

The Sarah Cannon Transplant and Cellular Therapy Network is the largest provider of cellular therapy in the U.S. The network performs more than 1,600 blood and marrow transplants and cellular therapies annually across 13 programs located throughout the U.S. and the U.K. With 1,200 colleagues across the HCA Healthcare ecosystem, the Sarah Cannon Transplant and Cellular Therapy Network team of experts are leading care and innovation for patients throughout every step of their journey.

## Nurse-led Research

With more than 100,000 nurses, we have a unique opportunity — and responsibility — to lead the future of healthcare through nurse research.

In 2025, we hosted our inaugural Nursing Research Day, a collaborative event with Galen College of Nursing that united nurses, students and faculty to highlight how inquiry and innovation are transforming care delivery. Nursing Research Day brought together more than 700 HCA Healthcare nurses, Galen nursing students and faculty from across the country, showcasing research projects that are driving evidence-based care across HCA Healthcare.

One of the projects tested whether catheter replacement is necessary prior to obtaining a urine sample. After analyzing thousands of urine sample results from more than 150 acute care hospitals, Nursing and Infection Prevention leaders at HCA Healthcare found no significant difference in test outcomes or infection rates when catheters were changed at or after the three-day mark. The data collected from this research informed the adoption of a new practice that reduces patient discomfort, minimizes potential complications and enhances overall patient experiences. The nurse-led research project was featured at the 2025 American Nurses Association conference.

Learn how we support current and future nurses on page 63.

## GME Research

HCA Healthcare Graduate Medical Education (GME) Research is committed to cultivating a scholarly environment that encourages innovation in both medical education and clinical research. In alignment with the Accreditation Council for Graduate Medical Education (ACGME), our purpose is to support resident and fellow physicians across the HCA Healthcare system as they engage in meaningful scholarly activities.

### GME Research by the numbers

**7,749**

scholarly activity projects

**5,758**

residents and fellows

**5,550**

faculty

**365**

programs

Learn more about HCA Healthcare's Graduate Medical Education programs on page 72.

## Trauma Research

The HCA Healthcare Center for Trauma and Acute Care Surgery Research (CTACSR) has a vision to advance knowledge of trauma and acute care surgery through rigorous and high-quality scientific research. CTACSR provides support to HCA Healthcare's Level I and aspiring Level I trauma centers through study coordination, analytic expertise and scientific consultation.

One 2025 publication highlight for CTACSR was a multicenter study on trauma activation criteria in older adult trauma patients that was published in Trauma Surgery & Acute Care Open. The study involved 37 Level I and II trauma centers (both HCA Healthcare and non-HCA Healthcare operated) across the country, including data on nearly 217,000 trauma patients. This seminal publication provides results to help drive improvements in national guidelines and recommendations for trauma activation criteria development and trauma triage performance.

# HCA Healthcare's ethics and compliance standards

At HCA Healthcare, our ethics and compliance standards are essential to our mission and values, shaping the way we care for our patients and interact with one another. Our nationally recognized ethics and compliance program is built on two key pillars: our commitment to ethical conduct and policies that help ensure compliance with the laws and regulations governing our work.



(Left to right): Kaitlyn Acker, Nurse Extern; Stacy Lyle, Registrar, CJW Medical Center

## Compliance Process Assessment

HCA Healthcare's Ethics and Compliance department, along with Internal Audit and facility leaders, conducts ongoing monitoring and auditing to ensure policies are followed and effective. Their Compliance Process Reviews (CPRs) involve detailed assessments of selected facilities, including document reviews, on-site visits and interviews with key personnel. These reviews are designed to help identify trends, improve processes and strengthen ethics and compliance programs across the organization. Findings from these reviews are then shared with leadership, and facilities are required to submit corrective action plans to address any issues or areas of concern. The CPRs also provide valuable guidance and training to ethics and compliance officers, reinforcing HCA Healthcare's commitment to integrity and accountability.

## 2026 World's Most Ethical Companies by Ethisphere

HCA Healthcare has earned national recognition for our commitment to ethical business practices. In 2026, we were recognized for the 16th time as one of the World's Most Ethical Companies by Ethisphere.

## The role of Ethics and Compliance Officers

At HCA Healthcare, every facility and business unit is supported by an Ethics and Compliance Officer (ECO) who serves as a trusted local resource for colleagues. These leaders ensure that our Ethics and Compliance program is implemented and tailored to meet the unique needs of each facility. By working closely with teams on the ground, ECOs provide ongoing monitoring, education and guidance, helping to maintain the high standards of integrity and regulatory compliance.

Colleagues are encouraged to speak up and share concerns through multiple reporting channels, including the 24/7 HCA Healthcare Ethics Line, which can be used anonymously, or by speaking directly with their local ECO. In keeping with our strong commitment to an open and ethical culture, retaliation of any kind against those who raise concerns in good faith is strictly prohibited. This structure, combining local accountability with corporate support, helps ensure that every voice is heard and every issue is addressed fairly and transparently.

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The compliance review is an essential component of our enterprise risk mitigation strategy. Our compliance reviews are designed to provide facilities with clear, actionable insights. The reviews are educational, helping facilities strengthen readiness and performance while also fostering a culture of continuous improvement.

**Wendy Warren, SVP and Chief Ethics and Compliance Officer**

# Strengthening infrastructure investments and emergency readiness

If you ask a professional in crisis and emergency management for a single takeaway from their experiences, their answer is likely to be this: If you wait for a disruptive event to happen before taking action, you're already behind. This philosophy has guided HCA Healthcare's leadership and decision-making for decades. Our Enterprise Emergency Operations Group (EEOG) works tirelessly year-round to prepare for when they are needed most, ready to show up for our colleagues and communities when disaster strikes.

## **Aligning emergency response, physical security and facility management teams**

In 2025, organizational realignments brought HCA Healthcare's established security services, emergency management and business continuity teams together under one shared organization, the Enterprise Emergency Operations Group (EEOG) within the Office of the HCA Healthcare Chief Operations Officer. The shift acknowledged the natural overlap between the teams' goals, capabilities and outcomes, and aims to enhance integration and collaboration across the intelligence, readiness and response phases within a unified leadership structure.

In one area of transformation, the former Physical Security Operations Center (PSOC), after being given an expanded scope and

integrated into existing operational capabilities of the EEOG, transitioned into the new Risk Information & Intelligence Center (RIIC). The RIIC operates as a proactive, all-hazards watch and warning center, enabling greater situational awareness, threat detection and alerting, and decision-making enterprise wide.

## **Preparing to provide care continuity when it matters most**

The efforts of the EEOG throughout the year — to mitigate the risk of and prepare for countless potential incidents — are critical to the success of our response and recovery operations. From technical downtime to natural disasters, HCA Healthcare's RIIC proactively monitors for and evaluates risks, identifies potential disruptions to our continuity of care, and shares information with leaders across the organization as actionable insights. By combining real-time situational awareness with the decades of combined experience of our emergency operations team, we are able to continuously develop critical processes and protocols for potential implementation and help better prepare our colleagues in the field.

Several years ago, the EEOG's Emergency Management Division developed a proprietary internal dashboard for tracking and measuring facility preparedness at our acute care hospitals. Now, our facility emergency management platform tracks 144 individual key



In October 2025, emergency managers from each division traveled to Nashville, Tennessee, for a hands-on hazardous materials decontamination training. Over multiple days, they learned from each other, reviewed protocols for the use of specialized equipment and personal protective equipment (PPE), and practiced responding to real-life scenarios.

readiness metrics, used to create an overall composite score, which allows emergency operations leads to quickly identify needs at a facility and compare their progress to enterprise benchmarks. When engaging with facility leadership, the metrics and benchmarks help inform business decisions, such as training opportunities, resource allocation and facility budgets.

Since the dashboard launched in 2023, HCA Healthcare's Northern Virginia market has achieved a double digit increase in its composite score on the readiness dashboard. Keith Morrison, market director of emergency operations, uses the tool daily. "We take those metrics, and we create a goal. By meeting that goal, we can be a more resilient company in times of disaster or even day-to-day functions." Morrison works with each facility's emergency manager or operations director to choose impactful focus areas and create actionable steps to reach the next benchmark.

