



Annual Impact Report

March 2022

Due to increased travel precautions and our ongoing commitment to protecting patients and colleagues throughout the pandemic, several of the individuals pictured throughout this report are from our MidAmerica Division.

It is important to note that our collective impact reflects the hard work of all of our 283,000+ dedicated and compassionate colleagues throughout the U.S. and U.K.



Vanessa McAnally, APRN, FNP-C,
Nurse Practitioner, CareNow State Line Road



We show up.

“We show up” isn’t just something we say, it’s something we do each day, no matter the circumstance. The past two years have delivered immense challenges for our nation — especially for the healthcare industry and frontline caregivers. However, through it all, we have grown stronger and discovered new and innovative ways to uplift our mission.

This annual Impact Report recognizes the teamwork, sacrifices, and commitment of our physicians, nurses, and colleagues; the many ways we show up for our patients and communities; and the innovative work we’re doing to advance the practice of medicine for years to come.

In 2021, HCA Healthcare colleagues demonstrated incredible compassion and resilience while continuing to respond to the ever-changing pandemic. We’re proud to have accelerated COVID-19 research while treating more COVID-19 inpatients than any other health system in the country. We remained committed to advancing patient care and scaling innovations; supporting our colleagues and their families with expanded benefits and programs; making progress on our diversity, equity, and inclusion initiatives; practicing environmental stewardship; and discovering new ways to improve more lives in more ways.

We’re also proud to present our 2022 nursing strategy, which focuses on advocacy and leadership, staffing and care team support, education and academic partnerships, and professional practice. Nurses are the cornerstone of patient care, and HCA Healthcare is committed to investing in and advancing nurses while addressing staffing challenges.

I am confident that the results presented and stories shared will demonstrate how our integrated HCA Healthcare network creates more resources, more solutions, and more possibilities for everyone who walks through our doors.



Samuel N. Hazen

Samuel N. Hazen

Chief Executive Officer

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Whether through volunteering our time, making charitable donations or partnering with other organizations, at HCA Healthcare, we are committed to creating healthier tomorrows for our communities.

Our integrated network of care



*Hospital locations as of Dec. 31, 2021

In this year's annual Impact Report, we reflect on the past year and the positive impact we create for all we are privileged to serve and with whom we collaborate. Our impact is made possible by our incredible colleagues, communities and strategic partners who embrace HCA Healthcare's mission and values. Every day, we seek to raise the bar higher, not just for ourselves, but for healthcare everywhere.

Economic impact in our communities

\$26.7B+

in payroll
and benefits

\$5.5B

federal, state and local taxes incurred in 2021

\$3.5B+

in capital investment

2021 services by the numbers

35M+

patient encounters

~1M

telehealth encounters

217K+

babies delivered

8.4M+

emergency room visits

160K+

COVID-19 inpatients treated

HCA Healthcare's
182
hospitals

are supported by more than 2,300 ambulatory sites of care, including:

238

urgent care clinics

123

freestanding emergency rooms

1,480

physician practices

102

behavioral health programs

82

home health and hospice agencies

125

surgery centers

*As of Dec. 31, 2021



Our affiliated lines of business



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



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.



The Cancer Institute of HCA Healthcare

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



Galen College of Nursing joined HCA Healthcare in 2020, bringing together two leading nursing organizations and creating the country's largest academic practice partnership. This partnership has increased access to education and provided nursing career development opportunities that we believe will positively impact patient care. Through this partnership, we launched three new nursing school locations in 2021.

Healthcare at Home Hospice & Family Care

Brookdale Health Care Services joined HCA Healthcare in July 2021, when we completed the purchase of a majority stake in the company from Brookdale Senior Living, Inc. This joint venture expands HCA Healthcare's ability to serve patients beyond our network of hospitals, surgery centers and freestanding ERs, and creates seamless transitions to post-acute care – specifically home health, hospice and outpatient therapy services.

Pictured left: Galen College of Nursing students take part in a clinical simulation



Dedication to our patients

We are committed to delivering exceptional care to every patient. From our patient encounters, we develop and share best practices to improve patient care and save lives.

Quality, patient-centered care

We strive to deliver superior care to our patients during every interaction. Our approach to ensuring high-quality care is rooted in our belief of always doing what is right for our patients.

From our more than 35 million annual patient encounters, we develop and share best practices across our enterprise that help continuously improve patient care, using evidence-based guidance, tools, measurement, advanced analytics and data science to support safe, effective, efficient, compassionate care.

Improving COVID-19 care

We continue to support and care for patients during the COVID-19 pandemic.



Shannita Khemraj-Beharry, RDCS,
Cardiac Sonographer, Research Medical Center

From treating suspected and positive COVID-19 cases, we share our learnings with research institutions to improve treatments, outcomes and care.

Since the beginning of the pandemic, HCA Healthcare has conducted various COVID-19 related research projects and worked to spearhead COVID-19 literature to accelerate the understanding and treatment of the coronavirus.

As of December 2021, HCA Healthcare has nearly 50 clinical publications in print, in press, under review or in late preparation.

To learn more about how we're improving COVID-19 care, visit HCAhealthcareImpact.com.

Reducing opioid misuse and improving surgical outcomes

HCA Healthcare's Enhanced Surgical Recovery (ESR) program helps improve surgical recovery, patient length of stay (LOS) and overall complications. The program focuses on acute care level interventions which are shown to have the most clinical validation. In 2021, the ESR program helped decrease complication rates by 20% compared to those surgeries not using ESR. In addition, ESR has resulted in the following improvements:

Enhanced Surgical Recovery (ESR) patient outcomes



decrease in opioid usage
compared to those surgeries
not using ESR



decrease in 30-day
readmissions compared to
those surgeries not using ESR

Providing faster stroke care

Our network of providers uses a proven rapid assessment approach to swiftly assess and treat stroke patients.

As of December 2021, HCA Healthcare facilities achieved a median door-to-needle time of 35 minutes for stroke care, which is 42% faster than the national stroke treatment goal of 60 minutes (American Heart Association/American Stroke Association). This performance is recognized by payers and accreditors, who recognize numerous HCA Healthcare facilities as centers of excellence.



Awards and recognition for quality of care

HCA Healthcare's Continental Division, which includes HealthONE, was named to **IBM Watson Health's 15 Top Health Systems** list for the second consecutive year

In addition, 16 of the best performing hospitals in the nation are part of HCA Healthcare, according to **the 2021 Fortune/IBM Watson Health 100 Top Hospitals list**

Five of these hospitals also received the **Everest Award**, an additional honor for those who ranked among the top for current performance and had the highest rates of improvement during a five-year period

Newsweek magazine recognized 18 HCA Healthcare facilities as **America's Best Physical Rehab Centers** in 2021

In February 2021, 14 HCA Healthcare hospitals were recognized among the **'250 Best Hospitals'** by **Healthgrades**

Mission Hospital, an HCA Healthcare affiliated hospital, was listed as one of the **'50 Best Hospitals'** by **Healthgrades**

Equity of Care

HCA Healthcare is committed to providing equitable access to high-quality care for our patients and fostering a diverse and inclusive workplace for our colleagues. We have signed a national Equity of Care pledge, through the American Hospital Association Institute for Diversity and Health Equity, to reinforce this commitment. Our Equity of Care program provides compassionate and patient-focused solutions and resources through the following focus areas:



Data collection

Our Health Equity Council analyzes data to address disparities and improve patient outcomes, and data from our more than 35 million annual patient encounters helps provide insights to advance health equity nationwide.



Cultural competence

More than 182,000 HCA Healthcare colleagues have completed our equity of care education course, which was created to advance our colleagues' cultural competence.



Pastoral and spiritual care

HCA Healthcare maintains a large network of professionally certified and accredited chaplains and qualified pastoral and spiritual care providers who provide spiritual care for our patients, their companions, and colleagues and the communities we serve.



Language services

Our facilities deliver healthcare services in more than 170 languages and dialects.



Access to services

More than 1,000 Equity of Care Coordinators (ECCs) across the HCA Healthcare enterprise advance health equity for patients and their loved ones by ensuring equitable access to high-quality healthcare services for individuals who are deaf or hard of hearing, are blind or have low vision, utilize service animals or are limited English proficient (LEP).

"To build a culture of health equity, we must first ensure everyone has the basics to be healthy. And when it comes to expanding opportunities for health, thinking the same approach will work universally is like expecting everyone to be able to ride the same bike. The key is to remember there is no 'off-the-shelf' solution. It takes time, ingenuity, patience and compassion to fully understand their needs and to truly help them heal."

**Dean Beasley, Equity of Care Coordinator
at Doctors Hospital of Augusta**

Health Equity Council

As part of our continued commitment to providing equitable access to care, HCA Healthcare formed the Health Equity Council in January 2021 to help identify and address health disparities within and outside of our hospitals, as well as to develop strategies that advance health equity. This cross-functional group of senior leaders — co-led by our chief clinical officer and chief diversity officer — analyzes race, ethnicity and language (REaL) data, sexual orientation and gender identity (SOGI) data and other socio-demographic characteristics to address disparities and improve patient quality, safety and satisfaction outcomes for diverse populations.

