

Impact 2020 Report





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

**HCA Healthcare is a
collaborative healthcare
network dedicated to giving
people a healthier tomorrow.**

This Impact Report is intended to bring our mission to life, provide information on our award-winning programs and technological advances and illustrate what we are doing to partner with organizations in our communities to fulfill our commitment to the care and improvement of human life. We hope the results presented in these pages give you an appreciation of our belief that together, we can harness our collective knowledge and resources to improve healthcare everywhere.

Doing What Is Right for Patients

“ [My caregivers] went above and beyond to meet my needs medically, mentally, physically. Anything they could do to make me feel better, they did.”

Kiara Jones Patient,
HCA Healthcare
West Florida Division



Our purpose compels us to ensure a safe, compassionate, equitable care experience for anyone who seeks it.

Every day, HCA Healthcare colleagues go to work with our collective focus centered on the same thing: our patients. Our focus and effort positively impact the care experience at the bedside and beyond. As a learning health system, we also create tools that transform vast amounts of patient data into systems that improve patient care.

With approximately 280,000 talented colleagues concentrating on our one shared purpose, we're giving our patients healthier tomorrows.

Superior, Patient-Centered Care

Through innovative approaches to quality, we are making a meaningful difference in the lives of our patients and setting new standards for care.

Driven by the constant pursuit of our mission to care for and improve human life, we aim to deliver high-quality care and excellent outcomes by drawing upon the latest scientific evidence, as well as our own large-scale health research. In the fall of 2019, The Leapfrog Group recognized 81% of HCA Healthcare's U.S. hospitals with a Hospital Safety Grade of A or B, as compared to 57% of non-HCA Healthcare U.S. hospitals. Ten of the best performing hospitals in the nation are part of the HCA Healthcare family, according to IBM Watson Health's 2019 100 Top Hospitals annual study.

Stroke Care

At HCA Healthcare, we are saving lives and improving long-term outcomes for approximately 50,000 stroke patients annually. At our 31 recognized comprehensive stroke centers, HCA Healthcare's stroke experts use proven clinical protocols, telemedicine and coordinated care to provide timely, state-of-the-art service to our patients. The average time between a patient's arrival and receiving lifesaving medication is 42 minutes—30% faster than the national standard.* We also identify and scale best practices by analyzing data from stroke cases across our organization.

**American Heart Association/American Stroke Association*

Crushing the Opioid Crisis

Up to 29% of patients who are prescribed opioids for chronic pain misuse them, and more than 130 people die from opioid overdose every day.* HCA Healthcare is taking a leading role to combat this crisis in several ways:

- Data from more than 107,000 surgeries revealed a decrease of up to 50% in opioid use for patients using our Enhanced Surgical Recovery (ESR) approach to manage pain.
- We share knowledge from our approximately 35 million annual patient encounters with the National Academy of Medicine's Action Collaborative on Countering the U.S. Opioid Epidemic and contributed \$500,000 to the Collaborative to support the creation of safer pain management protocols and reversal of the opioid epidemic.
- We implemented the Alternatives to Opioids (ALTO) program in the emergency room (ER) to manage painful conditions while using opioids cautiously. The program was expanded to all HCA Healthcare facilities in 2019, and as a result, opioid use has decreased by 6.7%.
- In 2019, 100 HCA Healthcare facilities in 16 states hosted opioid take-back events, a community service initiative supported by local law enforcement that resulted in the collection of more than 5,000 pounds of unused and expired prescription medications.

**National Institute on Drug Abuse*

Maternal Safety

Hundreds of thousands of expectant mothers place their trust in HCA Healthcare to deliver their babies—in fact, in 2019, we brought nearly 220,000 new lives into the world. To ensure we are providing a safe environment, we invest in research on improved protocols. Our standardized protocols for managing hypertension during pregnancy, preventing leg blood clots for C-section patients and controlling postpartum hemorrhage all play a role in our low rates of maternal mortality. National maternal mortality rates disproportionately affect women of color, so our efforts are intersectional and focused on the unique needs of those mothers.*

**Centers for Disease Control and Prevention (CDC)*

Maternal mortality:

4.3 per 100,000 deliveries
compared to 14.2 per 100,000 nationally



Focused on Our Patients' Needs

At HCA Healthcare, we are constantly seeking ways to improve more lives in more ways. These are some of the ways that we deliver on that promise.

Patient Financial Assistance Support

HCA Healthcare has a robust program comprised of several industry-leading support services, policies and practices designed to help our patients who need financial assistance, including price transparency, financial counseling and patient discounts and protection.