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We take those metrics, and we create a goal. By meeting that goal, we can be a more resilient company in times of disaster or even day-to-day functions.



**Keith Morrison**  
Market Director  
Emergency Operations  
and Preparedness

# Responding to emergencies in our communities

When an emergency event occurs on a local level, HCA Healthcare divisions and facilities benefit not only from the breadth of resources available within our network, but also from the comprehensive response plans and continued support from HCA Healthcare's Enterprise Emergency Operations Center (EEOC). When activated, the EEOC, a multidisciplinary team of nearly 200 colleagues trained to respond in times of crisis, operates out of HCA Healthcare's Nashville, Tennessee headquarters, bringing together senior leaders and expert colleagues to coordinate response efforts, direct resources where needed, monitor situational changes and streamline joint decision-making.

After wildfires threatened HCA Healthcare facilities on both coasts in early 2025, the EEOC's Emergency Management Division focused on improving our enterprise response to these types of incidents. Through an expanded contract with one of our external vendors, our facilities now have more access to fire-fighting equipment and personnel when needed, as well as access to consultations with wildfire preparation experts who conduct facility walk-throughs and create actionable readiness plans. These experts study historical wildfire data to look for patterns in the behavior and spread of past wildfires, including influences such as wind and weather conditions, terrain and more.

More than 100 colleagues from across the enterprise attended an ERT training in June 2025.



## Enterprise Response Teams

Since 2020, HCA Healthcare has prioritized strengthening and expanding our Enterprise Response Teams (ERTs). Our ERTs are made up of corporate, division and hospital-based clinicians, leaders and executives from numerous states across our organization who are cross-trained as incident response personnel. Members train throughout the year to respond to events that impact patient care or colleague well-being. Several Specialty Response teams have been formed with experts in key areas, such as Neonatal Intensive Care Transport teams, Physician Response teams, Engineering Response teams and Enterprise Downtime Response specialists.

In 2025, the EEOC worked diligently to recruit, plan for and train volunteers for four additional response teams set to launch in 2026 — a Nursing team, a Supply Chain team, a Behavioral Health Response team and regionally-based Infectious Disease Response teams.

## How we respond



A water tank outside CJW Medical Center in Richmond, Virginia.

**January:** Richmond's first winter storm of 2025, causing widespread power outages and a malfunction in the city's reservoir system, left much of central Virginia with a shortage of running water. Our facilities in the HCA Virginia Health system needed over 400,000 gallons of water a day to remain operational, which HCA Healthcare brought in using 15 tanker trucks and distributed using temporary pumping systems and generators.

**April:** When officials at the Alaska Volcano Observatory announced an increased likelihood of eruption at Mount Spurr near Anchorage, our teams helped Alaska Regional Hospital secure the people and supplies needed to serve the community. In addition to hospital essentials like linens and scrubs, the facility stocked up on masks, shoe covers and goggles that would be needed if the air filled with ash and smoke. Two Enterprise Response Team members were deployed to Alaska to help with facility preparation, applying lessons learned from past emergency responses and year-round training sessions.

**August:** As a leading provider of healthcare services, HCA Healthcare's impact reaches far beyond the communities we serve. Just two days into a new school year, the community in Minneapolis, Minnesota experienced a horrific loss when the Annunciation Church

and Catholic School was targeted in a mass shooting. The pre-kindergarten through eighth-grade school's students and teachers were gathered together during the attack in which two children were killed and 18 other people were injured. Though the nearest HCA Healthcare facility is hundreds of miles away, Hennepin Healthcare, the Level I Trauma Center where several victims were treated, reached out for support. In addition to support from our enterprise teams, the team of beloved therapy dogs from Methodist Healthcare in San Antonio, Texas, Fresca, Lady and Chanel, traveled to Minnesota to spread love and comfort.



Accompanied by their handlers, Lady, Fresca and Chanel, a team of Trauma Response Facility Dogs from HCA Healthcare's San Antonio Division, traveled to Minnesota to comfort first responders and caregivers.

**October:** On an early fall morning in Tennessee, an explosion at a munitions manufacturing plant near TriStar Horizon Medical Center echoed for miles with the blast injuring passersby on a nearby highway. Our corporate team used the emergency readiness dashboard to predict potential needs and worked with supply chain teams to reroute supplies for treating burns to the facility. As the situation developed, facility leaders were free to focus on staff support and patient care, knowing they had support working alongside them across the enterprise.

# Investing in our colleagues and workforce

We believe our colleagues do their best work when they feel supported and inspired. Our goal is to foster workplaces where colleagues are valued and have the opportunities and motivation to excel in their roles. In 2025, this meant investing in cultivating a learning and performance culture.



Norma Managbanag, RN, NICU,  
CJW Medical Center

# Empowering current and future leaders

Strong leadership is an essential part of our commitment to advancing care and creating healthier tomorrows. When we empower colleagues to lead with confidence and purpose, we not only strengthen our workplace culture but also elevate the quality of care delivered to patients. Through the Leadership Institute and enterprise learning resources, we equip today's leaders and prepare the next generation to guide our organization forward.

## The Leadership Institute

The Leadership Institute serves as a cornerstone of our leadership and learning strategy, designed to advance leadership capability across the enterprise. In 2024, the Leadership Institute celebrated its 10th anniversary — a decade of empowering leaders to shape the future of healthcare. The institute continues to expand its reach and impact, with more than 9,200 leaders graduating from its programs in 2025 alone.

Even more excitingly, 2025 was a transformational year for the institute with the development and launch of 18 new programs focused on strengthening leadership capabilities across the board.

This portfolio of programs builds strategic and operational capability while inspiring leaders to cultivate followership, connection and high-performing cultures. Offerings range from formal development programs to flexible, self-paced learning, all designed to prepare leaders to drive meaningful change.

## Leadership Development Institutes

Leadership Development Institutes (LDIs) bring leaders together to align on strategy, learn from one another, share best practices and build meaningful connections in support of our mission. In 2025, more than 11,750 leaders participated in an LDI.

### A legacy of leadership

**40,140+**  
total Leadership  
Institute graduates  
since inception

**365,750+**  
hours of training  
delivered in 2025

**1,375+**  
in-person and  
virtual classes  
hosted in 2025

**94%+**  
retention rate for  
2025 Leadership  
Institute graduates

(Left to right): Jennie Whitaker, Chief Nursing Officer, Henrico Doctors' Hospital; Ryan Jensen, Chief Executive Officer, Henrico, Parham and Retreat Doctors' Hospitals

\*Corrected photo caption that appeared in the published print version



## Physician Leadership Development

The Physician Leadership Development portfolio is a suite of programs dedicated to supporting physician leaders at multiple levels within HCA Healthcare.

### Physician Leadership Academy

The Physician Leadership Academy (PLA), the portfolio's cornerstone program, builds physician executive leadership capability and elevates business and clinical knowledge to drive performance. In 2025, PLA welcomed 42 chief medical officers (CMOs) from across the enterprise. Momentum generated by PLA drove expansion of the portfolio to advance physician leadership at scale.

### Chief of Staff Leadership Summit

In 2025, HCA Healthcare's Leadership Institute hosted a Chief of Staff Leadership Summit, bringing together more than 120 physician leaders from across the country who play a vital role in shaping and influencing culture, safety and clinical excellence across our hospitals. The summit fostered collaboration, strengthened connection among physician leaders and HCA Healthcare senior leaders, and reinforced the strength and value of being a part of the HCA Healthcare network. The summit received a value score of 4.9 out of 5 by participants.



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The Physician Leadership Academy was one of the most impactful training experiences of my career.

**Dr. Ashish Sethi**  
**Chief Medical Officer**  
**Henrico Doctors' Hospital**

Dr. Ashish Sethi's leadership journey reflects how structured development programs strengthen physician leaders and elevate care across the enterprise.

To learn more about Dr. Sethi's career journey, visit [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com)

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It was really an invaluable experience. The Chief of Staff Leadership Summit gave us the opportunity to interface with high levels of leadership across the organization, which demonstrated the breadth and scale of HCA Healthcare. It was a wonderful perspective to bring back to our own hospitals. The practical sessions were immediately useful, and I've been able to apply them on a day-to-day basis.