The findings from our annual equitable outcomes analysis have been used to shape the focus of initiatives undertaken by the council, including partnerships with community organizations and industry partners to address specific opportunities related to cardiovascular health, cancer screenings and navigation services, and maternal health for communities of color. To support the goal of monitoring and reporting health equity data on a regular cadence, a health equity dashboard has been developed to provide insight into potential disparities in care outcomes on a quarterly basis.

For more information, visit HCAhealthcareImpact.com.



Financial support



In 2021, HCA Healthcare contributed an estimated \$3.3B+ for the delivery of charity care, uninsured discounts and other uncompensated care.



Through our Patient Benefit Advisor hotline, which operated from the beginning of the pandemic through March 2021, we assisted nearly 11,000 patients who experienced unemployment and/or loss of health insurance during the height of the pandemic.

At HCA Healthcare, we work to ease the stress that the healthcare insurance and billing process can bring. Serving both uninsured and underinsured patients, HCA Healthcare applies a sliding scale discount on patient amounts due based on federal poverty guidelines (FPG) and household income. We provide one of the most generous patient financial assistance programs in the country. Our programs and resources include pricing information, financial counseling, patient-friendly billing practices and financial assistance programs for uninsured and underinsured patients.

Protecting our patients

“The great hospitals will always put the patient and the patient’s family first, and the really great institutions will provide care with warmth, compassion and dignity for the individual.”

Dr. Thomas Frist Sr.
HCA Healthcare co-founder

Angela Simms, MSPT, Physical Therapist,
Research Medical Center



19

COVID-19 response

HCA Healthcare continues to respond to the ongoing COVID-19 pandemic, treating more than 160,000 COVID-19 inpatients in 2021 and over 271,000 total from February 2020 to December 2021 — more than any other health system in the country. Throughout the pandemic, we have remained committed to the safety of everyone within our facilities by implementing precautionary measures such as masking policies, screening processes, social distancing guidelines and modified visitor policies as needed. We continue to follow the guidance of the Centers for Disease Control and Prevention (CDC), professional society recommendations and state-based executive orders.

When the Delta variant resulted in a surge of COVID-19 cases in Florida, HCA Healthcare's Enterprise Emergency Operations Center (EEOC) was tasked with supporting the National Group Clinical Operations team in the decompression of our hospitals throughout the state. Our Enterprise Preparedness and Emergency Operations (EPEO) Medical Transport Division facilitated contracting additional EMS and medical transport companies to safely transfer patients as needed. Dispatch

Since the start of the pandemic, HCA Healthcare has treated more COVID-19 inpatients than any other health system in the U.S.

160K+

COVID-19 inpatients treated in 2021

1.2B+

total items of PPE distributed in 2021

and coordination of these was centrally organized through the EEOC's Emergency Medical Services Operations Center (EMSOC), located in Nashville, Tennessee. Overall, nearly 1,000 patients were safely discharged or transferred to help create immediate bed capacity for patients.

The EEOC also partnered with HealthTrust and vendors to monitor oxygen levels and supply across our markets in real time. This helped HCA Healthcare maintain safe levels of oxygen supply at all of our facilities when the country was facing a shortage of oxygen.

Access to personal protective equipment (PPE) continues to be vital for the safety of our colleagues and patients. To diversify our supply chain and expand access to PPE,

HCA Healthcare announced a joint venture business with A Plus International Inc. to manufacture procedural and surgical masks in Asheville, North Carolina. In addition, HCA Healthcare continues to work with partners and

suppliers to ensure we meet the demand for PPE. Overall, we distributed more than 1.2 billion items of PPE in 2021.



Safety protocols

We remain focused on the safety of our patients in our facilities by supporting safety initiatives and sharing best practices across our facilities. We engineer safety into our system by design, and our Patient Safety and Care Experience teams are responsible for managing our federally-chartered Patient Safety organization. They oversee Event Reporting, Patient Experience, Barcode Medication Administration and Medication Diversion Prevention, among other programs. They are also responsible for our clinical pharmacy surveillance software, implemented to prevent life-threatening medication errors, improve patient outcomes and reduce drug waste.

Top (left to right): Former Senior Vice President and Chief Nurse Executive Jane Englebright, Ph.D. and HCA Healthcare colleague Angela Novak

Middle (left to right): Ian Green, PCT; Kristi Colgan, Speech-Language Pathologist; and Amneet Kaur, Occupational Therapist, Overland Park Regional Medical Center

Bottom: Surgical Technologist AJ Eisenhart (pictured left) and Operating Room Supervisor Jill Criner (pictured right) help prepare a colleague's surgical gown at Overland Park Regional Medical Center



Ethical business practices

We strive to ensure our actions reflect our mission and dedication to creating healthier tomorrows for our patients and communities. Each year, HCA Healthcare colleagues complete an annual code of conduct training, which details company expectations related to ethics, compliance, security and more. In addition, our Ethics Line is available 24/7 for colleague questions and reporting and addresses 100% of calls received. The Ethics Line allows colleagues to report ethics or compliance concerns without fear of retaliation, while resolving cases expeditiously and recommending corrective action.



In early 2022, HCA Healthcare was recognized for the 12th time by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the **World's Most Ethical Companies**.

Data protection

Caring for our patients is not limited to clinical care and patient safety, but also includes maintaining their privacy. Each year, all HCA Healthcare colleagues complete training that covers privacy, information security, physical security and more.

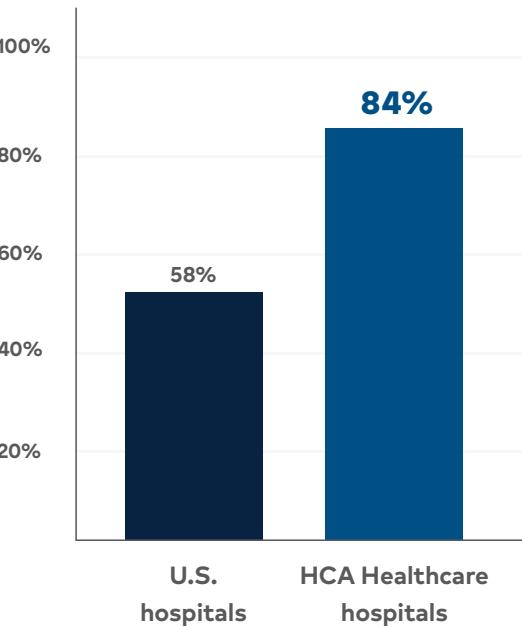
The main goal of the Privacy Program is to ensure our patients' health information and privacy rights are properly protected.

Through our Code of Conduct and policies and procedures, HCA Healthcare requires its workforce members, affiliated covered entities and business associates to subscribe to appropriate privacy practices. We reinforce this message through various educational and training sessions and the routine dissemination of regulatory information and supplemental guidance to assist in maintaining compliance with patient privacy.

Awards and recognition for patient experience and safety

In 2021, 18 HCA Healthcare facilities received Press Ganey Pinnacle of Excellence or Guardian of Excellence awards for patient experience. The Pinnacle of Excellence Award is presented to Press Ganey clients that have maintained high levels of excellence for three years in one of four categories: patient experience, employee engagement, physician engagement or clinical quality performance. Clients that receive the Guardian of Excellence Award have achieved the 95th percentile for one of those same categories.

In its fall 2021 Hospital Safety Grades, The Leapfrog Group recognized 84% of HCA Healthcare hospitals with an A or B rating, as compared to 58% of hospitals nationally.





Innovations for care and research

As a learning health system, research and innovation are at the forefront of how we seek to raise the bar for healthcare everywhere.

24

Elizabeth Catapang, ASCP, Microbiology
Medical Technologist, Research Medical Center

Setting new standards of care through research and innovation

HCA Healthcare utilizes findings from our more than 35 million annual patient encounters to identify opportunities to improve clinical care and support our more than 93,000 nurses and 45,000 active and affiliated physicians.

Through partnerships with GE, Google and other leading technology companies, HCA Healthcare is advancing care delivery within and outside of our hospitals. The HCA Healthcare Research Institute (HRI) is our multispecialty clinical research arm focused on advancing therapies for patients through our affiliated network of providers and care sites. HRI is supported by HCA Healthcare's oncology research organization, Sarah Cannon Research Institute, which focuses on community-based cancer research. Together, we conduct large-scale clinical research and collaborate with institutions including Harvard Pilgrim Health Care Institute and the CDC to unlock insights into real-world data and clinical studies that help lead to scientific breakthroughs and transform patient care.

Accelerating COVID-19 research

At the onset of the pandemic, HCA Healthcare, with support from HRI, Sarah Cannon Research Institute and its precision medicine platform, Genospace, created a COVID-19 patient registry to capture and analyze data from treating COVID-19 patients. A research study published in the Journal of Clinical Investigation in 2021 analyzed data from COVID-19 patients to assess the effectiveness of convalescent plasma treatment.

In January 2021, we formed a consortium of prominent public and private research institutions to use our vast data on COVID-19 hospital care to improve patient outcomes and public knowledge. The institutions — including the federal Agency for Healthcare Research and Quality (AHRQ), Johns Hopkins University, Duke University, Meharry Medical College, Harvard Pilgrim Health Care Institute and others — have access to the data in a research program directed by HRI. As of Dec. 31, 2021, 12 studies were being conducted or had been completed using data from more than 210,000 patients in the HCA Healthcare COVID-19 Registry.

