

# 2019 Impact Report







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## Who We Are

HCA Healthcare's founders envisioned a company that would deliver healthcare differently: one that would revolutionize the healthcare landscape by applying business principles of scale to hospitals, without ever losing sight of the patient's needs. Today, more than 50 years later, that original vision thrives.

HCA Healthcare is a collaborative healthcare network, driven by physicians and colleagues helping each other champion the practice of medicine for a healthier world. For the benefit of each patient who walks through our doors, our network extends a knowledge pipeline into every one of our facilities, creating one of the country's most connected medical environments. We never stop in our pursuit of insights and care advances based on medical data from approximately 30 million patient encounters a year. In recent years our proprietary research and trials have enhanced our clinical capabilities to drive down incidences of blood stream infections (including MRSA), maternal mortality, infant mortality and NICU admission, just to name a few.

In 21 states and the United Kingdom, our scale helps us to deliver great outcomes for our patients, provide superior nursing care, and be a preferred place for physicians to practice medicine.



**270K+** colleagues\*\*



**186** hospitals\*\*



**94K** nurses \*\*



**124** surgery centers\*\*



**38K** active physicians\*\*



**136** urgent care centers\*\*



**30M** approximate patient encounters annually\*



**84** freestanding ERs\*



**8.8M** ER visits annually\*



**1,120** physician practices\*



**359** telehealth facilities\*

By the numbers, HCA Healthcare is the largest private provider of healthcare in the United States. One out of every 18 emergency room visits occurs at an HCA Healthcare-affiliated facility, and our hospitals welcome to the world about one out of every 17 babies born in the U.S. These are big numbers, and they are important to understanding HCA Healthcare. But for HCA Healthcare, size is not an end, but a means. What's more important is how we harness our knowledge and resources in pursuit of our mission: Above all else, we are committed to the care and improvement of human life.

Ultimately, HCA Healthcare is a leader because we have excellent caregivers who bring vast clinical experience to serve patients. Nothing matters more to our diverse and talented colleagues than giving people the absolute best healthcare possible. Every day, we seek to raise the bar higher, not just for ourselves, but for healthcare everywhere.