**Dr. Mariam Said**  
**Chief of Staff**  
**Reston Hospital Center**

(Left to right): Becky Barnes, Chief Operating Officer, St. David's North Austin Medical Center; Michael Foster, Throughput Manager, St. David's North Austin Medical Center; Jessica Thomson, Director, Physician and Provider Relations, Central and West Texas Division

#### **Chief Medical Officer Orientation**

Designed for physician executives who are new to their role or new to the organization, this two-and-a-half-day conference connects participants with senior executives, corporate resources and peers while clarifying their role in advancing HCA Healthcare's commitment to exceptional quality care.

#### **Chief Medical Officer Compass**

CMO Compass is a monthly series embedded into CMO calls to support the effectiveness of CMOs across the organization, increasing alignment and access to leadership development resources.

Learn more about our commitment to partnering with physicians and supporting their development on page 69.

Dive deeper into how we're investing in the next generation of leaders at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).

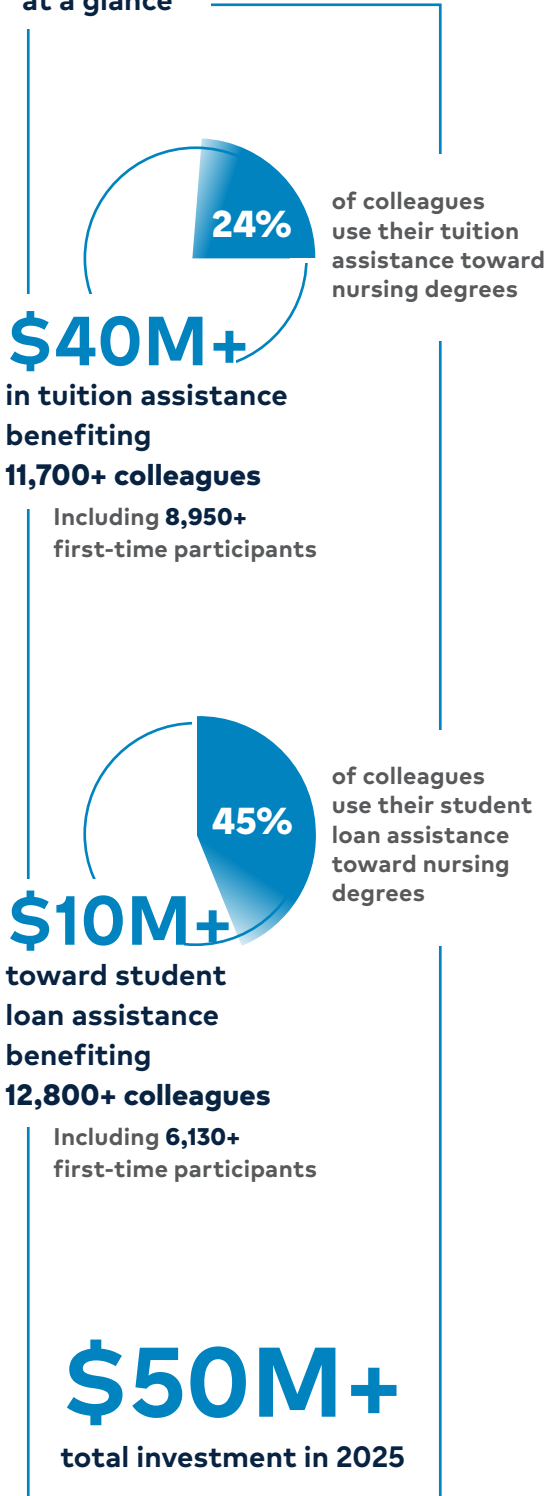


# Supporting colleague well-being

We recognize that our colleagues' well-being is shaped by many factors, including financial stability and the ability to advance their careers. HCA Healthcare offers programs that help ease the burden of educational expenses and provide access to confidential resources that support emotional health.



**Education investments at a glance\***



\*Data is approximate

(Left to right): Julissa Rodriguez, RN, Medical/Surgical; Brooke Nalley, RN; Tara Cherry, RN, Labor & Delivery; St. David's North Austin Medical Center

**Financial assistance**

Education opens doors to career growth, but the cost can often be a barrier. HCA Healthcare helps remove that barrier through tuition assistance for eligible colleagues pursuing higher education. In 2025, more than 11,700 colleagues received more than \$40 million in support through this program.

For colleagues who have already completed degrees, our student loan assistance program provides monthly support to help repay existing loans. In 2025, more than 12,800 colleagues benefited from this program, receiving more than \$10 million in financial support.

**Nurse Care**

Full-time and part-time hospital-based nurses can access specialized support services through Nurse Care, a free and confidential 24/7 helpline that connects nurses to a master's-level professional specifically trained in the unique needs of caregivers. Additional resources, including articles and free courses that can be used for continuing education credit and licensing, are available through the online Nurse Care platform.

**Optum Wellbeing**

HCA Healthcare partners with Optum to provide colleagues and members of their immediate household up to eight free counseling sessions per topic each year. Therapists are available in person or virtually to discuss topics like stress and anxiety, drug or alcohol use, grief, relationships and financial concerns.

(Left to right): Shanita Collier, Sodexo;  
 Krischan Krayer, VP of Expanse  
 Implementation, HCA Healthcare



## HCA Healthcare Hope Fund

Inspired by the way our colleagues show up for one another, the HCA Healthcare Hope Fund was established after Hurricane Charley in 2004 as a formal way for colleagues to support one another in times of hardship. Now celebrating its 20th anniversary, this colleague-run, colleague-supported 501(c)(3) nonprofit continues to provide emergency financial assistance for colleagues experiencing a range of unexpected crises — such as serious illness, injury or domestic violence — in addition to natural disasters.

In 2025, the Hope Fund granted more than \$9.5 million in assistance to more than 3,000 colleagues and their families. These contributions demonstrate the compassion and generosity of our colleagues, who continue to step in to support one another during life’s most difficult moments. As a 501(c)(3) nonprofit organization, the Hope Fund delivers tax free assistance to our colleague recipients and offers tax deductible donations to colleagues who support the fund.

### Hope Fund milestones as of 2025

**\$125.3M+**  
 in total  
 grants given

**50K+**  
 colleagues  
 and families  
 helped

**148.4K+**  
 colleagues  
 contributing  
 as donors

**20**  
 years of  
 giving hope

## HCA Healthcare Hope Fund recipient

McKenna Hopkins (pictured below, right), a labor and delivery nurse at Timpanogos Regional Hospital, is accustomed to caring for families during life's most meaningful moments. When her own family faced an unexpected medical crisis and mounting financial strain, the HCA Healthcare Hope Fund was there to support her in return. Through the generosity of colleagues across HCA Healthcare, the Hope Fund provided critical assistance that allowed McKenna and her family to focus on healing. Her story reflects the strength of our culture — colleagues caring for colleagues when it matters most.



Watch McKenna's story at [HCAhealthcareImpact.com/HopeFund](https://HCAhealthcareImpact.com/HopeFund).



2025 Patricia Frist Memorial Scholarship recipient Jakhari Bethea is the son of Kisha Bethea, a patient care technician at HCA Healthcare's Memorial Satilla Health in Waycross, Georgia.

## Patricia Frist Memorial Scholarship

The Patricia Frist Memorial Scholarship, provided by the HCA Healthcare Foundation, reflects our dedication to caring for our colleagues by helping their families achieve their academic goals. Named to honor Patricia Frist, the late wife of HCA Healthcare co-founder Dr. Thomas Frist Jr. and a champion of education and service, this merit-based scholarship awards up to \$6,000 per academic year to eligible dependents of HCA Healthcare colleagues as they pursue post-secondary higher education. With 702 recipients across all our divisions in 2025, we carry forward Patricia Frist's legacy and reinforce our commitment to raising the bar for education — both inside and beyond our organization.

**\$15M+** in scholarships  
awarded since 2019

## Did you know?

Our colleagues can turn to **Bright Horizons College Coach®** for resources and guidance to help in the college admissions process, including one-on-one sessions with former admissions counselors and financial aid experts.

# Colleague engagement

## Colleague Networks

HCA Healthcare has nine Colleague Networks that are designed to strengthen our culture of engagement across the organization. Led by colleague volunteers, each network is open to all colleagues and creates a space to build community and connection through shared experiences.