Above: Kasey Kelm, Technical Analyst, MidAmerica Division

271K+

patients treated by HCA Healthcare for COVID-19 from February 2020 to December 2021, more than any other health system in the United States.

550+

first-in-human clinical trials conducted across Sarah Cannon Research Institute, 65 of which occurred in 2021.

Care Transformation and Innovation

Since our founding, HCA Healthcare has prioritized and embraced innovation to constantly address the needs of those we serve and to support our clinicians. In 2021, we launched a new strategic pillar dedicated to Care Transformation and Innovation (CT&I). Through the clinically led integration of technology into care delivery, CT&I aims to accelerate the organization into the future of healthcare through bold innovations that address current and anticipated challenges facing caregivers.

CT&I will integrate innovative ideas from frontline clinicians and work with colleagues to test, measure and scale solutions. Currently, CT&I is prioritizing changes to mitigate frontline burnout, enhance employee well-being and deliver high-quality care to our patients and communities. This work is supported by a variety of experts across clinical care, engineering and technology groups. Labor and Delivery has been selected as CT&I's first innovative focus area.

To learn more about current and future CT&I initiatives, visit HCAhealthcareImpact.com.



Telehealth expansion

Throughout our network, our care teams partner with remote telehealth physicians to deliver around-the-clock, high-quality care. With more than 1,500 telehealth programs across our organization, we plan to expand our footprint in nursing, critical care and maternal-fetal medicine in 2022.

"Telepsychiatry has provided advantages for patients by increasing access to care for those in remote or underserved areas, those who need specialty care and those in need of culturally sensitive care, while decreasing time and cost of travel."

Adriana Foster, MD
Associate Regional Medical Director
Telehealth Provider Plus

of care for our patients. Our telehealth services help connect patients to the right level of care at the most critical times supporting emergent stroke, neurology and psychiatry cases at more than 175 outreach sites. Our colleagues provide these critical services to rural, underserved communities to give patients the specialized care they need and help them avoid lengthy or costly travel to medical appointments.



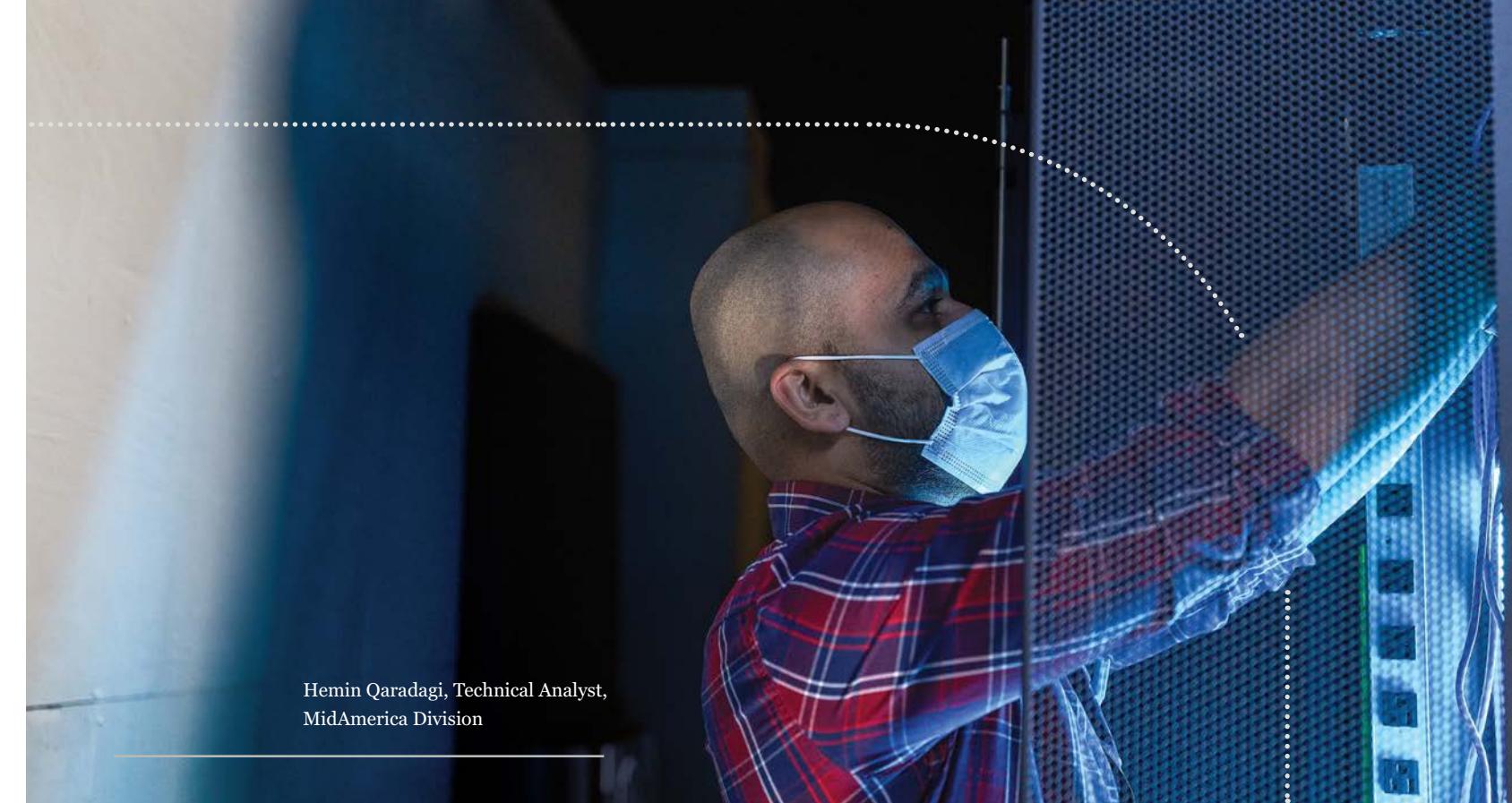
3K
average
telehealth
visits per day



45K
telehealth visits
in our urgent
care centers



560K
primary care
and specialty
telehealth visits



Hemin Qaradagi, Technical Analyst,
MidAmerica Division

Google Cloud partnership

"We are honored to partner with HCA Healthcare on this unique opportunity to be at the forefront of advancing care through the power of real-time data availability to support clinical and operational workflows."

Thomas Kurian
CEO, Google Cloud

In May 2021, HCA Healthcare and Google Cloud announced a multi-year strategic partnership to create a secure and dynamic data analytics platform for HCA Healthcare and enable the development of next generation operational models focused on actionable insights and improved workflows.

The partnership builds on our innovative use of information technology to accelerate the digital transformation taking place within our organization and the healthcare industry. With privacy and security as guiding principles of our partnership, Google Cloud does not have any access to patient identifiable data.

*As of Dec. 31, 2021

Supporting our colleagues

HCA Healthcare is proud to offer a variety of programs and benefits to support our colleagues, whether they decide to transition into a leadership role or pursue a new degree. We're also committed to strengthening the diversity of our workforce and investing in the well-being of our colleagues and their families.

Left to right: Amarachi Uzodimma BSN, RN, NE-BC, Nurse Manager, Transplant Nephrology; Avery Cunningham, RN, Staff Nurse, Transplant Nephrology, Research Medical Center



Investing in our workforce and strengthening the diversity of our leadership

"I love the way HCA Healthcare wraps its arms around new leaders and ensures we are aligned and equipped for success."