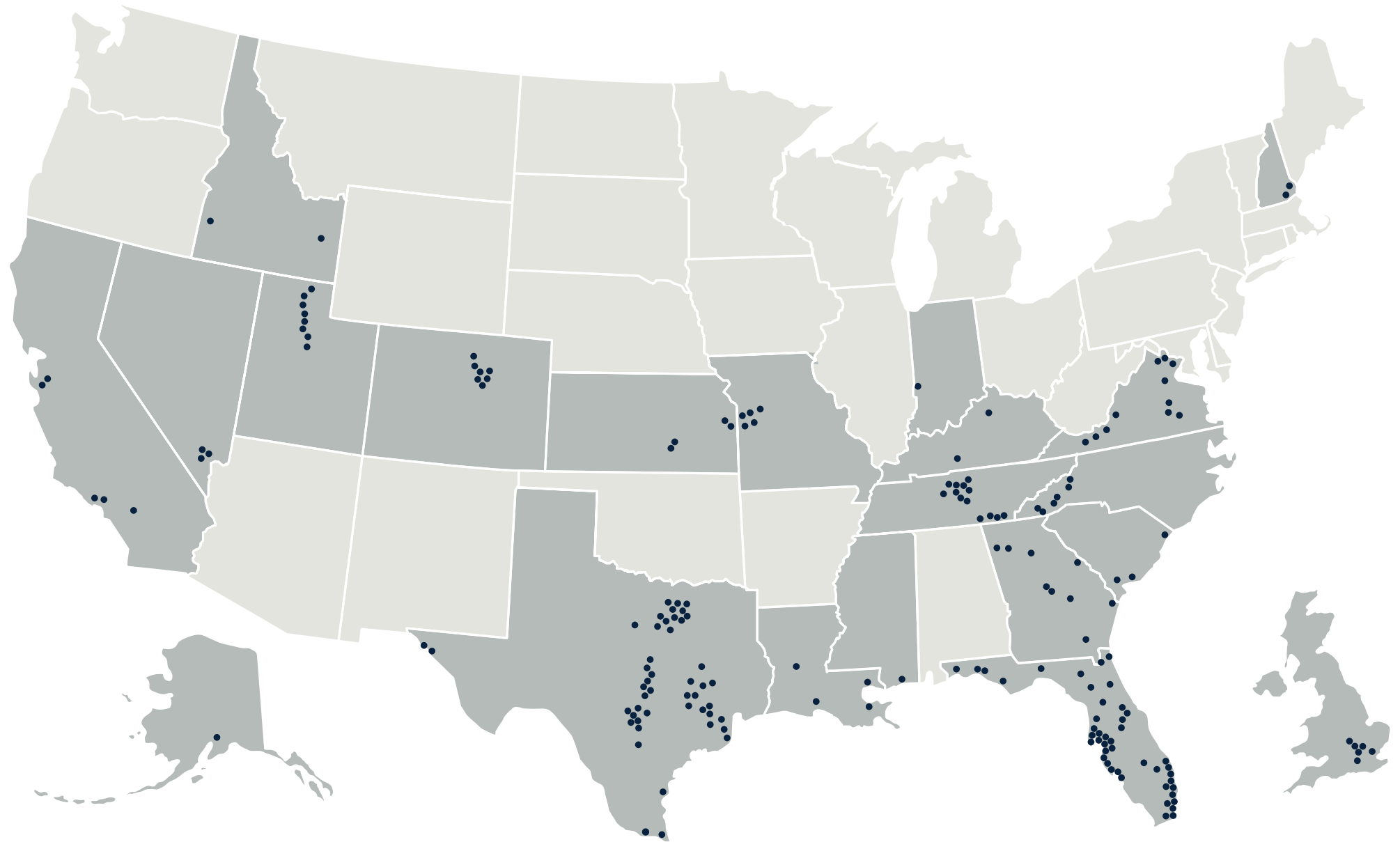
**This Impact Report presents our results measured by the yardstick that matters most:**

the positive impact HCA Healthcare has on our patients, our colleagues, the communities we serve and the nation's standards of care. We hope this report gives you a fresh perspective on HCA Healthcare and an appreciation of our belief that the care we deliver can change care delivered everywhere.

\* As of December 31, 2018

\*\* As of February 1, 2019

- HCA Healthcare Hospital



*As of February 2019*



In addition to our hospitals and other acute care settings, HCA Healthcare has a myriad of convenient sites of care to serve patients:

**CareNow:** With more than 120 urgent care clinics across the United States, CareNow® provides convenient access to quality care when patients need it most.

**Ambulatory Surgery Division:** The Ambulatory Surgery Division of HCA Healthcare operates more than 140 ambulatory surgery and GI centers across the United States and United Kingdom.

**Sarah Cannon Cancer Institutes of HCA Healthcare** offer integrated cancer treatments with convenient access to cutting-edge therapies for those facing cancer. Through its services, Sarah Cannon provides state-of-the-art cancer care close to home for hundreds of thousands of patients, a number unmatched by any single cancer center.

**HCA Healthcare's physician practices** strive to deliver superior, patient-centered care to every patient on every visit. In 2018, our caregivers provided patients with individualized health solutions at our more than 1,000 practices.

#### **Our affiliated services:**

**Parallon** is one of the United States' largest premier revenue cycle partners, serving hospitals, physician practices and healthcare systems by bringing deep operational knowledge and tailored revenue cycle solutions so that providers can focus on fulfilling their mission.

**HealthTrust** is committed to strengthening provider performance and clinical excellence through an aligned membership model and the delivery of total spend management advisory solutions that leverage its operator experience, scale and innovation.