In 2025, involvement grew to more than 24,000 colleagues across 117 active local chapters as team members sought opportunities to engage with peers, mentor one another and raise awareness of issues that matter to them. Colleague Network members also reported higher levels of engagement compared to non-members.

The commitment of Colleague Network members reaches well beyond the workplace. In 2025, they logged over 66,000 volunteer hours, accounting for nearly 20% of all service hours across HCA Healthcare. Their extraordinary engagement shows how networks deepen colleague connection while extending our mission into the community.



In response to the July floods in Central Texas, San Antonio Colleague Networks united to volunteer their time and collect and donate goods. At the San Antonio Food Bank, they assembled more than 32,000 pounds of food to support affected communities.

## Vital Voices

Our Vital Voices program captures colleague feedback at critical moments in their career journey as well as twice-yearly. This strengthens our workplace culture and supports programs such as onboarding and orientation that help our colleagues feel grounded in our shared purpose at HCA Healthcare.

Our West Florida Division's 2025 "Year of Our People" strategy is an example of what can happen when a division pairs engagement survey data with clear intent, disciplined follow-through and visible CEO endorsement.

Learn more at  
[HCAhealthcareImpact.com/VitalVoices](https://HCAhealthcareImpact.com/VitalVoices)

## Unlocking opportunities for military talent

HCA Healthcare is proud to support military-affiliated colleagues across the enterprise. In 2025, our efforts to recruit and retain military talent reflected the strength of our pipeline and our commitment to welcoming service members into healthcare careers.

Through a memorandum of understanding with the Department of Defense, HCA Healthcare became an approved provider of the SkillBridge Program — a two-year pilot that has already resulted in 24 hires with a 90% conversion rate to full-time positions. In 2025, the program expanded into clinical roles in our San Antonio Division, offering transitioning service members structured pathways into high-demand healthcare careers such as patient care technicians and registered nurses.

## Military Friendly® Employer

In 2025, HCA Healthcare earned the following distinctions, highlighting our dedication to supporting U.S. veteran and military communities:

**Military Times** recognized HCA Healthcare as a Best for Vets employer for the sixth consecutive year, highlighting our efforts to recruit, retain and support current and former service members, military spouses and military caregivers.

**VIQTORY** has recognized HCA Healthcare as a Military Friendly® employer for 15 consecutive years. In 2025, HCA Healthcare was honored with Gold distinction for the third consecutive year for our veteran hiring practices, programs and support initiatives. In addition, VIQTORY recognized HCA Healthcare with a Gold designation for our military spouse hiring and retention efforts, placing us among the top 10 military spouse employers in the nation.

**RecruitMilitary** has recognized HCA Healthcare as a 2025 Champion for Military Hiring based on the pursuit of hiring excellence.

**Disabled American Veterans®** has recognized and awarded HCA Healthcare the Patriot Employer Award for demonstrating an unwavering commitment to hiring and supporting military talent through employment policies, hiring practices and community outreach.

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Participating in the Department of Defense SkillBridge program with HCA Healthcare was an incredible learning experience that truly set me up for success. The hands-on training and mentorship provided a seamless transition from federal to civilian healthcare. HCA Healthcare's supportive environment, combined with real world projects, helped me develop valuable skills, build confidence and connect with

a network of professionals who genuinely care about my growth.



**John Wolf**  
Chief Operating Officer  
HCA Houston  
Healthcare Mainland

## Military affairs highlights in 2025

**18,326** military-affiliated colleagues

**7,454** military-affiliated new hires



Frist Humanitarian Award recipient Rachel Cantarero, Office Manager, HCA Houston Rehabilitation Hospital Southeast

## Awards of Distinction

At HCA Healthcare, our mission to care for and improve human life is brought to life every day by our colleagues, physicians and volunteers. The Awards of Distinction represent the highest honors we bestow, celebrating individuals who exemplify our values and make a lasting impact on our patients, communities and each other.

Presented annually, the Frist Humanitarian Award and the Excellence in Nursing Award honor those who go above and beyond to show up for our patients, communities and each other.

The Frist Humanitarian Award celebrates individuals whose selfless service and compassion reflect the humanitarian principles upon which our organization was founded. Each year, one physician, colleague

and volunteer within our organization are chosen who demonstrate a level of commitment and care that goes beyond everyday acts of kindness, and who inspire us with their compassion, dedication and spirit.

The Excellence in Nursing Award recognizes nurses who demonstrate exceptional leadership, dedication and clinical expertise in delivering high-quality, patient-centered care. This award recognizes HCA Healthcare nurses who excel in the categories of Compassionate Care and Professional Mentoring.

These honorees remind us of the profound difference one person can make in the lives of many.

**Visit [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact) to meet our 2025 Awards of Distinction recipients.**

# Strengthening the workforce of tomorrow

Our workforce development agenda seeks to connect individuals from across the country with enriching careers in healthcare. Since the launch of our Workforce Development Center of Excellence (COE), we've helped over 1,450 graduates advance their careers in healthcare through COE-led programs. The COE designs and implements strategic programs that address critical workforce needs both locally and for the enterprise.

In 2025, we expanded our portfolio of offerings to 28 total programs with more than 1,005 participants who trained in imaging, sterile processing, nursing, patient care technician and other technical specialties needed in our facilities. This investment continued to deliver meaningful results, maintaining an average retention rate of 91% among program graduates and saving over \$4.2 million in contract labor in 2025. Through targeted skill-building and training, these programs help colleagues prepare for tomorrow's challenges while opening doors to higher-level, higher-paying roles today.

We've also deepened partnerships in the communities where we live and serve. Through public-private partnerships, the COE secures grant funding to expand the talent pipeline in alignment with the COE's program offerings. In 2025, we secured \$2.4 million in grants, with \$1.9 million in the pipeline, for workforce training programs. Through these community partnerships, we've supported more than 560 program graduates in advancing their career pathway.

HCA Healthcare's Registered Cardiovascular Invasive Specialist (RCIS) program helps colleagues build new skills and step into critically needed cardiac care roles.

Visit [HCAhealthcareImpact.com/WorkforceDevelopment](https://HCAhealthcareImpact.com/WorkforceDevelopment) to read how colleagues have advanced their careers through the program and transitioned into the catheterization laboratory.

## 28 workforce development programs are concentrated within the following disciplines:

- Imaging
- Patient Care Technician
- Phlebotomy
- Sterile Processing
- Surgical Technologist
- Medical Assistant
- Nursing

See how we support students and schools to build early pathways into healthcare on page 80.

Read about our strategic partnerships with colleges and universities on page 86.

## Remembering Sammie Mosier

Sammie Mosier served as HCA Healthcare's senior vice president and chief nurse executive from 2021 until her sudden passing in December 2025. Sammie left a lasting mark on HCA Healthcare and on the nurses she championed. Sammie helped shape nursing leadership across the organization with a focus on supporting nurses in their day-to-day work while providing pathways for future growth.

Beginning her career as a bedside nurse at Frankfort Regional Medical Center in 1996, Sammie understood nursing from the inside out. During her nearly 30 years with HCA Healthcare, she carried that perspective forward as she grew into enterprise leadership. She was known as a "nurse's nurse," consistently advocating for nurses and recognizing the importance of listening to and learning from all colleagues.

Recognition was a central part of Sammie's approach to strengthening nursing at HCA Healthcare. She played a key role in the development and

execution of the Unit of Distinction and other nursing recognition programs, underscoring the importance of acknowledging excellence in patient care and professional practice. Her efforts helped elevate these programs as meaningful markers of achievement, fostering pride and engagement across nursing teams.

Beyond her professional contributions, Sammie brought kindness and authenticity to every interaction. She valued relationships, made time for the people around her and was deeply devoted to her family, loved ones and the communities that shaped her. That sense of connection informed the way she led and is a part of the legacy she leaves with those privileged to work alongside her. Her example continues to guide HCA Healthcare's nursing community, reminding us of the enduring impact of leadership that's rooted in purpose, compassion and respect.



# Supporting current and future nurses

At HCA Healthcare, we strive to champion the perspectives of our more than 100,000 nurses by fostering a supportive network and leveraging their voices to innovate and strengthen patient care. Our nurse strategy, Nurse Forward, is informed by the feedback from HCA Healthcare nurses and is guided by four pillars: Leadership and Advocacy, Clinical Education, Dynamic Care Teams and a Care-first Culture.