Leadership Institute
New Leader
Orientation (NLO) participant

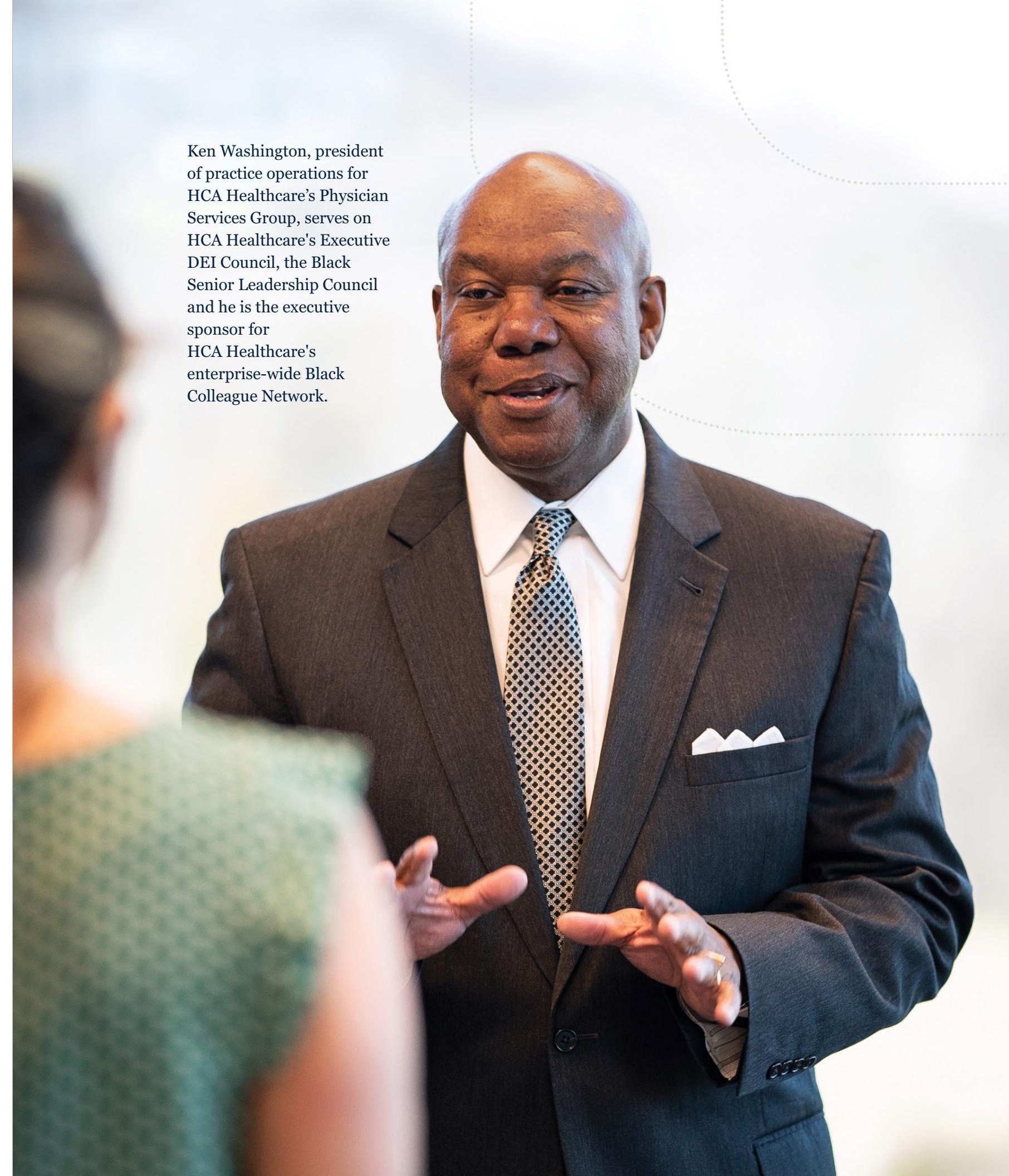
Better leaders help provide better patient experiences. HCA Healthcare's Leadership Institute advances our vision by building strategic and operational capabilities, rapidly deploying best practices and cultivating leaders who exemplify our values. Program offerings include the Leadership Institute Academy for Directors, Leadership Essentials for Supervisors and Managers, and the Nursing Leadership Certificate. Signature Series programs, including the Executive Development Program and Executive Residency Program, focus on developing high-potential colleagues to help ensure HCA Healthcare has a robust talent pipeline of qualified leaders for key roles.



210,200+

hours of training for over 78,600 participants delivered by the Leadership Institute in 2021

Ken Washington, president of practice operations for HCA Healthcare's Physician Services Group, serves on HCA Healthcare's Executive DEI Council, the Black Senior Leadership Council and he is the executive sponsor for HCA Healthcare's enterprise-wide Black Colleague Network.



In 2021, the Leadership Institute delivered more than 210,200 hours of training for over 78,600 participants through both virtual and blended offerings. Harvard Spark allowed 9,540 colleagues to access more than 211,900 resources on-demand when and where it was best for them. Our new *Thrive Forward* digital toolkit was developed to provide assessments, articles, videos and other tools to help leaders and their teams reduce stress and create healthier habits for overall well-being. Since its launch, the *Thrive Forward* toolkit has been downloaded more than 4,100 times.

HCA Healthcare remains focused on strengthening the diversity of our colleagues. In 2021, we hired 35% people of color in management and supervision roles, a 10% increase from the prior year.

In addition, we are strengthening the diversity of our leadership pipeline via several executive development programs offered through the Leadership Institute, including the Executive Residency Program. In 2021, we hired our most diverse Executive Residency Program class yet — 57% people of color and 57% female. Overall, we increased people of color and female representation in leadership development programs by 22% in 2021.

In 2021, HCA Healthcare hired its most diverse Executive Residency Program class yet

57% People of color **57%** Female



Executive Development Program
Graduating Class of 2021

"I learned about biases that I was not aware of. I appreciate that HCA Healthcare cares about this topic and is willing to address and encourage inclusion."

Conscious inclusion training participant

Launched in early 2020, our conscious inclusion training, developed by our Diversity, Equity and Inclusion and Leadership & Organizational Development teams, equips leaders to recognize and mitigate different types of unconscious biases, and prepares them with practical day-to-day skills and resources to engage and support our colleagues. As of Dec. 31, 2021, 78% of our 10,000+ directors and above have completed formal conscious inclusion training. In 2021, all HCA Healthcare colleagues received education on mitigating bias, a crucial component of conscious inclusion, as part of the annual code of conduct training.

In 2020, HCA Healthcare announced a variety of diversity, equity and inclusion (DEI) commitments, including the creation of a council comprised of Black senior leaders from across the enterprise to better understand how we can support our Black colleagues and communities. Our Black Senior Leadership Council was established and is led by CEO Sam Hazen and Chief Diversity Officer (CDO) Sherri Neal. Based on discussions with this council, a sponsorship program will be launched in early 2022 for a select group of Black colleagues to drive advancement in leadership. This is a phased approach that we plan to expand in scope to include a broader focus on leaders of color and female leaders by the end of 2022.

Visit HCAhealthcareImpact.com to learn more about our DEI commitments and the progress we made in 2021.



Left to right: Suyapa Soto, CST, Surgical Team Member; Vonika Jack, CST, Surgical Team Member; and Sabrine Semoin, MD, MBA, FACS, General Surgeon, HCA Florida University Hospital

Education and development resources

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

Eligible colleagues can receive \$100 (full-time) or \$50 (part-time) per month to help repay student loans through our student loan assistance program (lifetime maximums apply). In 2021, 13,884 colleagues participated in the program. In total, HCA Healthcare has assisted with more than \$59.2 million in student loan payments (as of Dec. 31, 2021).

Our tuition assistance program provides up to \$5,250 in tuition assistance to eligible colleagues each year (lifetime maximums apply). Approximately \$40 million is reimbursed to colleagues annually.

In 2021, the HCA Healthcare Foundation renamed the HCA Healthcare Scholars Program to the Patricia Frist Memorial Scholarship Program in honor of the late Patricia Frist, a longtime philanthropist in Nashville, Tennessee, and wife of HCA Healthcare co-founder Dr. Thomas Frist Jr. Through this program, eligible dependents of HCA Healthcare colleagues can receive merit-based higher education scholarships of up to \$5,000 a year. In 2021, 588 recipients received scholarships totaling more than \$2 million.

\$59.2M+

in student loan assistance since 2018

~\$40M

in tuition reimbursement in 2021

588

recipients received scholarships through the Patricia Frist Memorial Scholarship Program in 2021



Mental wellness

More than ever, healthcare workers are under tremendous pressures to care for their communities in the midst of greater demands and fewer care providers. We're here to support our physicians, nurses and other colleagues so they can continue to provide the high-quality, patient-centered care our communities deserve. Existing and expanded programs include:

Nurse Care: This free, confidential, 24/7 support program and counseling service gives HCA Healthcare full-time and part-time hospital-based nurses remote access to licensed psychologists, social workers and marriage and family therapists. In 2021, 24,720 calls were received.

Optum: This partnership offers colleagues and members of their immediate household free counseling sessions. Colleagues can also access free apps, resources and referral services to find help with anything from home maintenance to legal support.

Motivation Alliance: HCA Healthcare colleagues can access a free custom version of this service, which provides tools for managing stress and anxiety.

Doctor On Demand: Colleagues with an eligible HCA Healthcare medical plan can speak with a board-certified physician any time, day or night, through this telehealth service. Physicians provide care for 90% of the most common health conditions, including stress, anxiety and depression.

HCA Healthcare Hope Fund

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

In 2021, the Hope Fund reached an exciting milestone with more than \$75 million in assistance provided to colleagues since its inception in 2005.



\$10.4M+

in assistance distributed in
2021 to help 4,800+
HCA Healthcare families



2,200+

HCA Healthcare families
received \$3.2 million in
disaster assistance



30,380+

colleagues made donations
to support one another



\$11M

donated to the Hope Fund in 2021
\$6.8M from colleagues and
other support
\$4.2M from HCA Healthcare
matching funds

"Having that chair took out all of the anxiety of possibly falling and hurting ourselves, her or both. It changed things for the better at our house."

Dan Finger
HCA Healthcare pharmacist



Dan Finger, a pharmacist at HCA Healthcare, credits the HCA Healthcare Hope Fund in helping provide an in-home chair lift for his 1-year-old granddaughter, Ryllah, who was born with a rare genetic condition.

Dan Finger's story

Dan Finger, a pharmacist at HCA Healthcare, and his wife have custody of their 1-year-old granddaughter, Ryllah. Ryllah was born with a rare genetic condition. "It basically affects every aspect of her development, including the ability to walk," Dan said. Living in a multi-level home, Dan and his wife had concerns about being able to safely transport Ryllah up and down the stairs without falling, especially as they get older and Ryllah continues to grow.