**“ Our purpose is simple:  
people taking care of  
people. When we combine  
a great culture with  
strategy, execution and the  
right leadership, the sky's  
the limit.”**

**Sam Hazen**  
Chief Executive Officer, HCA Healthcare

We are driven by our mission statement:

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



We complement our mission statement with a statement of purpose: We exist to give people a healthier tomorrow. Our purpose guides our growth no matter how we move healthcare forward, from offering new access points to pioneering innovative, evidence-based care. It also reflects our core beliefs:



**We believe in always doing what is right for the patient.**



**We believe excellent people make excellence happen.**



**We believe healthcare should always move forward.**



**We believe in taking care of others while being there for each other.**



# We believe in always doing what is right for the patient.

There is perhaps a no more anxious time in a person's life than the moment they enter a hospital. Whether a routine visit or an emergency, excellent caregivers can make all the difference.

That's why we are focused on achieving excellent outcomes and providing outstanding service. We know we're doing what is right for our patients when they believe that we have their best interests in mind ... and in our hearts.

We call this purpose-driven care. It's how we've become a leading provider of healthcare and how we'll continue to provide patients the compassionate, quality care they deserve.

## Committed to patient-centered care

We use the best scientific evidence to drive the best possible outcomes. Through unprecedented large-scale health-services research, HCA Healthcare has advanced the understanding for improving the health of newborns, reducing healthcare-associated infections and detecting sepsis earlier and with greater accuracy.

## Patient experience

HCA Healthcare is dedicated to providing positive patient experiences. By working together on issues big and small, we can make a significant difference in each patient's experience. Our facilities strive to ensure our patients receive an outstanding experience, delivered with warmth and compassion.

## Equity of care

Exceptional healthcare is built on a foundation of inclusion, compassion, dignity and respect. It recognizes the diverse cultures and backgrounds of our patients, physicians and employees. HCA Healthcare strives to provide culturally competent care to every patient we serve and foster a culture of inclusion that embraces and nurtures our patients, colleagues, partners, physicians and communities.

## Convenience and ease of access

Today, patients seek care through a greater variety of settings than they did in the past. Our goal is to make it easier for our patients to receive the healthcare services they need, when they need them and closer to where they live and work. HCA Healthcare has made investments in building our networks so our patients have this convenient access. Our networks include hospitals, ambulatory surgery centers, freestanding emergency rooms, urgent care centers, physician practices and more—all make it easier for our patients.







# We believe excellent people make excellence happen.

“Bricks and mortar do not make a hospital. People do.”

This statement by HCA Healthcare co-founder Dr. Thomas Frist, Sr. has been the guiding principle of HCA Healthcare’s ability to attract and retain the best and brightest in healthcare for five decades. Our diverse and talented colleagues are bound together by our purpose: to create healthier tomorrows for every patient we serve – and for each other as well. Our colleagues’ skill and sense of purpose drive our commitment to delivering excellence through effective, evidence-based, innovative and patient-centered care.

Our scale enables us to unlock numerous opportunities for our colleagues to learn, grow and enjoy a rewarding career.

## Leadership development

We believe that an important component of providing culturally sensitive care is building a workforce that reflects the communities we serve. In support of this goal, HCA Healthcare has enacted inclusive policies on hiring, recruitment and leadership development.

HCA Healthcare’s Leadership Institute is dedicated to building leaders who are committed to living our culture, growing our business and leading the healthcare field. A variety of programming is available to those who want to develop their skills and advance their careers, from executives to charge nurses. These programs increase leadership and management capabilities, build critical knowledge to provide leading healthcare quality and service, and reinforce our mission.

## Graduate medical education programs

HCA Healthcare provides more than 230 graduate medical education programs – the largest GME network in the United States. Our graduate medical education programs exist within some of the nation’s highest quality hospitals. As an industry leader in quality, HCA Healthcare’s standards and expectations for care serve as the benchmark for our academic programs. All residents receive superior, patient-centered training that enables them to succeed in their post-residency careers.

## Advancement of nursing

HCA Healthcare has always placed a high value on nursing, and our organization has consistently supported nurses with investments in technologies, capital improvements and infrastructure. As a natural progression of that support, HCA Healthcare recently launched a multi-year nursing strategic plan to establish nursing as the differentiator for HCA Healthcare. The strategy focuses on:

- **Advocacy and leadership**
- **Consistency in nursing practice and operations**
- **Leveraging scale to drive performance**

Since 2017, we have made significant strides in implementing research-based, high-impact practices for nurse retention. By creating customized plans for local C-suite and human resources leaders, based on local data and their facility's drivers of attrition, HCA Healthcare is significantly improving retention rates among nursing staff.