## Leadership and Advocacy

### Clinical Nurse Coordinators

Clinical Nurse Coordinators are essential frontline leaders who maintain a consistent leadership presence on the unit. They support both nurses and the entire care team in delivering high-quality, patient-centered care. The CNC model not only enhances clinical operations and team collaboration but also serves as a developmental pathway for nurses aspiring to move into other leadership roles.

### Nurse engagement and retention

In 2025, we launched a Tactics Assessment Tool to help facilities evaluate their maturity in implementing key nurse retention strategies. Based on their results, we provided targeted resources and guided action plans to strengthen execution. These initiatives equipped nurse leaders with a structured framework to engage frontline teams in retention efforts, enabling real-time feedback loops and agile course correction to drive sustained impact.

### Advisory councils

Nursing specialty advisory councils provide a forum to weigh in on organizational strategies as they are developed and guide how best practices

are shared across the enterprise. These councils include representatives from each division and various clinical roles, including direct care nursing staff and nurse leaders.

### Vital Voices for nurses

HCA Healthcare's biannual Vital Voices survey empowers colleagues to share insights on their work experience. In Spring 2025, nurse engagement increased by five points. To reflect the evolving care environment, the survey now includes psychological safety, reinforcing our commitment to holistic team wellness.

### Walk in Your World initiative

Walk in Your World is an immersive shadowing experience that connects HCA Healthcare executives and senior leaders with frontline nurses and care team members. By stepping into the daily work environment of direct care providers, leaders gain firsthand insight into the challenges, successes and realities of clinical care. This is an opportunity for leaders across the enterprise to recognize your successes and look for ways to support you in your day-to-day activities. In 2025, all stateside divisions were impacted with 568 plus walks at 163 facilities.

## Clinical Education

We are committed to advancing the clinical expertise of our care teams through skill-building and immersive educational opportunities. Our programs support nurses at every stage — from experienced clinicians to nursing students and those transitioning into practice.

### Improving patient outcomes through competency-based learning

In 2025, we met over 2,000 clinical education requests, each designed to strengthen the knowledge and skills that directly impact patient outcomes. These requests reflect our commitment to equipping clinicians with evidence-based tools to deliver confident, competent care in a rapidly evolving healthcare environment.

We support nurses at every stage — from seasoned professionals to students and those transitioning into practice — through immersive learning, simulation and advanced educational resources. Our partnership with Galen College of Nursing and other academic institutions provides hands-on experiences and academic support for the next generation of nurses.

### Mitigating risk through targeted education

In response to learner feedback, 2025 marked the launch of a new education program tailored to support patient safety and reduce clinical risk. This initiative proactively addresses gaps in knowledge and practice, enhancing clinical judgment and promoting safe, consistent care delivery.

Our competency-based approach reduces variability and strengthens decision-making, reinforcing our commitment to risk mitigation through education.

### Nurse residency programs

To help newly licensed nurses launch their career to become great nurses, HCA Healthcare proactively invests in programs and resources. The HCA Healthcare Nurse Residency program, a 12-month transition to practice program delivered in two phases, helps new graduate nurses gain confidence and competence as they advance into their role as professional nurses.

### Academic partnerships

We are enhancing practice readiness and professional growth through strategic academic partnerships. These collaborations support student acquisition, clinical experience and pipeline development — ensuring a strong and sustainable future workforce.

### Galen College of Nursing

HCA Healthcare's robust education strategy includes leveraging Galen College of Nursing and our Clinical Education team to support both student learning and the continued growth and skill development of our care teams.

Supported by HCA Healthcare investment, Galen opened four new campuses in 2025. Since joining HCA Healthcare in 2020, Galen has opened 20 campuses and now has a total of 25 campuses.



Savannah Officer, nurse manager of the trauma medical-surgical unit at St. David's South Austin Medical Center, advanced from LVN to leadership through continued education at Galen.

Read her full story at [HCAhealthcareImpact.com/Galen](https://HCAhealthcareImpact.com/Galen)

## Centers for Clinical Advancement

HCA Healthcare's Centers for Clinical Advancement support the full continuum of clinical education — from onboarding to ongoing professional development. By integrating academic principles, real-world practice and cutting-edge technology, we ensure clinicians are equipped to grow, adapt and lead in today's complex care environments.

Simulation is central to our approach, offering realistic, team-based experiences that mirror high-risk clinical situations. Care teams can collaborate in simulated environments to strengthen communication, coordination and clinical decision-making. In 2025 we opened our 18th Center for Clinical Advancement.

## Each center features:

- Hospital-grade simulation labs with high-fidelity manikins
- Dedicated classroom space for foundational instruction
- Virtual face-to-face interaction for remote and hybrid learning
- Virtual reality technologies that allow learners to engage in life like scenarios, visualize anatomy and interact with dynamic patient conditions in 3D environments



Galen College of Nursing CEO Mark Vogt (right) speaks to students at the ribbon cutting ceremony for Galen's new San Antonio campus in May 2025.



(Front to rear): Felicia Burns, MSN-RN, Manager, Inpatient Rehabilitation; Netosha Brown, nurse extern; St. David's North Austin Medical Center

## Nursing Excellence

### Nursing Research Day

In 2025, we hosted our inaugural Nursing Research Day, a collaborative event with Galen College of Nursing that united nurses, students and faculty to highlight how inquiry and innovation are transforming care delivery. Nursing Research Day brought together more than 700 HCA Healthcare nurses, Galen nursing students and faculty from across the country, showcasing eight research projects that are driving evidence-based care across HCA Healthcare.

Learn more about the nurse-led research projects on page 41.

**10**  
years of  
recognition

### Unit of Distinction

Launched in 2015, the Unit of Distinction Awards are an essential component of our strategic nursing plan. Each year, we celebrate exemplary nursing units across our sites of care by recognizing the top 5% of all HCA Healthcare units in specialized areas of care at the Unit of Distinction Awards ceremony. The Unit of Distinction designation is achieved through measurable, exemplary performance in the strategic areas of advocacy and leadership, clinical education, dynamic care teams and care-first culture to improve patient care.

Visit [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com) to see the 197 nursing units we recognized as top-performing nursing units at our Unit of Distinction awards ceremony in April 2025.

# Dynamic Care Teams

## Integration of new technology for nurses

HCA Healthcare invests in technology and cutting-edge digital tools to empower nurses to focus more time on what they do best — delivering exceptional care and staying at the forefront of medical advancements. Our commitment to improving the quality and impact of healthcare for generations to come is demonstrated through the collaboration between Nursing, DT&I and ITG teams. Together, we identify, develop and roll out digital and AI-enabled technology and process solutions that will create better outcomes and experiences for patients, providers and clinical teams.

By harnessing the power of HCA Healthcare's extensive data, we aim to provide our clinical teams with actionable insights that inform and enhance patient care, ensuring that every decision is backed by the latest and most comprehensive information available.

With HCA Healthcare's three dedicated Innovation Hubs — living environments dedicated to testing clinically led technology to best support our patients and communities — the clinician's voice is elevated by testing, refining and integrating digital AI solutions to scale across the enterprise.

A cornerstone product of DT&I's nursing-led Care Team Optimization domain is the Nurse Handoff, an AI-generated digital tool designed by nurses for nurses, which leverages large language models (LLMs) to automate and enhance the shift report process, to enhance the way care teams work each day in a high-quality, patient centered care environment.

Through the integration of digital and AI-enabled technology and process solutions, HCA Healthcare is redefining the future of data-driven, clinically led patient care.

Learn more about how we are leveraging technology and data to enhance patient care on page 26.

## Clinical Nurse Coordinator Resource Tool

HCA Healthcare is using real-time data to support nurses and improve patient care through our CNC Resource Tool, a mobile app designed for Clinical Nurse Coordinators (CNCs). The CNC Resource Tool aggregates key metrics like shift assessments, lunch breaks and medication schedules, allowing nurse leaders to view unit and shift operations at the individual level, proactively assist nurses and manage workflows without compromising patient care.

The CNC Resource Tool is enhancing the nurse experience by enabling leaders to identify burnout and improve retention — especially among new nurses who benefit from timely support.