\$3.7B

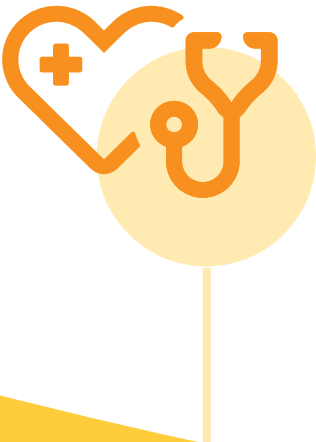
uncompensated care
provided in 2019
(estimated cost)

Equity of Care

At HCA Healthcare, we recognize the diverse backgrounds of our patients, partners, physicians and colleagues, and we are committed to providing equitable access to culturally competent, patient-centered care. Some of our initiatives include:

- Employing equity compliance coordinators across the organization
- Delivering care in more than 170 languages
- Focusing on accessibility for those who are limited English proficient, deaf or hard of hearing, blind or have low vision, or have service animals

Learn more about our commitment to diversity on page 42.



Physical and Clinical Safety

We invest in clinical studies, state-of-the-art protocols, security technology, colleague training and more for the safety of our patients, our visitors and our colleagues. We use safety science and systems engineering to redesign and improve our clinical processes, and we learn from our extensive network of facilities to develop best practices for safety.

For physical safety, we invest in technology such as cameras, access control points, duress alarms and lighting upgrades. We also employ more than 3,000 healthcare-trained security officers to help protect our sites of care, and we empower our HCA Healthcare colleagues with training in areas such as de-escalation, situational awareness and active shooter preparedness.

The Positive Impact of Our Scale

Through HCA Healthcare’s more than 2,000 sites of care, we strive to deliver on our mission every day. The centerpiece of that mission—of who we are—is that we always have the patient’s best interests in mind. Our scale enables us to conduct leading-edge research, share best practices and support services across our facilities, and most importantly, deliver the type of care our patients need, when and where they need it.

184

hospitals

1,300+

physician practices

104

freestanding emergency rooms

96

Sarah Cannon cancer services locations

123

surgery centers

230

telehealth facilities

170

urgent care clinics

65

inpatient behavioral health programs

110+

outpatient behavioral health programs

In 2019, HCA Healthcare provided healthcare services for:

~35M

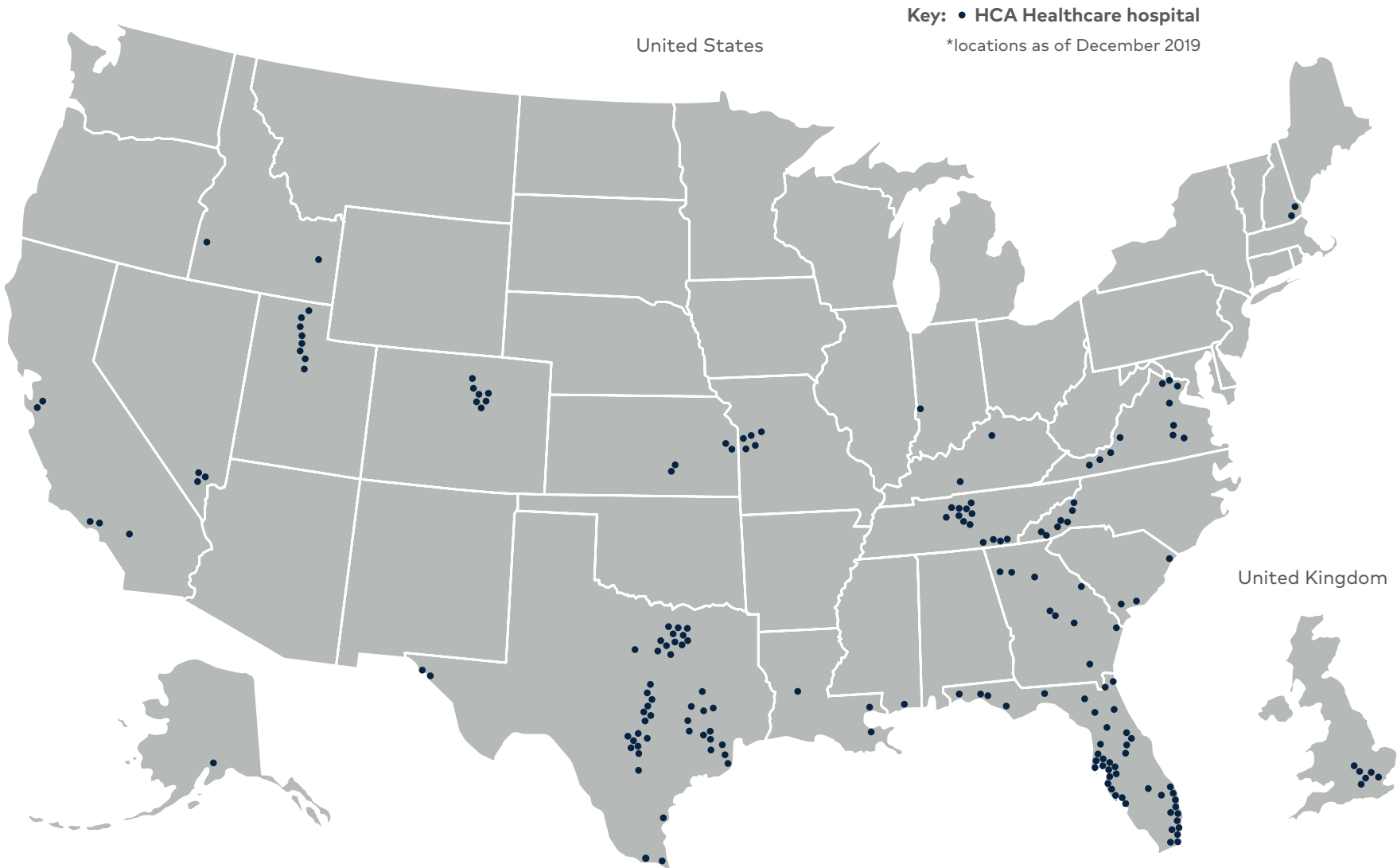
patient encounters

9.2M

emergency room visits

~220K

babies delivered



Our affiliated lines of business:

Parallon, one of the largest premier revenue cycle partners in the country, serves hundreds of hospitals and thousands of physician practices by providing deep operational knowledge, industry expertise and proven revenue cycle solutions.

HealthTrust is a healthcare performance improvement company committed to strengthening provider outcomes and clinical excellence by leveraging scale, innovation and operator expertise.

Ensuring Convenience and Access

Beyond our many physical locations, HCA Healthcare is proud to offer a diverse range of options for patients to connect with caregivers, information and resources related to their care.

Telehealth services allow caregivers at rural hospitals to consult remotely with specialized clinicians to address conditions such as stroke. Telemedicine also allows for remote monitoring post-surgery so patients can leave the hospital sooner and avoid traveling for follow-up visits.

MyHealthONE, our digital patient portal and app, allows patients to access their medical records and lab results, find a doctor and make an appointment 24 hours a day on any device.

askSARAH, a phone and chat line provided by Sarah Cannon, the Cancer Institute of HCA Healthcare, allows patients, family members or anyone with cancer questions to access support and answers from nurses. In 2019, askSARAH helped answer the questions of 4,360 callers.



Nurse navigators serve as an ongoing source of support for patients by navigating their treatment across disciplines, coordinating office visits to streamline care delivery, organizing multidisciplinary teams and facilitating communication.

Additional tools like online appointment scheduling, follow-up text message communication and nurse-staffed phone lines are also convenient. In 2019, we connected more than 1,393,000 patients with care through our referral services.



Learning Health System

As a learning health system, HCA Healthcare collects and analyzes data from our approximately 35 million annual patient encounters to develop technologies and best practices that improve patient care in our facilities. We're also proud to share our learnings with the larger healthcare community, as well as government agencies, to improve care everywhere.

Some of our recent innovations include our:

ABATE (Active Bathing to Eliminate Infection) trial to reduce healthcare associated infections

SwapOut trial to combat the growing threat of antibiotic resistance caused by widespread use of nasal antibiotics

PatientKeeper application, which allows providers to conveniently access patient medications, labs, X-rays and more from a single source

Participation in a **landmark first-in-human study** at Sarah Cannon Research Institute that tests the use of the gene-editing tool CRISPR for a genetic condition known as sickle cell disease, which affects millions of people around the world

NATE (Next-Gen Analytics for Treatment and Efficiency) analytics platform, which provides a real-time visual of what is happening in a hospital to facilitate patient throughput, real-time evacuation planning, integrated machine monitoring, and numerous other surveillance and planning activities

Award-winning **SPOT (Sepsis Prediction and Optimization of Therapy) algorithm and workflow** that helps detect sepsis approximately six hours earlier, and more accurately, than clinicians

8-12%

better survival rate for
in-hospital sepsis
development since launching
SPOT in late 2018



Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more.

Victoria Gray,
participant in a landmark first-in-human
study that uses CRISPR to treat sickle cell disease



Yaima Navarro Fragoso

New Mother

Yaima Navarro Fragoso was 32 weeks pregnant with her second child when she was admitted to Kendall Regional Medical Center in Miami, Florida, and diagnosed with preeclampsia and gestational hypertension.