## Veterans affairs

HCA Healthcare is proud to be recognized as a Military Friendly Employer and Military Spouse Friendly Employer. Since 2012, we have hired more than 29,865 veterans and military spouses across the country. Beyond an appreciation for their service, their commitment to teamwork, experience working under pressure and results-oriented attitude make veterans outstanding additions to HCA Healthcare's culture.

## Colleague engagement

Engaged colleagues are essential to the fulfillment of our mission. Because we know that colleagues who feel their voices are heard deliver the very best care, we continually seek their input. We use a robust survey and action planning process, particularly focused on improvements that enhance teamwork and lead to engagement and career progression. Managers routinely round on colleagues to understand firsthand the colleague experience and identify opportunities for reward and recognition.





## Physician relations

As a collaborative healthcare network, one of the constants in HCA Healthcare is partnering with physicians to drive improvement in patient care. We give our more than 38,000 employed and affiliated physicians voice and influence in the delivery of healthcare. We give them more capacity to focus on their patients by ensuring efficient processes exist within our facilities. We provide more clinical capabilities by equipping them with the nursing staff, equipment and clinical support required. And, we use our access to capital to build an integrated network, which supports growth in their practice.

Our scale enables us to unlock opportunities for our physicians to learn, grow and enjoy a rewarding career. We leverage the unique capabilities of HCA Healthcare—which includes research, big data, specialty networks, and more—to create an environment where physicians can practice medicine effectively and accomplish their objectives. We are not just here for our physicians: We are here *because* of our physicians. Together, we champion the practice of medicine for a healthier world.

## HCA Healthcare's ethics and compliance program

For the 10th consecutive year in 2019, HCA Healthcare was named one of the World's Most Ethical Companies by Ethisphere. This validates the work we do each and every day to provide guidance and support to our colleagues to help ensure their actions always reflect our mission, the fundamental commitment to stakeholders and our code of conduct.

**It is through these areas of focus that HCA Healthcare continues to be a place where excellent people make excellence happen. With excellent people, we can deliver higher-quality care and fulfill our shared purpose.**





## **We believe healthcare should always move forward.**

At HCA Healthcare, we are driven by our mission to care for and improve human life. Because of our scale and our people, we believe we can make an impact greater than any other organization in healthcare—we can share best practices across our hospitals, we can leverage proven results to deliver greater outcomes for our patients, and we can unlock opportunities for our colleagues to do their most meaningful work.



**Through the years, HCA Healthcare's clinical accomplishments have served as milestone achievements across the healthcare industry. Some of our recent accomplishments include:**

HCA Healthcare begins blood screening for preemptive jaundice detection in newborns. This procedure is endorsed by The American College of Obstetricians and Gynecologists and has since become the standard in neonatal care.

Aim for Zero program for avoiding central line infections is implemented. Its strategies for antimicrobial stewardship protocols for line insertion and maintenance are so beneficial that they are featured in the Institute of Medicine's "CEO Checklist for High-Value Healthcare."

HCA Healthcare becomes one of the first healthcare organizations to adopt a mandatory flu safety policy and the first national organization to do so, resulting in recognition by the National Patient Safety Foundation.

The groundbreaking 'REDUCE MRSA' study, performed in

HCA Healthcare hospitals in collaboration with the Centers for Disease Control and Prevention and Harvard University, leads to nationally adopted measures to reduce and prevent hospital-acquired infections. On top of known best practices, the study demonstrated how ICU bloodstream infections were reduced by 44 percent.

Sarah Cannon, the Cancer Institute of HCA Healthcare, enrolled more than 14,500 participants across 11 of its network sites in a nation-wide study called STRIVE. To help discover breast cancer at its earliest stages, the STRIVE study was designed to determine if a blood test can identify genetic material arising from tumors.

2008

2010

2011

2012

2013

2015

2017

2018

Universal hand hygiene policy is implemented across all HCA Healthcare hospitals.