Dan wasn't sure whether the HCA Healthcare Hope Fund would be able to assist in Ryllah's situation, but decided to apply. It wasn't long before Dan received notice that his family was approved to receive help for a chair lift.

"It helped us tremendously," Dan said. "I was elated, I couldn't believe it. It allows us to go up and down the stairs while carrying oxygen and carrying her. It is a big deal."

With the assistance provided by the Hope Fund, Dan and his wife are able to continue providing care for Ryllah, now with more peace of mind.

See how HCA Healthcare colleagues are helping more families in need at HCAhealthcareImpact.com.



Above: Aubree Hosiner, RN; Yvonne Adams, LPN; David Porter, PA; Arian Culp, MD, Med Surg, Research Medical Center

An engaged workforce

Awards of Distinction

HCA Healthcare's annual Awards of Distinction recognize extraordinary colleagues who exemplify our culture and values in three award categories. The Frist Humanitarian Award, named in honor of HCA Healthcare co-founder Dr. Thomas F. Frist Sr., is given to colleagues who demonstrate commitment and caring that goes beyond everyday acts of kindness and who inspire fellow colleagues with their compassion and dedication. These award recipients are examples of the volunteer spirit of all HCA Healthcare colleagues and the humanitarian principles of our organization's founders. The Innovators Award honors our organization's legacy of innovation by recognizing the entrepreneurial

spirit and forward thinking of today's colleagues. The Excellence in Nursing Award recognizes the intrinsic value of nursing in advancing our mission and is given in two categories: professional mentoring and compassionate care. Learn more about this year's Awards of Distinction recipients at HCAhealthcareImpact.com.

Colleague Recognition Program

HCA Healthcare expanded its Colleague Recognition Program to all colleagues in fall 2021. Through the program website, colleagues can give and receive recognition while earning points that can be redeemed for rewards of their choice. In 2021, there were close to one million recognition touchpoints with colleagues.

Vital Voices

Ensuring a positive and inclusive colleague experience starts by giving each of our more than 283,000 colleagues a chance to share their thoughts in a confidential format. HCA Healthcare sends an onboarding pulse survey to colleagues after 45 and 100 days of employment to receive feedback on the onboarding and recruitment experience. Vital Voices engagement pulse surveys are shared throughout the year to help our teams set goals and make improvements.

Not only does this lead to a better experience for our colleagues, but also better care for our patients. One example is the Investing in Our Colleagues initiative, which includes an additional \$50 million capital nursing investment that gives our facilities a portion of funds to enhance patient care as needed. This initiative was created because of feedback received from our colleagues through Vital Voices.

Colleague Networks

HCA Healthcare has established enterprise-wide, virtual networks to give colleagues the chance to meet and network with peers who have shared experiences and commonalities. So far, seven Colleague Networks have been created for veterans, Black colleagues, women, young professionals, LGBTQ+ colleagues, Hispanic/Latinx colleagues, and Asian and Pacific Islander colleagues (see badges below). Each network is led by a senior leader who serves as executive sponsor. In 2022, a new Colleague Network will be launched supporting colleagues with disabilities and their allies, and programming will expand to the division level to offer local programming and engagement opportunities.



BRAVE Conversations

Our award-winning BRAVE Conversations program provides colleagues opportunities to discuss complex topics through a safe, immersive dialogue experience. In total, nearly 4,000 colleagues joined our BRAVE conversations in 2021, increasing our attendance from 2020 by 40%. Topics included celebrating Asian and Pacific Islander voices, advocating for health equity within the LGBTQ+ community, building bridges with the deaf and hard-of-hearing community, and honoring our veterans.

\$50M
**additional capital
nursing investment from
the Investing in Our
Colleagues initiative**

Awards and recognition

"My managers and supervisors are very understanding and effectively support my military obligations ... My journey has been a complicated one from the start, but I could always count on them for anything I needed."

Karina Banaduc, Army Reserve Sgt. and Med-Surg Unit Nurse at Grand Strand Medical Center

Military awards

HCA Healthcare has a longstanding connection to the U.S. armed forces, military veterans and their families. Since 2012, we have hired more than 40,000 veterans, active-duty personnel and military spouses.

In 2021, the Military Times named HCA Healthcare one of the country's best employers for military-connected employment programs, benefits and support.

HCA Healthcare has been nationally recognized as a military-friendly employer and military-spouse friendly employer for 11 consecutive years by VIQTORY.

In addition, Employer Support of the Guard and Reserve (ESGR), a Department of Defense program, presented HCA Healthcare and affiliate hospital Grand Strand Medical Center in Myrtle Beach, South Carolina, with a Secretary of Defense Employer Support Freedom Award. This award was given in recognition of exemplary support for our National Guard and Reserve colleagues. Karina Banaduc, an Army Reserve Sgt. and med-surg unit nurse at Grand Strand Medical Center, nominated our organization for support she received while deployed as a combat medic assisting with COVID-19 efforts in Newark, New Jersey.

2021 LinkedIn Top Companies

HCA Healthcare was recognized by LinkedIn as one of the 50 best U.S. workplaces for professionals to grow their careers. This annual list highlights organizations that invest in employee success, career development, and equity and inclusion. LinkedIn cited our commitment to frontline healthcare workers during the COVID-19 pandemic, noting that we had no layoffs as a result of the pandemic, provided 100% base pay to those who needed to quarantine, and

offered a pandemic pay program (70% base pay for those whose hours were reduced).

~\$99M

Quarantine Pay Program total spend between 2020 and 2021 for approximately 65K unique recipients

Best Employers for Women 2021

For the second consecutive year, HCA Healthcare affiliate Parallon was named as one of the country's Best Employers for Women by Forbes and Statista, Inc. For this annual ranking, 50,000 Americans working for businesses that employ more than 1,000 people were surveyed about development opportunities, working conditions and arrangements, parental leave, family support and more. Representation at the executive and board levels and initiatives to improve gender equality were also considered.

Parallon is a leading provider of revenue cycle management services, and women make up 88% of its workforce and 74% of its collective leadership team.

2021 LinkedIn Talent Awards

HCA Healthcare was named a Diversity Champion at the 2021 LinkedIn Talent Awards. This recognition is given to companies that have initiated and inspired meaningful conversations around diversity, inclusion and equity.

2021 Human Rights Campaign Corporate Equality Index

HCA Healthcare achieved a 2021 Human Rights Campaign Corporate Equality Index score of 85/100, an increase of 15 points from the previous year. This index rates corporations on LGBTQ+ workplace equality based on four criteria: workforce protections, inclusive benefits, supporting an inclusive culture and corporate social responsibility, and responsible citizenship. HCA Healthcare continues to work to provide an inclusive environment for all colleagues.

Below: The late HCA Healthcare colleague Avery King



Supporting veterans' organizations

In November 2021, HCA Healthcare donated a total of \$150,000 to local veteran support organizations. The donations were made in honor of the late HCA Healthcare colleague and Air Force veteran Avery King, who was instrumental in the creation of our Military Affairs Program. Contributions were made to the following organizations:

REBOOT Recovery
A Soldier's Child
Operation Stand Down Tennessee
MTSU Charlie and Hazel Daniels Veterans and Military Family Center



\$150,000
donated to local
veteran support
organizations



Investing in and advancing clinicians

We believe excellent people make excellence happen, and we offer a variety of educational programs and partnerships to ensure a strong pipeline of nurses and physicians to our facilities. We're also committed to listening to our clinicians and providing the tools they need.

Brandy Tuttle, BSN, RN Charge Nurse, Outpatient Oncology,
Sarah Cannon Cancer Center at Research Medical Center

Nursing at HCA Healthcare

93,000+

registered nurses

20+

physical nursing academic
and simulation centers

Nurses have an unwavering commitment to caring for their patients and supporting each other. While the COVID-19 pandemic showed the world how vital our frontline colleagues are, it re-emphasized another industry-wide issue — nursing staffing challenges — that was a concern before the pandemic. In its State of the World's Nursing 2020 report, the World Health Organization estimated a global shortage of 5.9 million nurses.

For the past several years, HCA Healthcare's strategic vision for nursing was focused on investing in nursing through four key pillars: advocacy and leadership, increasing performance visibility, consistency in nursing practice and operations and leveraging scale to drive performance. In 2022, we are refining our nursing strategy approach by building on previous strategic pillars and focusing more on innovative ways to solve nursing staffing challenges and enabling nurses to practice at the top of their license.

Our 2022 nursing strategy was developed by listening to nurses at all levels of our organization and will be guided by these four pillars: advocacy and leadership, staffing and care team support, education and academic partnerships, and professional practice. This emphasis on listening to our colleagues will continue through dedicated nurse workgroups.