Yaima recalls, “It was very scary, but I was treated diligently and monitored closely by all the staff at Kendall’s Maternity Department. They treated me as if I was part of a family.”

A week later, her baby’s heart rate decreased, and at just 33 weeks, an emergency cesarean was performed. Yaima’s son, Gael Gonzalez Navarro, was born weighing two and a half pounds.

While Yaima was stabilized, Gael was admitted to Kendall’s neonatal intensive care unit (NICU) to receive respiratory support and fluids. Yaima says, “I never thought this would happen. Although it was one of the scariest moments in my life, the NICU team quickly gave me confidence that my baby

would be OK. Every single time I went home, I knew that he was well attended and protected.”

NICU caregivers have a special way of caring for babies and families. Yaima says, “Every single staff member in the NICU department is phenomenal. Aside from the intelligence and the knowledge they bring to the table, they perform their jobs with so much love. They truly care for each baby and each family in that unit and they are so hardworking and dedicated.”

After 44 days in the NICU, and finally able to eat and breathe on his own, Gael was discharged. In the months since, he has been doing very well. As questions or concerns have come up, Yaima has found the caregivers at Kendall as supportive and nurturing as ever. “Even though I am no longer at the unit every single day, they still treat me like family. They answer all of my questions and offer me so much support. They reassure me that no matter what concerns or fears I may have, they will always be there to help—and that’s exactly what they’ve done.”

Now that Yaima and Gael are home and healthy, Yaima reflects on the entire experience with gratitude.

“I am so grateful. One of the scariest and worst experiences in my life turned into something beautiful.”

Excellent People Make Excellence Happen

“At HCA Healthcare, we care about the patients we take care of and the community we’re in. It’s about human life, whether it’s our peers, staff, vendors or volunteers.”

Edward Lee,
BSN, RN, CEN
Medical City McKinney
McKinney, Texas

Many things set HCA Healthcare apart from other healthcare organizations, but at our core, our greatest strength is our people.

Every day, approximately 280,000 colleagues across our system share a dedication to making a positive impact on our patients, communities and each other.

To ensure we have the right people in place to deliver on our mission, we intentionally nurture a collaborative culture built on inclusion, compassion and respect. Our robust programming ensures that colleagues are supported in their career and education goals and have opportunities to grow as clinicians and leaders.

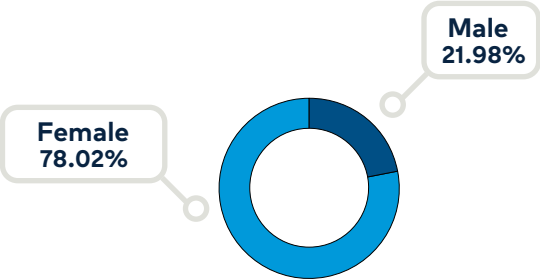
Together, we are building world-class workplace experiences for our colleagues and for new candidates, which ultimately means improved care for patients.

Our People

At HCA Healthcare, we strive to foster diverse, inclusive workplaces where all colleagues can thrive.

~280,000

HCA Healthcare colleagues

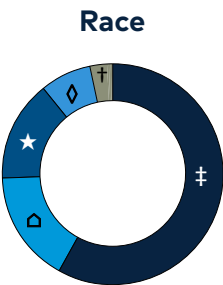


98,000

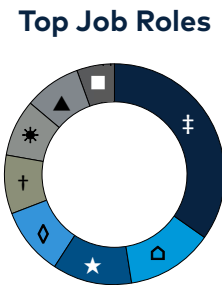
registered nurses

~47,000

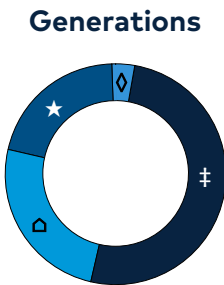
active and affiliated physicians



- 58% ☒ White
- 16% 🏠 Black
- 15% ★ Hispanic
- 8% 🔹 Asian
- 3% ⚕️ All Other



- 35% ☒ Registered Nurses Direct Care
- 13% 🏠 Patient Care Support
- 12% ★ Clinical Specialists/Profs
- 10% 🔹 Clerical & Other Admin
- 9% ⚕️ Clinical Technicians
- 8% ✳️ Management & Supervision
- 8% ▲ Non-clinical Specialists/Profs
- 5% ◻️ All Other



- 51% ☒ Millennial
- 25% 🏠 Gen X
- 21% ★ Baby Boomers
- 3% 🔹 All Other





Investing in Our People

HCA Healthcare’s high standards and expectations for patient care have led us to invest heavily in our greatest asset: our people. We start with a foundation of inclusion, compassion and respect for our patients and each other, and we sponsor several educational and leadership programs to help develop a strong workforce. HCA Healthcare is fundamentally in the people business, and we are committed to supporting all of our colleagues throughout the organization.