In partnership with the March of Dimes, HCA Healthcare's 39 Weeks Initiative concludes that women and babies have better outcomes when pregnancies go to term. Following this study, HCA Healthcare implemented education, outreach and measures to help make that happen for more women and babies. HCA Healthcare's approach has become a national standard for all hospitals.

Citing HCA Healthcare's significantly lower infant mortality rates, The American College of Obstetricians and Gynecologists adopts HCA Healthcare's universal screening for blood clots in prenatal care as the standard for C-section patients.

Protocols used in the 'Stop-SSI' study reduced complex, deep surgical site infections by 42 percent.

Approximately 80 percent of HCA Healthcare hospitals are identified by The Joint Commission as Top Performers in delivery of evidence-based care practices, compared to about one-third of non-HCA Healthcare hospitals.

More than 500 clinical trials are offered to HCA Healthcare patients through the Sarah Cannon Research Institute, which has also introduced more than 300 'first-to-man' new therapies.

HCA Healthcare has taken a leadership role in the healthcare field by proactively implementing new protocols, procedures and technologies for patient care. These initiatives have been embraced by scientific authorities and regulatory agencies alike for implementation in other hospitals, becoming the new standard of care across the country and around the world.



## Big data

Beyond the clinical capabilities of our physicians and nurses, HCA Healthcare employs professionals who choose to employ their skills to help transform healthcare through technology. Together, these professionals have built the largest clinical data management system in the healthcare field. This impressive system centralizes clinical data for all HCA Healthcare facilities and is the backbone behind our integrated electronic health record.

Through foundational technology like a clinical data warehouse and integrated clinical information systems, HCA Healthcare facilities are an integrated healthcare system both locally and nationwide. No other healthcare system has this capability today.

## Clinical technologies

Our ability to provide safe and effective care is vastly enhanced by clinical processes and technologies that save time and help prevent errors. HCA Healthcare's clinical data warehouse is the core of our 'learning health system,' within which data science and advanced analytics drive continuous improvements in care and operations.

**iMobile:** A secure text-messaging system allows instant communication and information-sharing between EMTs, hospital facilities and physicians during the critical moments between initial treatment and arrival at the hospital.

**PatientKeeper:** Provides a user-friendly electronic health record interface, creating more efficient workflows and decision support for physicians and other clinicians to enhance patient care.

**Evidence-based clinical documentation:** A streamlined documentation system that guides and informs the provision of safe, effective and efficient care.

**Vitals monitoring technology:** Automatically transmits vital signs data to the electronic health record from the point of care to enhance staff productivity, patient outcomes and risk reduction.

**Nursing Data Portal:** Consolidates nursing performance metrics from multiple systems, allowing nurse leaders to focus on improvement to achieve optimal clinical and operational outcomes.

## Patient-focused technologies

In addition to our technologies that directly affect clinical care, HCA Healthcare has developed technology platforms that positively impact our patients' healthcare experience.