Initially piloted and scaled across our inpatient adult units in 2024, HCA Healthcare has expanded the tool into inpatient rehab, behavioral health, pediatrics and women's health units, continuing our focus on building a culture of empowering nurses through data-driven innovation and technology.

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With this tool, I call it the one-stop shop — it narrows down everything that [nurses] need to make their day efficient.

**Mary Osungwu**  
**Medical/Surgical Manager**  
**Sunrise Hospital and Medical Center**



# Partnering with physicians

When physicians Dr. Thomas Frist Sr. and Dr. Thomas Frist Jr. co-founded HCA Healthcare alongside businessman Jack Massey, they shared a vision that still resonates with physicians today: to elevate patient care across the industry and create healthier tomorrows for all. We help HCA Healthcare's more than 44,000 active and affiliated physicians deliver high-quality care for patients by prioritizing physician input, clinical capabilities, innovation and workforce development.

## Physician input and engagement

Physician voice is a top priority at HCA Healthcare. One of the many ways we partner with physicians to help them deliver high-quality care is by conducting an annual Physician Engagement survey. The survey allows our hospitals to gain insight into operational strengths and opportunities, segmented by departments and services.

In 2025, more than 14,000 physicians completed the survey. HCA Healthcare's physician engagement rating increased from 2024 by three points to 84%, 13 points above the survey benchmark for physicians.

Physician feedback informs our efforts to drive meaningful change across the enterprise.

For example, we began using surgeon feedback to inform the OR Optimization Subcommittee in 2024. This corporate-level subcommittee focuses on driving improvement in efficiency, scheduling, equipment and staffing. A dedicated workgroup within that subcommittee, comprised of surgical services leaders and Division CMO representation, collaborates to make recommendations for improvement and to promote action and communication, all based on physician voice.

As a result, feedback from surgeons in the 2025 survey rose by seven points in both equipment availability and turnover time, making these the two most improved areas year over year.

Before launching the 2025 survey, the Physician and Provider Relations team, in partnership with the Vital Voices team, transitioned the Physician Engagement survey to a more advanced platform. This strategic move streamlines survey language and action planning strategies, enabling greater consistency across engagement efforts. By leveraging a unified platform, facilities and leaders are further empowered in their efforts to elevate physician voice, enhance responsiveness and drive operational excellence.

(Left to right): Tara Hrobowski-Blackman, MD; Christiano Caldeira, MD; HCA Florida Largo Hospital

### **Enhancing leadership capabilities**

At HCA Healthcare, we are committed to strengthening the leadership capabilities of our physician leaders, particularly our chief medical officers (CMOs), who play a vital role in shaping clinical strategy and driving operational excellence across our facilities.

Efforts in recent years have focused on expanding the visibility and strategic involvement of CMOs across the enterprise. By creating opportunities for CMOs to contribute to system-wide initiatives and participate in key decision-making forums, we are reinforcing their role as essential partners in driving clinical excellence.

This approach reflects our commitment to elevating physician leadership and ensuring that clinical perspectives are integrated into organizational strategy. It supports the development of a connected network of physician leaders who are equipped to lead change and improve outcomes across the care continuum.

### **Physician Wellness Research Lab**

HCA Healthcare's Physician Wellness Research Lab (PWR Lab) continues to lead the way in advancing workplace well-being on a national level. In collaboration with Claremont Graduate University and internationally recognized workplace psychologists — including Dr. Richard Ryan, co-founder of Self-Determination Theory and one of the most cited scientists globally — the lab has hosted six national workshops focused on optimizing work and learning environments. These sessions emphasize systemic improvements over individual resilience, drawing more than 260 participants, including program directors, associate directors, administrators and core faculty.

The workshops have shown measurable impact, improving perceptions of program director support and fostering stronger endorsement of the work environment. These efforts are also linked to improved retention among trainees. For the second year in a row, HCA Healthcare GME programs outperformed the national average on all 12 Accreditation Council for Graduate Medical Education (ACGME) well-being metrics.

The lab's work has gained national recognition, with presentations at leading forums such as the ACGME national conference, the American Conference on Physician Health and webinars hosted by the AMA Insights Network. In 2026, HCA Healthcare will deliver a plenary talk at the ACGME conference, expected to draw over 1,000 attendees.

Beyond research and education, the lab has expanded support systems for residents and fellows, including access to the Med Commons Circle — a resource for their families and significant others. A quarterly wellness newsletter authored by workplace psychologists now reaches GME leaders across the enterprise, offering insights and strategies to sustain well-being.





**GME program by the numbers for academic year 2024-2025:**

**365**  
GME programs

**85**  
hospitals with GME programs

**16**  
states

**5,389**  
residents

**369**  
fellows

## GME program

### Looking forward to the next decade

For over a decade, HCA Healthcare has worked strategically to elevate and promote the growth of graduate medical education (GME) programs nationwide, establishing new programs in key markets and investing in tomorrow's physicians. What began as numerous independently run programs within our facilities, became a collaborative national network committed to the development of our physicians through education. Today, HCA Healthcare is the largest sponsor of GME in the country, with over 5,758 residents and fellows at 85 teaching hospitals in 16 states.

(Left to right): Michael Moussa, DO, HCA Florida Largo Hospital; Abigayle Zamor, Simulation Lab Coordinator, Center for Clinical Advancement, HCA Florida Bayonet Point Hospital

## Graduate Medical Education Next-Generation Impact Plan

In 2025, our dedicated leaders evaluated and reimagined the future of GME at HCA Healthcare, establishing the Graduate Medical Education Next-Generation Impact Plan which is designed to strengthen the ties between physician education and our enterprise strategic priorities. The plan lays the framework for growth in five main areas: focus on people, strategic growth, clinical excellence, hospital integration and targeted retention.

### Focus on our people

At HCA Healthcare, people are at the core of who we are and what we do. The care our residents and fellows provide, supported by the expertise and dedication of our GME staff, is critical to the capability and capacity of our network. With guidance, resources and recognition for our residents and fellows, we aim to create new opportunities for growth and visibility, and foster engagement among our programs.

### Match Day 2025

Each year, eager medical school students who participate in the National Resident Matching Program learn where they will complete their residency on what is known as “Match Day.” In the spring of 2025, HCA Healthcare’s GME program had 2,120 residents match with us, a 22% increase from 2024.

### Strategic growth

Following the growth our GME programs have experienced in recent years, our plan for continued growth is rooted in strategy and guided by community needs. We plan to diversify our portfolio of programs, emphasize the development of specialized fellowship programs and foster collaborations with academic partners.

In 2024-2025, we added 27 new programs in surgery, cardiovascular, gastroenterology, physical medicine and rehabilitation, and surgical critical care.

### Clinical excellence

We are committed to strengthening clinical quality for our patients. Our strategy focuses on clear and accurate data reporting to visualize physician performance and program health and identify actionable steps to improve areas of opportunity. Our residents and program directors can access their own clinical quality data through our GME Resident Quality Metrics and Benchmarks Dashboards specifically developed by our data science team to provide our GME programs with valuable quality insights.

### Hospital integration

Our GME programs are an integral part of our network of care, and we are increasingly integrating GME into the hospital structure and furthering collaboration with other service lines and departments. In 2025, we realigned and standardized roles within GME across the network to improve recognition and visibility of our colleagues and their work. The changes should promote greater alignment between GME and our organization’s strategic goals.

### Targeted retention

Our goal is to foster a sense of belonging and commitment to HCA Healthcare’s mission that lasts long after our residents and fellows become board-certified physicians. We recruit bright, compassionate students to our programs and hope to retain them as confident, caring healthcare providers who invest back into the communities they serve.

# Serving in our community

Our commitment to caring like family goes beyond treating patients at the bedside. At HCA Healthcare, community engagement is embedded in our organization's culture. We show up for our communities by partnering with nonprofits and community organizations to strengthen our communities for the better.



(Left to right): Cassandra Speed, Lead Patient Care Technician, HCA Florida North Florida Hospital; Laura Nguyen, Director of Online Operations, Galen College of Nursing

# Colleagues' impact in the community in 2025

Through our colleagues' leadership and service in the community, they bring compassion to life — reminding us that caring for and improving lives starts with connection, commitment and purpose.