Flip the page to
view our 2022
nursing strategy



2022 nursing strategy pillars



Advocacy and Leadership

Develop extraordinary leaders at every level and provide unparalleled opportunities for a career for a lifetime by:

- Recruiting and retaining the workforce
- Developing nursing leadership



Staffing and Care Team Support

Create innovative and effective care delivery models to support care teams and meet patient needs by:

- Optimizing technology
- Diversifying and optimizing the workforce
- Enhancing nursing communication
- Improving nursing workload and patient safety



Education and Academic Partnerships

Access to industry-leading education and career development opportunities to positively impact patient care by:

- Gaining nursing market share
- Strengthening new nurse competency
- Expanding access to Centers for Clinical Advancement



Professional Practice

Ensure ownership of evidence-based practice to elevate nursing excellence by:

- Improving nurse sensitive quality indicators

Vickie Estrada, BSN, RN, Staff Nurse Transplant Nephrology, Research Medical Center

Education opportunities

Galen College of Nursing

HCA Healthcare is the majority owner of Galen College of Nursing, one of the country's largest private nursing colleges. This partnership provides our nursing colleagues with access to more education and career development opportunities. We continue to expand access to quality nursing education by opening new campuses around the country.

In November, Galen and Fisk University, a Historically Black University, announced an articulation agreement that allows Fisk degree coursework credits to transfer to Galen so students can go directly into Galen's BSN program. Students can complete the BSN program in as little as two years. This will help Fisk students obtain degrees that can lead to advancement and growth, drive diversity in the nursing field, and in turn make a meaningful impact on the quality of healthcare in the communities we serve.

HCA Healthcare's tuition assistance program includes the HCA Healthcare-Galen College of Nursing Grant, which allows direct billing between our two organizations. That means zero out-of-pocket tuition costs for colleagues pursuing an online RN to BSN. Galen offers other unique programs — both online and at campuses across the country — to HCA Healthcare colleagues.

HCA Healthcare invests approximately \$40 million per year in the tuition assistance program, which has helped about 5,000 colleagues graduate. More than 70% of degrees have been in the nursing field.

Below (left to right): Research College of Nursing students (2022)
Angie Lopez Rodriguez, BSN; Ebele Egbuniwe, BSN; Ellan Harder, BSN



"When I went into my unit, I was met with a team of nurses that was just so eager to help me grow as a person, as a nurse and as a leader. You go from learning something online to doing it in simulation lab and then having to perform it on the floor."

Janie Holmes, MSN, RN, CPN
Nurse Residency Cohort Graduate
Manager of Pediatric ICU
TriStar Centennial Medical Center

Nurse Residency + StaRN programs

Our year-long Nurse Residency Program includes more than 500 hours of clinical education both in the classroom and at the bedside. Graduate nurses work with a community of experienced nurses and their fellow residents to better prepare for their nursing career.

Our StaRN (Specialty Training Apprenticeship for Registered Nurses) Program provides intensive training for our nursing students.

Centers for Clinical Advancement

HCA Healthcare currently has 11 Centers for Clinical Advancement, including a co-location with Galen College of Nursing. These simulation learning centers across the country give our nurses the opportunity to continue their clinical education with lifelike simulation equipment so they can feel confident and knowledgeable in a variety of patient care situations.

Advancing care through technology

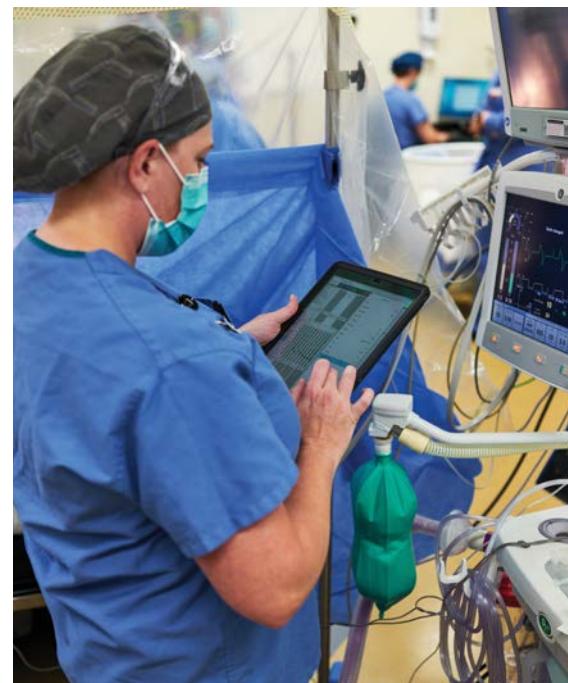
HCA Healthcare provides technologies to our care teams to promote the best outcomes for our patients and improve efficiencies for our nurses. HCA Healthcare was recognized as a 2021 CIO 100 award winner for Collaborative Nursing Technology. These awards honor organizations that are using information technology in innovative ways.

Our Information Technology Group (ITG) and Clinical Operations Group (COG) hosted a **Coding for Caregivers** event in the spring. Nurses were asked to submit ideas for improving work efficiencies at the patient bedside. After more than 5,000 ideas were received, nearly 600 participants worked together in 29 teams to create solutions, some of which are currently under development for our nurses.

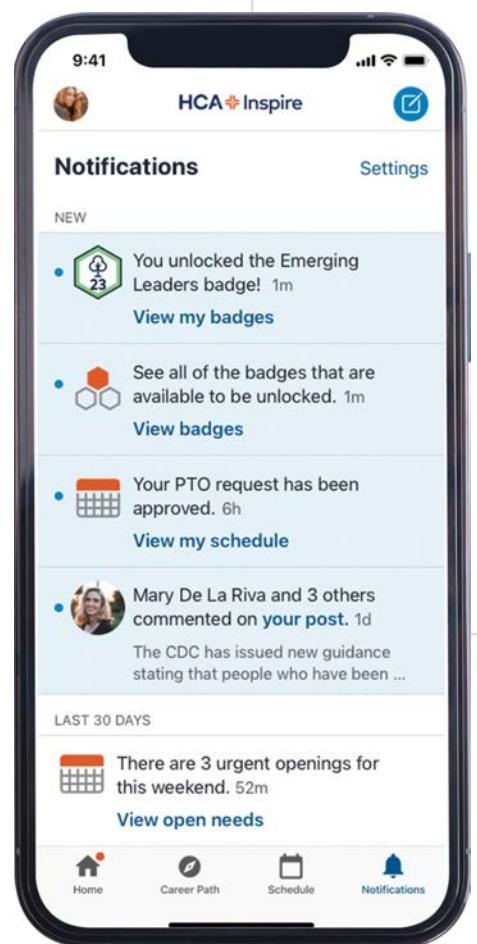
The **HCA Inspire** app, pictured right, allows our nurses to connect with peers and mentors, grow professionally, access their schedules and more.

Through **iMobile**, a secure text messaging system, our nurses can easily communicate and share information with other members of the care team, receive updates on patient status and be alerted when a patient needs them.

Our **Care Team Assignment (CTA)** application serves as the single source for a patient's care team information and allows other tools like Sepsis Prevention and Optimization of Therapy (SPOT) to identify a patient's caregiver at any given time. CTA data also provides insight into staffing acutities for our inpatient nursing units. At the close of 2021, 91 sites were live across our system.



Bottom right: Valerie Wilen, CRNA, Overland Park Regional Medical Center



Ernesto's story

The pandemic has been a difficult and emotional journey, but one that Ernesto Carnota, director of critical care at HCA Florida JFK Hospital in West Palm Beach, Florida, believes has brought new attention to the nursing profession.

"The whole world got the opportunity to see what nurses do and how important nurses are," Ernesto said. "As a profession, we were challenged in every single aspect where we could be challenged. The amount of resilience and compassion that I experienced from my nursing colleagues was something that I never thought I would experience."

Ernesto decided to become a nurse after his mother was hospitalized for nearly a month, drawn to what he calls a career of service. "Nurses have the opportunity to be present during the gift of life (when babies are born), and we also have the opportunity to be there for the last minutes of a person's life. We're the only profession that can cover the entire lifespan."

We had to keep going

In the early days of the pandemic "there was an incredible amount of feeling helpless," Ernesto recalled. "[But] we couldn't stop. We had to keep going." Ernesto and his fellow HCA Healthcare nurses navigated the unknown in the face of many fears, adapting and drawing strength from their colleagues.

Expanded benefits put into place early on helped — pandemic pay for nurses unable to work because of COVID-19, employee assistance programs to support physical and emotional well-being, and regular check-ins. Ernesto recalls leaders at HCA Florida JFK Hospital putting in equally long days, and CEOs donning scrubs to work alongside nurses.

"I couldn't be more proud of being a part of this profession and a part of this amazing team of HCA Healthcare nurses," Ernesto said.



Above: Ernesto Carnota, BSN-RN, CCRN, Director of Critical Care at HCA Florida JFK Hospital in West Palm Beach, Florida

"The whole world got the opportunity to see what nurses do and how important nurses are. As a profession, we were challenged in every single aspect where we could be challenged. The amount of resilience and compassion that I experienced from my nursing colleagues was something that I never thought I would experience."

Ernesto Carnota, BSN-RN, CCRN
Director of Critical Care
HCA Florida JFK Hospital

Attracting exceptional physicians

HCA Healthcare co-founders and physicians Dr. Thomas Frist Sr. and Dr. Thomas Frist Jr. envisioned creating a healthcare company with the scale, resources and clinical expertise to deliver high-quality care across the nation. Their original vision continues to guide our organization today, and we are proud to have fostered a robust community of dedicated and highly skilled caregivers.