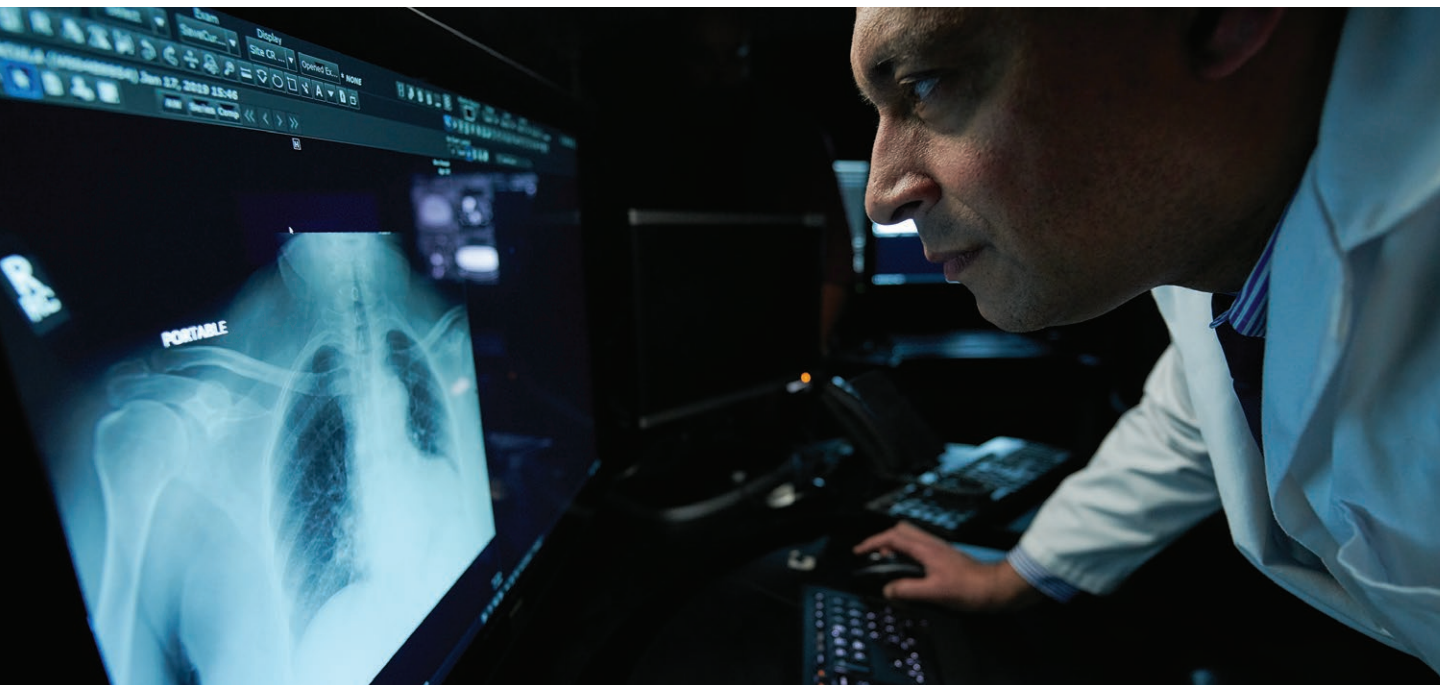
**MyHealthOne:** An online personal health portal that allows patients to access imaging reports, view lab results, schedule appointments, pay bills and more.

**TV as a platform:** With this technology, in-room televisions are more than a source of entertainment: they become a central point of communication for the care team and patient, with the ability to project clinical images, pull information from the medical record and airplay media from the patient's personal devices.

## Sarah Cannon Research Institute

Sarah Cannon Research Institute is one of the world's leading clinical research organizations conducting community-based clinical trials throughout the U.S. and UK. The organization has led more than 300 first-in-man clinical trials since its inception in 1993, and has been a clinical trial leader in the majority of approved cancer therapies over the last 10 years.

Collectively, our comprehensive patient-centric cancer services ensure that we are advancing science, transforming care and informing the direction of new and evolving cancer treatments, not only at HCA Healthcare but also across the globe.



Our belief that healthcare should always move forward isn't new. HCA Healthcare was founded in 1968 by a proven business leader and two physicians, who believed that the best patient care begins when physicians have what they need to provide the high-quality care their patients deserve. This is still the core belief behind every patient encounter at each one of our locations, and these are just some of the ways that we honor that commitment every day.







# We believe in taking care of others while being there for each other.

Many of our colleagues live and work in the same communities and neighborhoods as our patients. We want the same things that our communities want:

healthier communities that lead to healthier tomorrows.

## Economic footprint

HCA Healthcare's operations makes us a major contributor to local economies.

**262,000**

people employed in 2018, with combined annual payroll and benefits of \$21.4 billion

**\$3.5 billion**

in federal, state and local taxes paid

**\$3.6 billion**

invested in land, buildings and equipment in 2018; \$43 billion cumulative total investment in land, buildings and equipment at year end

**\$3.3 billion**

for delivery of charity care, uninsured discounts and other uncompensated care in 2018



Our model of community engagement—powered by the leadership, service and financial support of our colleagues in their communities—reflects our belief that there are many ways to champion health. By working together to build stronger and healthier communities, we foster our culture of inclusion and teamwork, strengthen our cultural competence and cultivate goodwill within the diverse communities we serve.