Our **Vital Voices engagement surveys** enable close-to-real-time feedback and improvement efforts

Our award-winning **BRAVE Conversations** program provides a forum for colleagues to learn about and discuss difficult topics

10 years

consecutively recognized as a **World’s Most Ethical Company** by Ethisphere (2010-2019)

Code of Conduct training and our 24-hour **Ethics Line**

Partnership with the U.S. Chamber of Commerce Foundation in the **Hiring 100,000 Military Spouses** campaign

1,679

military spouses and

4,901

veterans hired in 2019

Diversity in leadership initiatives, including accelerating advancement opportunities, hiring externally and supporting diverse talent to grow and thrive

Learn more about our commitment to diversity on page 42.

Education assistance in the form of tuition reimbursement, student loan assistance and clinical certification support

22,892

colleagues received loan repayment assistance

\$70.8M

in student loan assistance, tuition reimbursement and certification support through our voucher program in 2019

Leadership development opportunities, including our award-winning Executive Development Program delivered by the HCA Healthcare Leadership Institute

The HCA Healthcare Hope Fund, which since 2005 has provided \$56 million in financial support to colleagues impacted by natural disaster, illness, injury, domestic violence, the death of a loved one or any of a number of unavoidable hardships

\$7.7M

in HCA Healthcare Hope Fund grants distributed in 2019



Lisa Ramirez

Hope Fund Grant Recipient

The day Lisa Ramirez learned about the HCA Healthcare Hope Fund, she discussed contributing to it with her husband, Gonzalo.

“He asked me if we could afford to donate,” says Lisa, a biller for HCA Healthcare affiliate Parallon based in San Antonio. “I answered by saying we can’t afford not donating. We always want to help people in a time of need.”

Lisa began contributing to the fund with every paycheck. Never in her wildest dreams did she think that she would one day turn to the Hope Fund herself.

But that’s exactly what happened.

In early 2019, Gonzalo was tired. He had been working long, physical shifts for nearly two weeks straight. The couple was in the grocery store when Lisa heard him calling her name

desperately. When she got to him, he said, “I can’t see.” He had gone totally blind. Doctors later determined that Gonzalo had suffered a mild stroke.

Gonzalo’s vision returned, but the stroke left him unable to return to work. Transitioning from being part of a two-income household, Lisa was only able to take care of the family’s bills for a short period of time before they started falling behind.

Then, one day a co-worker recommended that she apply for a Hope Fund grant.

“It hadn’t even crossed my mind,” says Lisa. “I figured it was a natural disaster fund for things like Hurricane Harvey, so I didn’t think I would get it.”

Much to her surprise, Lisa was mistaken.

She received a \$5,000 grant that allowed her to cover the family’s bills until Gonzalo could return to work.

**“I can’t say thank you enough,” says Lisa.
“I would have lost my house if it weren’t for the Hope Fund.
I’m still in awe about what this did for my family.”**

Partnering with Physicians

Physicians have always been at the heart of HCA Healthcare—two of our three founders were physicians. We believe partnering with and empowering our physicians to deliver exceptional care is the best way to guide advances in medicine across our network. Together, we champion the practice of medicine for a healthier world.

Physician Support

Our partnership with physicians allows access, support and opportunities to practice with one of the country's most successful healthcare networks. By giving them the clinical resources they need to deliver high-quality care, HCA Healthcare provides physicians an environment where they get what they need to succeed, and where success is defined by a patient's outcomes and experience.

We recognize the value of actively seeking physician feedback and implementing change based on their input. We have a robust team of dedicated physician relations professionals, and we make sure physician feedback influences our clinical and business operations at the highest level.

We continually invest in our healthcare system, providing state-of-the-art facilities, cutting-edge technology and greater access to innovative clinical care. In recent years, our integrated network has shown consistent patient volume growth, resulting in more competitive growth opportunities for the physicians who practice with us.

95% of physicians

responded positively when rating quality of care at HCA Healthcare
(based on the 2019 Physician Engagement Survey)



Graduate Medical Education

To make sure our physicians, residents and fellows are prepared for their careers and trained on the latest medical approaches, HCA Healthcare invests heavily in graduate medical education (GME) programs—in fact, we are the largest sponsor of GME in the United States.