45K+
active and
affiliated physicians

Our Physician Services Group (PSG) and Physician and Provider Relations (PPR) team honor the autonomy and expertise of our physicians and advanced practice providers. We listen to and collaborate with them through physician governance councils, operational and service line meetings, physician engagement and patient safety culture surveys and our robust network of physician relationship specialists. To ensure our physician partners and advanced practice providers can concentrate on their patients, we offer support for various needs, including:

- Quality
- Technology
- Informatics
- Supply chain
- Marketing
- Payer relationship management
- Risk and regulatory resources



4,591
residents

303
fellows

218
specialty programs
(residencies)

81
sub-specialty programs
(fellowships)

299
graduate medical
education programs

As of Dec. 31, 2021

Educating the next generation of physicians

As the largest sponsor of residency and fellowship programs across the nation, HCA Healthcare's graduate medical education (GME) program is leading the industry in clinical experience. Our programs seek to inspire tomorrow's physicians to care for and improve human life by focusing on patient-centered approaches to practicing the latest evidence-based medicine.

HCA Healthcare residents and fellows have access to talented teams of faculty, industry experts and dedicated researchers

to guide them through their journey. Our GME team and Diversity, Equity and Inclusion department frequently partner to provide cultural competence education to residents and fellow, including veteran care workshops, conscious inclusion training and transgender care workshops. Our residents and fellows produce evidence that drives future practice by leveraging HCA Healthcare's national clinical data warehouse — the heart of our data ecosystem. Learn more at HCAhealthcareImpact.com.

Caring for our communities

Whether through volunteering our time, making charitable donations or partnering with other organizations, at HCA Healthcare, we are committed to creating healthier tomorrows for our communities.





Giving and volunteering

The ongoing COVID-19 pandemic means giving back and volunteering continued to look a little different in 2021, but the commitment and creativity of our colleagues to support our communities through this new normal remained intact.

\$41M+

enterprise giving
to community
organizations

99,600+

volunteer hours

\$17M

colleague giving with
HCA Healthcare
matching

5,600+

charitable
organizations
supported through
donations and
volunteering



Above: Twenty-six HCA Healthcare volunteers, including Spencer Jones and Bev Sears (pictured), spent a day building a Habitat for Humanity home in Columbia, Tennessee.

Healthier Tomorrow Fund

Since its founding in 1982, the HCA Healthcare Foundation has awarded more than \$231 million in grants. In May 2021, the HCA Healthcare Foundation announced the Healthier Tomorrow Fund, an \$80 million community impact fund focused on addressing high-priority community needs and health equity. The fund provides grants to nonprofit organizations in 25 cities where HCA Healthcare has a presence.

Since its launch, \$4.5 million in funding has already been allocated to 13 different organizations, including the American Heart Association, Girl Scouts of the USA, Volunteers of America, Central Texas Allied Health Institute and Educate Texas. Launching the Healthier Tomorrow Fund further expands HCA Healthcare's philanthropy in the communities where our colleagues live and serve. The foundation plans to distribute up to \$8 million of the Healthier Tomorrow Fund this year with goals to expand to additional markets.

Above: HCA Healthcare colleagues Akshay Shinde and Swathi Polepalli

Healthy Food for Healthier Tomorrows

During the 2021 holiday season, HCA Healthcare helped stock the shelves at food banks across the country as part of our organization's Healthy Food for Healthier Tomorrows Food & Nutrition Drive. By working with local food banks to collect and provide nutritious meals for our communities, HCA Healthcare sought to address food insecurity — the lack of consistent access to enough food to have an active, healthy lifestyle.

Over the course of 30 days, HCA Healthcare colleagues across the country provided nearly 370,000 nutritious meals to food banks in the communities that we serve by donating food or making financial contributions to help purchase perishable items such as milk, fruit and vegetables.

The 370,000 nutritious meals that were provided to families in need included:

77,830

meals donated by colleagues

52,000

meals from colleague charitable donations

240,000

meals from \$60,000 in grants provided by the HCA Healthcare Foundation for the winning facilities and divisions of a creative food sculpture contest



Top left: HCA Florida Citrus Hospital's food drive benefited the Community Food Bank of Citrus County. Pictured (left to right): Jennifer Losse, RN, Employee Health Nurse; Rene Thomas, Human Resources Vice President; and Josh Moore, Chief Operating Officer

Top right: Barrett Blackmon, Regional Vice President, Oncology, Sarah Cannon Cancer Institute at HCA Houston Healthcare, volunteered at the Houston Food Bank.

Bottom: HCA Florida North Florida Hospital's food drive benefited The Bread of the Mighty Food Bank. Pictured: Mary Piazza, MSN, RN, AOCNP, Nursing Director, 5 North Oncology Unit



Partnering with other community leaders

In 2021, HCA Healthcare made a third consecutive contribution of \$500,000 to the American Red Cross Annual Disaster Giving Program.

and relief efforts, including the Texas winter storms in 2021 and the tornadoes in Kentucky. We also provide Red Cross leaders with access to our emergency response information system to help coordinate their activities.

American Red Cross

A beacon of hope when disaster strikes

HCA Healthcare shares a long history of partnering with the American Red Cross to provide disaster relief. Our partnership means we are able to stay ready to respond to emergencies and support our communities during the most difficult times, thanks to planning and preparation drills and full-scale disaster exercises that ensure we can deploy teams and resources when needed. In 2021, HCA Healthcare made our third consecutive \$500,000 contribution to the American Red Cross Annual Disaster Giving Program.

Over the last five years, we've provided more than \$4.6 million in financial support to the Red Cross for shared disaster response capabilities

March of Dimes

Helping every mom and baby get the best possible start

HCA Healthcare is proud to deepen our longstanding relationship with March of Dimes through a new partnership focused on improving maternal health outcomes. HCA Healthcare is the largest system for delivering babies in the country and more than 217,000 babies are delivered at our hospitals every year. Together, March of Dimes and HCA Healthcare are using our clinical data, pioneering research and passionate history to deliver healthier tomorrows for mothers and babies.



Supporting mental health education with EVERFI

HCA Healthcare is committed to supporting the growing need for mental health education in communities and the mental well-being of kids and adolescents. We are proud to partner with EVERFI, an international technology company driving social change through education, to launch Mental Wellness Basics, a digital resource that introduces middle and high school students to mental health education.

The course is designed to build awareness and empathy, reduce stigma, and provide facts about the symptoms and prevalence of mental health conditions, including instruction about how to notice when mental health is at risk and choices that may help in reducing the severity of symptoms.

18K +

middle and high school students

reached by the Mental Wellness Basics course since its launch in October 2020



A workforce reflecting the communities we serve

"The ongoing pandemic reminds us daily of the crucial importance of providing an adequate pipeline of skilled healthcare professionals. This timely and generous partnership allows us to train more students who will join the frontlines of those fighting to protect America's health."

Dr. Larry Robinson, Florida A&M University President

Strategic partnerships build diverse talent pipeline

HCA Healthcare supports colleagues in the work they do every day, creates opportunities for connection and dialogue, and enables us to better attract, engage and develop diverse talent. In May 2021, HCA Healthcare announced a \$10 million investment over the next three years to Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) across our footprint. This commitment supports our goal for a diverse pipeline of future healthcare professionals and leaders, ultimately helping us to deliver more equitable, culturally competent care. The investment includes a \$1.5 million partnership with Florida A&M University's (FAMU) School of Allied Health Sciences. Through internship stipends and scholarships, the funding will help pave student pathways from undergraduate to graduate to management careers in the healthcare industry.

In January 2021, we established the Market and Hospital Governance Taskforce to elevate market and hospital governance practices across the enterprise by developing guidance related to recommended roles, objectives, operations and composition for our market and hospital boards of trustees. The guidance developed by the taskforce includes best practices for advancing board diversity and quantifiable board composition targets to ensure our market and hospital boards of trustees reflect the unique diversity of the communities we serve.



Advancing our diversity, equity and inclusion (DEI) commitments

Our Executive Diversity, Equity and Inclusion Council and Division Diversity, Equity and Inclusion Councils oversee the deployment of our DEI strategies and programs across the enterprise. We are adding new roles in our divisions to provide dedicated and local focus to the DEI agenda.

Additionally, the HCA Healthcare Foundation collaborated with our Division Diversity, Equity and Inclusion Councils in investing up to \$300,000 in grants to support strengthening partnerships with local community organizations supporting social justice and health equity. Grants already distributed to local organizations include the Urban League of Broward, RISE Augusta, the Tampa Bay Healthcare Collaborative, Gentlemen by Choice, Big Brothers Big Sisters Colorado, Hispanic Unity of Florida and Project Access, among others.

HCA Healthcare is committed to working with and investing in diverse businesses, including those owned and operated by people of color, women, veterans and members of the LGBTQ+ community. We have partnered with our Capital Deployment team and HealthTrust to act on strengthening our relationships with diverse suppliers. Our Division Diversity, Equity and Inclusion Councils are setting goals for local diversity spending.