- In 2018, we provided more than \$42 million in charitable contributions across the enterprise.
- Through our workplace giving initiatives, HCA Healthcare colleagues gave more than \$9.5 million to more than 3,600 organizations and leveraged \$4.2 million in matching funds in 2018.
- The HCA Hope Fund was established in 2005 so that colleagues could provide support to fellow colleagues impacted by natural disaster, illness, injury, domestic violence, the death of a loved one or any of a number of unavoidable hardships. Since its inception, our Hope Fund has distributed more than 32,000 grants to provide more than \$50 million in support to HCA Healthcare families.
- The HCA Foundation provides grants to community organizations working individually and collectively to support health and well-being, childhood and youth development and the arts in Middle Tennessee (home to our corporate offices). Since its establishment in 1982, The HCA Foundation has distributed more than \$197 million in grants.

*As of March 29, 2019*

## Volunteerism is an important part of HCA Healthcare's culture. We do more than give money: We give our time, talent and passion.

- HCA Healthcare colleagues are encouraged to volunteer to help them gain a deeper understanding of the needs of the communities we serve. Through our Caring for the Community initiative, HCA Healthcare colleagues volunteered more than 156,000 hours in 2018—a value of more than \$3.8 million to the communities where we live and serve.
- In support of their efforts, HCA Healthcare provides gifts in honor of colleagues' volunteer service to charities across the nation.
- In 2018, our colleagues celebrated HCA Healthcare's 50th anniversary with "50 Days of Service" projects, giving all colleagues opportunities to engage with communities across the country.

We also believe that strong leaders are essential to building strong and healthy communities, which is why we provide nonprofit board service training and encourage HCA Healthcare colleagues to engage in leading community initiatives.



For 48 years, we have officially recognized leaders in humanitarianism through the Frist Humanitarian Award. These award recipients, tracing back through our organization's history, form an elite group of truly remarkable individuals, all with a passion for living our mission through their work. At the facility, division and national level, our Frist Humanitarian Award recipients represent the community-focused humanitarianism that HCA Healthcare champions.





## National partnerships

- Our national partnerships with March of Dimes and the Leukemia and Lymphoma Society are helping to provide educational and research opportunities for neonatal health and blood cancers.
- As part of a national partnership with March of Dimes, 75 hospitals engaged more than 2,700 walkers at 38 March for Babies walks across the country, contributing \$1.2 million to support healthy moms and babies in 2018. The facilities making up HCA Houston Healthcare led the largest and most successful March for Babies walk in the country.
- Over the years, HCA Healthcare has donated more than \$1 million to the American Red Cross with funding going to capital campaigns such as bloodmobiles for mobile blood donations, the Home Fire Campaign to put smoke detectors in homes, and “Together We Prepare” disaster training. In 2018, HCA Healthcare also provided \$1.6 million to relief efforts for Hurricanes Florence and Michael, and the California wildfires.



## There are additional ways we take care of others while being there for each other. These include:



### Workforce development

Beginning in 2018, HCA Healthcare is investing up to \$300 million over three years toward programs that support our colleagues' career development, their families and their lives. These new and expanded programs were based on listening to the voice of our employees. Some that are already underway:

- In July 2018, we announced a new paid family leave benefit. This provides for up to 80 hours per year of paid time away from work to bond with a new child or help provide care for an eligible dependent with a serious health condition.
- In August 2018, for higher education support, we harmonized our tuition reimbursement policy. Most full- and part-time employees are eligible for up to \$5,250 per year to take courses from an accredited education provider.
- Beginning January 1, 2019, eligible employees will receive a new monthly benefit to help them pay off student loan debt.
- A new workforce certification program will offer reimbursement of the test fee and a potential one-time bonus for eligible employees who earn certification in specific areas.
- We are also finalizing a scholarship program for children and stepchildren of employees through an application process.
- In 2018, the HCA Foundation established the HCA Healthcare Scholars program to offer merit-based scholarships of up to \$5,000 to children of full-time and part-time HCA Healthcare affiliated employees.