\*All data provided is based on information self-recorded or reported by colleagues.

## 10,250

charities supported  
through donations  
and volunteering



**\$19.5M+**

given to community organizations from colleagues with HCA Healthcare matching

For every 10 hours of recorded volunteer service, benefits-eligible colleagues receive a \$200 Care Card that can be donated to any 501(c)(3) nonprofit organization in the U.S. and earn up to five cards per year totaling \$1,000. In 2025, we awarded Care Cards to more than 5,100 colleagues, allowing them to contribute over \$2.7 million to more than 4,200 organizations nationwide.

**354,000**

hours volunteered valued at \$12.3M+

**1,324** colleagues served on a nonprofit board



# HCA Healthcare Foundation

The HCA Healthcare Foundation helps us fulfill our commitment to making a positive and lasting impact in the communities we serve. Through leadership offerings, service initiatives and financial support to nonprofit organizations, the Foundation plays a vital role in advancing health and well-being across our footprint.

Since its inception in 1998, the HCA Healthcare Foundation has contributed over \$347 million in grants and matching gifts to more than 18,500 agencies and organizations. The Foundation’s journey is a testament to the power of our giving, leadership involvement and our commitment to being a trusted anchor institution in the communities we serve.

In 2025, the HCA Healthcare Foundation invested over \$29.3 million through grants to 310 agencies and nonprofit organizations.



Above: As part of our annual Healthy Food for Healthier Tomorrows Food and Nutrition Drive, hospitals from each division are encouraged to get creative by building sculptures from donated food items before delivering them to local food banks. HCA Healthcare’s North Florida Division sculpture winner was Stuff the Chopper by HCA Florida Lake City Hospital.



HCA Healthcare’s Mountain Division’s Marketing & Corporate Affairs team assembled snack packs at Granite Education Foundation in Salt Lake City, Utah. The Granite Education Foundation, the 2025 recipient of the Community Catalyst Grant in our Mountain Division, aims to reduce learning barriers and enhance access to opportunities for students in Granite School District, one of Utah’s largest and most diverse school districts.

## In 2025

**The Healthier Tomorrow Fund awarded**

**\$7.4M+**

in grants across 16 states to local and national nonprofits focused on food security, cancer care, healthcare careers, heart health, healthy starts for young families and mental wellness.

**The Middle Tennessee Fund awarded**

**\$8.3M+**

in grants to 227 nonprofit agencies focused on helping communities in the areas of health and well-being, basic needs and education.

## Community initiatives

### Empowering communities to improve heart health

In 2025, HCA Healthcare and the Foundation announced \$3.9 million in support as part of our ongoing collaboration with the American Heart Association to help better treat, beat and prevent stroke. Since 2022, hospitals that have participated in the Getting to the Heart of Stroke™ initiative have improved identification of the cause of stroke by 33%. This was achieved through care team collaboration, best practice-sharing and increased utilization of evidence-based diagnostic testing.

Below: Nashville Heart Walk. Photo credit: American Heart Association



### Getting to the Heart of Stroke™ milestones in 2025

# 200M+

individuals reached with evidence-informed education on AFib and stroke risk

# 160+

community organizations engaged through intervention programs about blood pressure management, nutrition and maternal health

# \$3.9M

additional funding and support announced by HCA Healthcare and the HCA Healthcare Foundation



Together, we are working to foster cardiovascular health, prevent stroke and improve patient outcomes by increasing cardiology and neurology collaboration, deploying evidence-based education and interventions, and identifying and minimizing health disparities.

## Equipping students and schools for long-term success

### Educate Texas

In 2025, the HCA Healthcare Foundation announced a new \$1 million grant to enhance its work with Educate Texas, an initiative of Communities Foundation of Texas. Building on three years of success, this new grant will help Educate Texas equip school districts across the state with the resources to strengthen program quality, deepen industry partnerships and enhance career pathway support for students pursuing healthcare professions. The initiative will focus on increasing the number of high school students earning healthcare-related degrees and credentials.

Since the Foundation's \$1.35 million grant to Educate Texas in 2022, the organization has seen an expansion of healthcare career pathways in school districts across the Dallas, San Antonio, Austin and Houston regions — growing the number of schools offering healthcare career pathways from 20 to 104, and enrolling nearly 10,000 high school students in programs to prepare them for in-demand healthcare roles.

### Delivering mental wellness education to K-12 schools in partnership with Everfi

Supported by HCA Healthcare and powered by Everfi, the Understanding Mental Wellness digital course equips students with tools for promoting mental well-being.

Our partnership with Everfi, an international technology company driving social change through education, began in 2020. This collaboration has helped us reach more than 300,000 students and 3,800 teachers across all our divisions with education through Understanding Mental Wellness. The course is designed to help students implement coping strategies to manage their stress as they navigate life's challenging experiences. 81% of students who participated in Understanding Mental Wellness in 2025 say the course helped them understand how to deal with stress in a positive way — while 75% say they now know how to talk to their friends and support circle about mental health problems.

Our facilities, behavioral health experts and colleagues work to deepen this impact through engagement opportunities with local schools,

teaching students elements of expressive therapy, empathy and support of one another and even future readiness.

HCA Healthcare colleagues and Everfi visited Aurora Science and Tech High School to help lead students in a hands-on session focused on expressive therapy strategies.

(Left to right): Emma LaFaver, Music Therapist, HCA HealthONE Mental Health and Wellness Center; Oleg Lytkin, Senior IT Director, HCA HealthONE Aurora



## Consortium of Florida Education Foundations (CFEF)

The HCA Healthcare Foundation gave a \$1 million grant in 2024 to the Consortium of Florida Education Foundations to fund its ‘Career Pathways to a Healthier Florida’ program which aims to help create and expand healthcare career pathways for high school students across the state of Florida. The program will fund 15 local education foundations in Florida over three years, focusing on activities that include work-based learning, healthcare career exploration activities and industry certifications.

In the first year of CFEF’s Career Pathways to a Healthier Florida program, 230 Marion County high school health academy students earned CPR certifications, supported by the

HCA Healthcare Foundation’s \$1 million grant through the Healthier Tomorrow Fund. Four certification events were hosted at Marion Technical College to serve students from four high schools, with nurses from HCA Florida Ocala Hospital and local EMS providing the training.



Molly O’Hara BSN, RN Manager, Cardiac Cath, Electrophysiology and Structural Labs, HCA Florida Ocala Hospital

### CFEF’s Career Pathways to a Healthier Florida milestones\*

**42%**

increase in healthcare academy enrollment

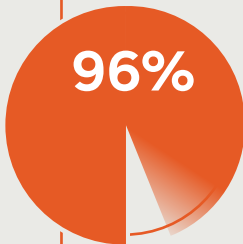


**1,767**

certifications earned, already exceeding multi-year goals

**96%**

of surveyed students expressed an increased interest in healthcare careers



\*June 2024 to July 2025

66

Being in the Health Academy prepared me for working in a hospital setting and confirmed that this environment aligns with my future career goals. It strengthened my decision to pursue a career in respiratory therapy — a high-demand field that matches my passion and long-term ambitions.

Sam Phillips, Washington High School Health Academy Senior, Escambia County Public Schools Foundation, 2024-2025 academic year



HCA Houston Healthcare Southeast Chief Executive Officer Yasmene McDaniel served as event chair for the 2025 Houston March for Babies. The walk was ranked No. 1 in the nation and raised \$2.1 million, surpassing its \$1.6 million goal to advance healthier outcomes for moms and babies.

## Championing the overall health and well-being for families

### March of Dimes

For more than a decade, HCA Healthcare has partnered with March of Dimes in communities nationwide — through volunteerism and team-based fundraising — to foster community connection and advance shared goals for healthier pregnancies and stronger beginnings for all families. In 2022, HCA Healthcare deepened this commitment by becoming a national partner for March for Babies, March of Dimes’ signature fundraising campaign. HCA Healthcare and the HCA Healthcare Research Institute curate high-quality maternal and neonatal data

from more than 200,000 annual deliveries across our network of hospitals as part of our efforts to learn from and continually improve patient outcomes.