264
residency
programs

54
locations

3,900+
residents and
fellows

850+
graduates

**For the 2019/2020 training year.*



Nursing at HCA Healthcare

HCA Healthcare nurses work hard to raise the bar for our patients, our organization and our profession. That’s why we invest in leading-edge technologies, infrastructure and clinical education to help make HCA Healthcare the premier career destination for nurses.

Making a Difference

Nurses are at the forefront of our commitment to the care and improvement of human life. At HCA Healthcare, there are multiple ways for nurses to influence strategies and decisions related to patient care, share best practices and make a difference:

- Specialty advisory councils govern how best practices are shared across our hospitals
- Our Unit of Distinction program honors the “best-of-the-best” nursing units in a number of specialties
- Our career opportunities for nursing span all levels—from the frontlines to administration, and everything in between

Nurse-Focused Technologies

HCA Healthcare nurses are equipped with technologies that maximize efficiencies so they can spend their time doing what they do best: caring for patients.

- Our **Orbit app** allows nurse leaders to document patient feedback that is used to improve patients’ care experience and recognize colleagues for exceptional care
- The **iMobile app** gives caregivers a secure mobile platform for communicating across a facility
- Our **Vitals Now** system automatically monitors vital signs and records them in the electronic health record
- The **ICON (Integrated Clinical Operational Navigation)*** platform will support improved performance through planning, best practice sharing and cross-functional communication
- Our **HCA Inspire*** app will give nurses a way to connect with and recognize each other and access professional development tools, mentoring and advice and sample career paths
- **HCA Vision*** will turn in-room televisions into communication hubs for patients and care teams
- Our **nurse call systems** will soon allow for integrations with key applications to improve workflow

**Programs not fully deployed as of Dec. 31, 2019*

Visit HCAhealthcareImpact.com to learn more.

Units of Distinction

Through our Unit of Distinction program, we celebrate nursing units that are raising the bar for the nursing profession. In 2019, approximately 2,200 HCA Healthcare nursing units participated in the program and were scored on approximately 20 different criteria to determine which would receive the 2019 Unit of Distinction honor. The winning units’ scores are in the top five percent of all HCA Healthcare medical surgical, critical care, emergency services, surgical services, behavioral health and women’s and children’s nursing units.

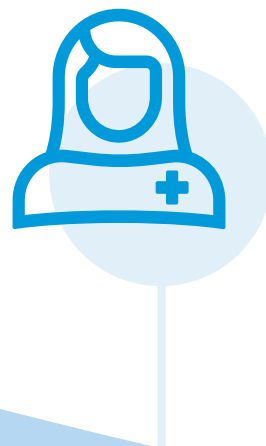
Additionally in 2019, another 106 units achieved scores ranking them within the top six to ten percent of all HCA Healthcare units, earning an honorable mention designation.

Nurse Education and Career Development

With more than 98,000 nurses throughout our organization, HCA Healthcare is one of the largest employers of nurses in the United States. We know that education and development are key to excellence. These are some of the ways we help HCA Healthcare nurses grow:

- Nursing education and ongoing development are available within the HCA Healthcare family at Galen College of Nursing, Research College of Nursing and Mercy School of Nursing.
- Centers for Clinical Advancement across the U.S. help nurses and other clinicians feel confident and competent in patient care situations by offering training on best practices and sharing expertise in simulation environments.
- Nurse residency programs and StaRN (Specialty Training Apprenticeship for Registered Nurses) allow first-year nurses to move with confidence from the classroom to the bedside.
- Assistant Chief Nursing Officer Advanced Leadership Program, in partnership with the American Nurses Association, helps nurses gain skills needed to move into leadership roles.
- Charge Nurse Leadership Certificate is an opportunity for charge nurses to build core leadership skills to drive exceptional patient care and contribute to positive business results.

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more.





Avery West

Nurse Resident

Avery West is no stranger to the emergency room. From skateboarding accidents to sports, Avery was an active kid who got hurt a lot. “There were lots of big moments in the ER for me,” she says—big moments that led to a career in the ER. Today, Avery is an ER nurse at The Medical Center of Aurora in Aurora, Colorado.

“I wanted to pursue nursing, specifically in the emergency department, to help people who have been in a similar situation as myself,” says Avery.

Avery graduated from Galen College of Nursing in spring 2019 and soon learned about The Medical Center of Aurora’s nurse residency program designed for emergency department nurses, known as EDGE. “What attracted me to the residency program is that they were courageous enough to do something a little different,” says Avery. The program gives new graduates the opportunity to work in the emergency department, instead of spending a year or more on a medical/surgical floor.

Avery was accepted into the EDGE program in August 2019. Like many new grads, Avery was nervous to practice nursing “in the real world.”

“When I first got here, it was a little overwhelming,” says Avery. This is where the EDGE program provides invaluable support.