## Environmental sustainability

HCA Healthcare understands that environmental stewardship is important to building healthier communities. Our efforts to make us more environmentally friendly are led by task forces that examine operations in four key areas: construction and major renovation, energy and water, waste stream, and environmentally preferable purchasing.

### Among our successes:

**92 million+** pounds of construction waste were recycled in 2018—that's more than the weight of about 500 fully loaded and fueled commercial jetliners.

**28 million+** pounds of non-construction waste (e.g., cardboard, paper, aluminum and wood waste, and rechargeable batteries) recycled in 2018 through hospital recycling programs.

**More than 1.2 million** pounds of devices were diverted from landfill for reprocessing in 2018.



## Emergency preparedness

We regularly find ourselves caring for those affected by large-scale disasters. Yet it is during such crises that the best of who we are shines through, as our scale, scope and experience help us to ensure patient care is uninterrupted, to support our colleagues and to rebuild our communities.

**Preparation and planning:** HCA Healthcare uses an Emergency Operations Center (EOC) concept to support our facilities and communities during a disaster. Through 15 regional offices and the corporate headquarters in Nashville, Tennessee, teams are always at the ready to provide support—support which is refined through routine exercises like tabletop events, where key personnel discuss response to a simulated event, a drill, where a specific location performs a test (such as a drill testing response to a fire alarm), a functional exercise, which is used to validate command and control functions, or a full-scale exercise, which involves multiple agencies responding to an event with simulated patients and hazards.

In addition to our preparation, our scale allows us to secure nationwide contracts for helicopters, ambulances, medical supplies, medications, housing and other materials and services we may need to manage in an emergency. We also develop local relationships with government personnel and emergency response agencies, so communication channels and trust are in place well in advance of a crisis.

**Crisis response:** When an emergency happens, we monitor the situation and assess its impact through our CodeReady system, which provides a to-the-minute perspective to command team personnel. Working across HCA Healthcare's network, the emergency operations team can redirect our supply chain to move medical supplies and equipment, transport care teams to the disaster area to relieve their colleagues or evacuate patients and families to safe locations.

**Natural disasters:** Over the years, we've supported communities through a wide breadth of natural disasters including wildfires, earthquakes, tornadoes and severe storms. With many of our facilities located in coastal areas, hurricane preparation is a central part of our emergency planning. Recently, more than 100 nurses volunteered to travel to areas impacted by Hurricanes Michael and Florence. Following those hurricanes, the HCA Hope Fund distributed more than \$1.1 million in emergency grants to more than 1,200 affected colleagues and their families.











# We exist to give people a healthier tomorrow.

The nation's healthcare landscape is evolving at a dizzying pace. Patients can increasingly access healthcare outside the walls of hospitals and doctors' offices. New diagnostic and predictive technologies are ushering in personalized medicine. Advanced analytics enable us to look further around the corner than ever before to predict the needs of individual patients and entire populations. Payers are seeking greater efficiencies and promoting new payment methods to incent them.

Because we believe healthcare should always move forward, we are continually seeking new approaches and venues to delivering care as we meet our patients' needs. As the nation's largest private provider of healthcare, HCA Healthcare is not just moving with the tide, but leading it.

We are embracing new opportunities and developing innovative approaches to deliver the right care in the right place at the right time, while never forgetting that healthcare is still delivered one patient at a time. That's why we are constantly exploring new technologies, clinical advancements, strategic partnerships and cutting-edge performance management. And, that's why we continue to build a culture committed to operational excellence that drives local sustainable growth.

No matter where and how healthcare is delivered, our goal will remain the same: to deliver superior, patient-centered care to every patient at every visit. We will use our scale and skill to shape the future of patient care as we deliver on our purpose of giving people a healthier tomorrow.

**That's the future of healthcare,  
and it starts with HCA Healthcare.**

**“We're making a positive impact today—and we're positioned to make an even greater one tomorrow.”**

**Sam Hazen**  
CEO, HCA Healthcare