In 2025, we deepened our support of March of Dimes’ “Low Dose, Big Benefits” campaign through a new \$1.5 million grant from the HCA Healthcare Foundation. “Low Dose, Big Benefits” is an initiative raising awareness about the effectiveness of taking low-dose aspirin to reduce the risks of preeclampsia and preterm birth. We supported this work by sharing educational content on social

media and providing our clinical subject matter experts on March of Dimes live webinars and panel discussions.

“Low Dose, Big Benefits” aims to prevent the threat of preeclampsia in at-risk pregnancies through comprehensive provider education, patient and community awareness, and a quality improvement plan in Federally Qualified Health Centers to better identify health risks and support the appropriate use of low-dose aspirin.

Our Gulf Coast Division raised over \$263,000 in support of this year’s March for Babies with 182 walkers, including 50 Circle of Champions and 35 team captains.



### United for Healthy Starts with United Way

HCA Healthcare and the HCA Healthcare Foundation have a long history of working with and supporting United Way. Through the Healthier Tomorrow Fund, the HCA Healthcare Foundation announced a \$1.84 million grant for United Way to help organize and launch United for Healthy Starts, an effort aimed at helping families access resources to improve their social, economic and overall health outcomes. The work is piloted by Mile High United Way in Denver, in collaboration with United Way of Metropolitan Dallas, United Way Miami and United Way of Greater Nashville.

### Supporting food security

As part of HCA Healthcare's ongoing commitment to improving food access in the communities we serve, hospitals across our network host food and nutrition drives to support local families in need. These efforts play part of a larger initiative to combat food insecurity — an issue that affects millions of Americans every day.

According to Feeding America, food insecurity affects nearly 50 million people in the U.S. each year. Beyond those officially classified as food insecure, millions more depend on food banks, pantries and community organizations to access affordable, nutritious food for their families.

Through colleague donations, nutrition security is a part of how we help our patients and communities take steps toward a healthier tomorrow. In 2025, HCA Healthcare colleagues supported more than 20,000 food-focused nonprofits with more than \$383,500 in donations and matching gifts, helping improve access to healthy food in our communities.

\*Corrected statistic that appeared in the published print version



## 2025 Healthy Food for Healthier Tomorrows Food and Nutrition Drive

**1.1M** meals were donated across 13 divisions

These meals provided to families in need came from a variety of generous contributions including:

**84,697**

meals donated directly by colleagues

**193,632**

meals funded through colleague charitable donations

**883,779**

meals made possible by HCA Healthcare hospitals and divisions

**\$170,000**

in grants from the HCA Healthcare Foundation

Through the Healthier Tomorrow Fund, \$550,000 was given to 22 food security-focused organizations across the communities we serve. Additionally, through national grants with the American Heart Association and the American Cancer Society, the Healthier Tomorrow Fund brings nutritional interventions to prevent and support health related conditions.

Beyond the Middle Tennessee Fund's annual investments in basic needs and education organizations supporting food access, \$635,000 in community response funding was directed to 28 food security-focused organizations uniquely equipped to ensure all families have access to nutritious, healthy food.



Through the Healthier Tomorrow Fund, we provide grants focused on improving food security in our communities. With our support, the American Heart Association equips local food pantries with nutritious, healthy food.

## Strategic partnerships with colleges and universities

Our strategic partnership investments include partnerships working to strengthen workforce development by expanding talent pipelines and preparing future healthcare professionals to serve our communities.

HCA Healthcare has partnerships with higher educational institutions across our footprint to provide opportunities for future healthcare leaders.

Beyond our financial investment, HCA Healthcare engages with these schools to provide meaningful programming, career planning support, mentorship and internship opportunities.

In 2025, our engagement with higher education partners touched

**2,200+** students

through nearly 60 recruiting events, career preparation sessions and leadership workshops.

HCA Healthcare has hired nearly

**1,000** graduates

from education partnership institutions since 2021.

HCA Healthcare's partnership with Savannah State University's Master of Social Work (MSW) program was designed to help students stay on track academically, gain real-world experience and transition into careers in a field where demand is especially high. Through providing access to externships, career coaching and employment pathways, HCA Healthcare quickly became a bridge between study and practice.

In just over a year of the partnership, 16 MSW scholars have received support through scholarships, 10 students have completed externships and 10 graduates have been hired into full-time HCA Healthcare roles.

By helping students transition into sustainable careers, the program aims to transform individual futures while strengthening communities by training more providers to meet growing case management needs.

HCA Healthcare has 11 total partnerships with higher educational institutions across our footprint to provide opportunities for future healthcare leaders.

Savannah State University Showcase, April 2025. (Left to right) Christopher Dial-Gilliom, Heather Grier, LaTasha Hardy, Monica Stancil



## Strengthening the healthcare talent pipeline

In May 2025, the first cohort of students supported by HCA Healthcare through the Dr. Levi Watkins, Jr. Institute at Tennessee State University reached a major milestone. Thirteen scholars completed their undergraduate studies and are now stepping into the next phase of their healthcare careers.

Among this group, 12 students have already been accepted into Meharry Medical College's School of Medicine, and one is enrolled in the New York Institute of Technology's Biomedical Sciences Master of Sciences program.

This support has transformed the pathway from undergraduate education to medical, dental and physician assistant programs.

(Left to right) HCA HealthONE pharmacy team members Athena Cabanting, Celina Vite, Sakhi Kaur and Amanda Nwachukwu



HCA HealthONE Aurora collected  
**1,768** pounds of unused or expired medication

as a part of HCA Healthcare's "Crush the Crisis" event on Oct. 25, 2025.

## Crush the Crisis

On Oct. 25, 2025, HCA Healthcare hosted our seventh annual Crush the Crisis Prescription Drug Take Back Day, aligning with the DEA's National Prescription Drug Take Back Day. This enterprise-wide event, hosted across all 15 of our U.S. divisions and at more than 150 collection sites, once again brought colleagues, law enforcement partners and community members together to combat the dangers of prescription drug misuse through the safe, anonymous disposal of medications.

This year, we collected 19,846 pounds, approximately 13.6 million doses, of unused and expired medications — pushing us past the 100,000-pound milestone since Crush the Crisis launched in 2019. Reaching 108,500 pounds of safely disposed medication underscores the scale and impact of this effort to prevent prescription drug misuse.

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What stands out most to me about my externship at HCA Healthcare is the people. The right individuals are in place to guide, support and develop future social workers. I am



deeply grateful to be learning in such a nurturing and professional environment.

**Keya Jest, BSW, Master of Social Work (MSW) Candidate, Class of 2026 Savannah State University**



# Looking forward

HCA Healthcare remains committed to our mission to care for and improve human life. As we look to the future, our focus will continue to center on delivering exceptional, patient-focused care, supporting our colleagues and strengthening the health of the communities where we live and serve. In 2025, we advanced quality and safety initiatives, expanded access to care, and invested in technology and research to transform healthcare delivery. These efforts — from enhancing emergency and trauma care to developing digital innovations and clinical trials — reflect our commitment to improving outcomes and creating healthier tomorrows. We will continue leveraging the scale of our network, the expertise of our teams and the power of collaboration to meet the evolving needs of patients and communities.

Thank you to our colleagues, physicians and partners for your unwavering dedication to our mission and values. Together, we are advancing a future of healthcare that is stronger, more connected and centered on those we serve.

## Forward Looking Statements:

This Impact Report contains certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on HCA Healthcare management's current assumptions and expectations, including statements regarding our plans, targets, goals, commitments and programs and other business plans, initiatives and objectives. These statements are typically accompanied by the words "aim," "hope," "believe," "estimate," "plan," "aspire" or similar words. Our actual future results, including the achievement of our plans, targets, goals or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties and factors. Such risks, uncertainties and factors include but are not limited to the risk

factors discussed in Item 1A of our most recent Annual Report on Form 10-K and subsequent quarterly reports on Form 10-Q filed with the Securities and Exchange Commission (SEC). We urge you to consider all of the risks, uncertainties and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this report. We cannot assure you that the results reflected or implied by any forward-looking statement will be realized or, even if substantially realized, that those results will have the forecasted or expected consequences and effects. The forward-looking statements in this report are made as of the date hereof, unless otherwise indicated and we undertake no obligation to update these forward-looking statements to reflect subsequent events or circumstances unless required by law.



Meghna Patel, CT Technologist,  
Hospital for Endocrine Surgery

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