“The nurse residency program forces you to not be scared. The program has made me feel like I know exactly what I need to know to provide the best and safest care to each person.”

Residents spend six months splitting their time between the classroom and the hospital, gaining clinical skills, leadership knowledge and career advice. After the first six months, nurse residents spend a year working on a capstone project that addresses an area for improvement in their unit—some of which are implemented at the facility.

Avery is excited by that possibility.

“My goal is to make The Medical Center of Aurora the best facility it can possibly be.”

Six months in, Avery says the EDGE residency program has made her more knowledgeable, efficient, skilled and confident. “The EDGE residency program is definitely one of the best programs out there by far,” she says.

Caring for Communities

“The [HCA Healthcare] Hope Fund is a life changer.”

Gloria Thompson,
2019 HCA Healthcare
Hope Fund grant
recipient

Our dedication to caring like family extends beyond the walls of our facilities into the communities where we live and work.

We don't just work in the communities where our care facilities are located. We live there, too, with our families and our friends.

Through our partnerships with national organizations, workplace giving initiatives, grants to nonprofit organizations and the volunteer efforts of our colleagues, HCA Healthcare is helping to build stronger communities. As we strengthen our relationships with our neighbors in our hometowns, we are addressing key issues tied to health and well-being.

Investing in Our Communities

Our networks of care are fundamental to the community infrastructure, and we take that responsibility seriously. HCA Healthcare is a major contributor to the local economies where our hospitals are located and where we live.

~280,000 **\$4.2B**

people employed

capital investment
in land, buildings
and equipment

\$23.6B

in payroll
and benefits

Higher Education

We also invest in our future leaders through scholarship programs. Approximately 800 dependents of HCA Healthcare colleagues received higher education scholarships totaling \$3.3 million through the HCA Healthcare Scholars Program for the 2019-2020 academic year.

14%

are first-generation
college students

94%

are seeking
bachelor’s degrees

31%

are the children
of nurses

In 2019, we launched HCA Healthcare Scholars at Fisk University, a program with one of the nation’s esteemed historically black colleges, to provide scholarships, career planning and internship opportunities for high-achieving undergraduate students. We have committed \$1 million to the program over a four-year period, 2019-2023.



Community Support

We strive to do our part to help communities thrive and grow through volunteering, giving and partnering with organizations whose missions align with our own. In 2019, HCA Healthcare initiated an enterprise-wide community engagement pilot focusing on areas that can make a difference in the communities we serve. The pilot will provide an infrastructure for increased giving and volunteering across the organization.

107,000 hours

logged by HCA Healthcare colleagues in 2019

\$45M

enterprise giving to charitable organizations

\$14.9M

in colleague giving with HCA Healthcare matching

5,200+ charitable organizations

supported through donations and volunteering



National Partnerships

HCA Healthcare partners with other leading organizations to uncover more possibilities for improving health and well-being. Our support extends beyond sponsorships into truly collaborative partnerships, through which we can take better care of our patients, families and communities.

Our national partners include:

- **March of Dimes**
- **American Red Cross**
- **The Jason Foundation**
- **Habitat for Humanity**

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more.





Part of the Solution

At HCA Healthcare, we collaborate with community and national organizations to address societal concerns.

Diversity and Inclusion

Diversity makes teams, companies and communities stronger. We recently appointed a chief diversity officer and formed an executive diversity and inclusion council to bolster our work in this important area. Our comprehensive, multifaceted efforts are aligned to our patients, colleagues, suppliers, boards and community partnerships.

HCA Healthcare partners with the Institute for Diversity and Health Equity, National Association of Health Services Executives, National Association of Latino Healthcare Executives and the National Urban League.

Crushing the Opioid Crisis

In 2019, 100 HCA Healthcare facilities hosted Crush the Crisis opioid take-back events in partnership with local law enforcement agencies. We collected more than 5,000 pounds of unused and expired prescription medications in 16 states.

Learn more about our work to address the opioid crisis on page 8.

Environmental Sustainability

Healthy communities are connected to healthy environments. As environmental stewards, we work to protect our patients and colleagues by meeting and exceeding all environmental legal and regulatory standards. Our efforts to be environmentally friendly are led by task forces that examine operations in four areas:

- **Construction and major renovation**
- **Energy and water**
- **Waste stream**
- **Environmentally preferable purchasing**

We are also a member of Practice Greenhealth, a founding sponsor of the Greening the Operating Room Initiative, a founder of the Healthier Hospitals Initiative and a member of HealthTrust's Environmental Sustainability Network.