Top: Tiffany Simpson, MD, Neonatologist, Overland Park Regional Medical Center

Middle left: Raymar Yapmoreno, BSN, RN, Transplant Nephrology Staff Nurse, Research Medical Center

Middle right (left to right): Abigail Frye, PCT; Sarah Arif, PCT, Medical Surgical (Med Surg) at Overland Park Regional Medical Center

Bottom: HCA Healthcare donated \$1.5 million to strengthen FAMU students' pathways to healthcare careers



Above (left to right): Aaron Pilant, Bradenton Police Sergeant; Jenna Sorgenfrei, PharmD, MSPS, BCCCP, Clinical Pharmacist; Linh Dang, PharmD, PGY-1 Pharmacy Practice Resident; Boubacar Cherif, PharmD, PGY-1 Pharmacy Practice Resident; and Derek Vuong, PharmD, BCPS, CPh, Coordinator of Clinical Pharmacy Services, HCA Florida Blake Hospital

Combatting the opioid crisis

15,500+

pounds of unused and expired medications collected

As a learning health system, HCA Healthcare is using the science of big data to combat the opioid public health crisis and transform pain management, with initiatives in surgical, emergency and other care settings.

In October 2021, HCA Healthcare hosted its third annual "Crush the Crisis" event, collecting a record 15,566 pounds of unused and expired medications in support of the Drug Enforcement Administration's National Prescription Drug Take Back Day. In partnership with local law enforcement agencies, collection sites were hosted at 96 HCA Healthcare facilities at 98 event locations across 17 states.

Emergency Operations

Whether facing natural disasters or a global pandemic, HCA Healthcare's Enterprise Emergency Operations Center (EEOC) is ready to support our more than 2,300 sites of care every day of the year. The EEOC, based in Nashville, Tennessee, is made up of nearly 200 leaders who work with experts across the enterprise to plan and execute crisis responses and help our facilities and colleagues obtain the resources they need to continue providing patient-centered care in the midst of any emergency.

In February 2021, devastating winter storms hit Texas, directly impacting our colleagues and sites of care throughout the state. When the municipal water supply was disrupted, the EEOC deployed water tanker trucks to impacted hospitals. Fuel trucks were also stationed at hospitals for colleagues, and HCA Healthcare helped coordinate repair services for colleagues whose homes had been damaged. Our hospitals were able to provide hard-to-find goods like fresh produce and paper products to colleagues at mini-markets set up in our hospitals.



Jessica Picanzo, MSN, EMT-P, CFRN, CMTE, Director, Enterprise Emergency Operations and Medical Transport

Caring for evacuees

Delivering on HCA Healthcare's mission — Above all else, we are committed to the care and improvement of human life — the EEOC supported our Capital Division in providing urgent care to 800 individuals evacuated from Afghanistan in August 2021. To best serve this population, HCA Healthcare partnered with the American Red Cross to establish culturally competent care. Our organization also supported vaccination efforts when a measles outbreak was identified at Dulles International Airport upon evacuees' arrival. In addition, the EEOC worked with our Central and West Texas Division to serve evacuees when a refugee site was established at a military base outside of El Paso.

800

evacuees from Afghanistan were provided care upon arrival in the U.S.

Before Hurricane Ida made landfall in August 2021 as a high-end Category 4 hurricane, the EEOC took action to ensure our Louisiana hospitals had appropriate staff, medications, supplies, food, water and generator power. Command Centers were opened at HCA Healthcare facilities throughout Louisiana. When Tulane Lakeside Hospital lost water pressure, the decision was made to evacuate patients out of an abundance of caution. The EEOC coordinated patient transfers to sister hospitals and other nearby

facilities safely, calling on HCA Houston Healthcare's AIRLife medical transport team to assist. Fuel trucks, water tanker trucks, temporary staffing, remediation teams and other resources were also supplied to hospitals after the storm, and colleagues received housing, gas, meals, laundry and other necessary supplies. EEOC leaders secured local hotels for our colleagues by providing generators to power the hotels dedicated to HCA Healthcare colleagues and families.

Below: Photo by Brandon Bell/Getty Images



Hurricane Ida

133 patients sheltered at Tulane Medical Center	43 patients sheltered at Tulane Lakeside Hospital	all patients later evacuated from Tulane Lakeside Hospital out of caution
15 generators on site at peak	650 hotel rooms provided to house 1,000+ individuals	\$1.2M provided to 1,140 HCA Healthcare Hope Fund recipients



Above: Brian Rayl, RN, BSN, CCRN, EMT-P, Flight Paramedic, HCA Houston Healthcare AIRLife

Supporting relief efforts

HCA Healthcare, the HCA Healthcare Foundation and our affiliated hospitals are proud to support charitable organizations that provide food, shelter and other necessities to communities impacted by disaster.

After the winter storms in Texas, HCA Healthcare announced \$250,000 in contributions on behalf of our organization and affiliated hospitals in Texas to support relief efforts by charitable organizations throughout the state, including the American Red Cross, North Texas Food Bank, Urban League and United Way Storm Relief Fund.

In August 2021, after record rainfall and flooding impacted Middle Tennessee, HCA Healthcare and the HCA Healthcare

Foundation gave a combined \$250,000 to the American Red Cross and various community organizations.

HCA Healthcare and affiliate Tulane Health System gave a combined \$225,000 to support Hurricane Ida recovery and relief efforts by United Way of Southeast Louisiana, Second Harvest Food Bank and Northshore Community Foundation.

After destructive tornadoes impacted communities across the South and Midwest in December 2021, HCA Healthcare contributed \$250,000 among the American Red Cross Southern and Midwest Tornadoes Relief Fund, United Way of Southern Kentucky Tornado Crisis and Recovery Fund and Governor Beshear's Team Western Kentucky Tornado Relief Fund.

Environmental stewardship

We are accelerating our efforts and embracing our role in creating a better future for everyone. Our commitment to the care and improvement of human life requires that we consider the impact we have on the environment and its role in health and the enjoyment of everyday life.

Our environmental strategy enables HCA Healthcare to prepare and execute short- and long-term sustainability plans and develop a broad ESG narrative that considers our stakeholders, the environment and our future together.

The four key themes of our strategy are:

- Managing energy and water responsibly, reducing use of energy and water, decarbonizing energy and managing water quality
- Enhancing our climate resilience, ensuring HCA Healthcare operations and the communities we serve are more resilient to climate risks
- Sourcing and consuming efficiently, decreasing emissions from purchased goods, sourcing responsibly, reducing consumption and reusing where possible
- Greening our capital programs, reducing carbon emissions, waste and other environmental impacts from new construction, retrofits and expansions

Our emissions baseline and climate risk report, aligned with Taskforce for Climate-Related Financial Disclosures guidance, will be available in spring 2022 at HCAhealthcareImpact.com.



Awards and recognition for environmental stewardship

HCA Healthcare has received 178 Practice Greenhealth awards since 2002.



Our commitment to the care and improvement of human life guides everything we do, including our dedication to being a responsible and concerned citizen in our communities.



16M+
pounds of
cardboard, paper,
aluminum, wood
and rechargeable
batteries recycled



33.4M+
pounds of
construction
waste recycled



18.3M
gallons of
water saved



969,600+
pounds of devices
diverted from landfill
for reprocessing



46.2M
kWh of energy
reduction



10
LEED-certified
facilities

Sponsorships and memberships

Practice Greenhealth: HCA Healthcare and its facilities are members of this organization that provides sustainable healthcare solutions. Members work to achieve virtual elimination of mercury in facilities, reduce the quantity and toxicity of healthcare waste, minimize the use of and exposure to hazardous chemicals, reduce healthcare's environmental footprint and integrate sustainable design and building techniques with environmentally sound operational practices.

Healthier Hospitals Initiative: HCA Healthcare is a founder of this free Practice Greenhealth initiative, now known as Healthier Hospitals. Its basic tenets are to improve environmental health and patient safety, reduce waste and the use of natural resources, and establish sustainability and safety protocols.

Read about our sustainability strategy, and additional sponsorships and memberships, at HCAhealthcareImpact.com.

Economic impact in our communities

At HCA Healthcare, we believe in taking care of others and our communities. As evidenced below, our strong operations make us a major contributor to local economies and help us create healthier tomorrows for all who live in the communities we serve.



283,000+

people employed

\$26.7B+

in payroll and benefits

\$3.5B+

in capital investment

\$3.3B+

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

\$5.5B

federal, state and local taxes incurred in 2021, including \$2.8B of income, property, sales and use taxes

Bottom: David O'Brien, RN, EMT-P, C-NPT, Pediatric and Neonatal Flight Nurse/ECMO Specialist, and Stacy Greiner, MSN, RN, C-NPT, Specialty Transport Team Supervisor, Medical City Healthcare



Looking to the future

Our accomplishments this past year would not be possible without the commitment of our colleagues, physicians and partners. Their incredible resilience and dedication to show up and do what is needed for our patients, each other and our communities brings our mission to life every day.

As we navigate the journey ahead, we will continue to focus on leveraging our collective strength and expanding our network of care to meet the needs of our patients, supporting and investing in our colleagues, deepening our partnerships in communities and positively impacting healthcare.

Learn more about the many ways we create healthier tomorrows at HCAhealthcareImpact.com.