129M+
pounds

construction
waste recycled

31.9M+
pounds

recycled cardboard, paper,
aluminum, wood and
rechargeable batteries

1.1M+
pounds

of devices diverted
from landfill for
reprocessing

Standing Ready in Times of Crisis

In times of emergency or large-scale disaster, we apply our scale and experience to support colleagues and help rebuild communities. Over the years, we have assisted with natural disasters such as wildfires, earthquakes, tornadoes and storms, as well as man-made crises like major car accidents and mass shootings.

With planning and preparation we are able to stay at the ready to respond to emergencies. Teams operating out of regional offices and our corporate headquarters in Nashville, Tennessee, participate in regular drills and full-scale disaster exercises so we can deploy when needed. Our scale allows us to enter into nationwide contracts for ambulances, helicopters, medications and other resources that may be needed in an emergency.

In partnership with the American Red Cross and other relief organizations, as well as local police and fire agencies, we have plans in place to respond quickly to meet immediate needs after a disaster.

When an emergency occurs, our CodeReady system allows us to monitor and assess the situation and provide real-time perspective to command teams, while our evacuNATE algorithm helps us reduce hospital evacuation time using real-time triage data. Working across HCA Healthcare's network, we can redirect our supply chain to get medical supplies, equipment and care teams to affected areas to offer assistance or evacuate patients and families to a safe location.

COVID-19

As we release this 2019 Impact Report, the dedication of our HCA Healthcare family is being proven once again as we face the challenges posed by coronavirus (COVID-19). We have prepared and stand ready to do all we can to protect our nurses, physicians and colleagues, and diligently respond to the evolving needs of the patients we serve.

16

emergency operations
centers

1,200

colleagues received
emergency grants in
the wake of Hurricanes
Michael and Florence

\$2.5M

donated to the American
Red Cross worldwide in
the past three years



A photograph of a memorial fence covered in stars and a banner that reads '#ELPASOSTRONG'. The fence is made of chain-link and is decorated with many colorful stars of various sizes. A large white banner with the text '#ELPASOSTRONG' in red and black letters is draped across the fence. To the left of the banner is a red heart. To the right, there are more stars and a small sign that says 'PRAY ELPA STRONG'. The background shows some trees and a clear sky.

The People of Del Sol Medical Center

When the call came in on Aug. 3, 2019, Dr. Stephen Flaherty prepared himself and his staff for the worst.

A gunman had opened fire with an AK-47 in a shopping center in El Paso, Texas, killing 20 people and wounding 26 others. Some of the wounded—11, with varying degrees of injuries—were coming to HCA Healthcare’s nearby Del Sol Medical Center, where Dr. Flaherty runs the trauma department. Dr. Flaherty likens the injuries to those he saw when he served in war zones in Iraq and Afghanistan.

“As a hospital, as a Level II trauma center, we have to be prepared for the unthinkable,” says David Shimp, chief executive officer at Del Sol Medical Center. “In this case, the unthinkable happened, and I’m so grateful for our entire team that we were as prepared for this as we were.”

On that tragic day, the team at Del Sol immediately sprang into action to save lives. Personnel reported to work without being asked, including colleagues from Del Sol’s sister hospital, Las Palmas Medical Center in West El Paso. “Everybody was all hands on deck,” says Annie Garcia, chief nursing officer at Del Sol Medical Center. “From the CEO all the way to our amazing housekeepers, we were here to do one mission—take care of our patients.”

Colleagues from the two hospitals were able to work together seamlessly as a result of the standardized training they had received and shared experiences working across HCA Healthcare facilities. “If we hadn’t done the drills, if we hadn’t participated in mass casualty events, I truly believe that we would not have been able to handle this as effectively as we did,” says Shimp.

As the Del Sol team provided lifesaving care for these victims, the emotional impact of this tragic event began to set in. Many team members found comfort and strength in their ability to help and serve their community. “The response from the hospital was magnificent. People just showed up. In the blink of an eye, we had enough people to be able to run seven operating rooms and take care of the operations we needed to do,” says Dr. Flaherty.

“I think it speaks volumes for the people who work here and their commitment to the care and improvement of human life.”

- Dr. Stephen Flaherty
Trauma Medical Director, Del Sol Medical Center



We've built a unique culture in which we do our best to care for each other and our patients like family. At every facility across our network, doctors, nurses and colleagues are committed to the same high standards. We won't settle for anything less than the best healthcare possible. Most importantly, we don't forget that the best care happens one patient at a time.

Together, our positive impact is magnified far beyond the walls of our hospitals. We're continually working to move healthcare forward by seeking and embracing innovative approaches to deliver the right care, within our own organization and across the field of healthcare.

**At HCA Healthcare, we're
working for healthier tomorrows.**

Our Collective Impact

