

March 2025



Annual Impact Report



11



Handwritten text in a cursive script, rendered in a light gray color. The text is partially obscured by the orange bar and the top edge of the page.

HCA Healthcare's mission:

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

In pursuit of our mission, we believe the following value statements:

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

We treat all we serve with compassion and kindness.

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

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



Leslie Lloyd, Nursing Supervisor,
HCA Florida University Hospital



Hurricanes Helene and Milton devastated communities across North Carolina, Georgia, Florida and beyond in 2024. Throughout it all, our colleagues worked together and showcased unwavering dedication before, during and after the storms to help ensure continued care for our patients, each other and the community.

Pictured above: Melina Arrowood, COO at Sweeten Creek Mental Health and Wellness Center in Asheville, and CEO Sam Hazen.



When I reflect on 2024 and look at where HCA Healthcare is today, it was another year of tremendous progress for our organization. We have strengthened relationships and engagement with key stakeholders. We have increased capacity allowing us to increase access and treat more patients. And, we have improved operationally which has enhanced quality outcomes and efficiencies. These accomplishments were made possible because of the great work and dedication of the growing number – approximately 316,000 – of colleagues in our company.

Today, we have 190 hospitals, and approximately 2,400 ambulatory sites of care. These facilities provided patient care to approximately 44 million people and represent critical infrastructure in the communities that we serve.

To help meet the growing demand for healthcare, we continued to invest in our workforce development initiatives. These efforts increased our clinical education capabilities, created more professional development opportunities for our colleagues to grow their careers, and continued deepening our community partnerships.

This annual Impact Report is a testament to the incredible resilience and work of our dedicated colleagues as we strive to reach new heights in pursuit of our mission. To our physicians, nurses, and all colleagues who show up every day for our patients, communities, and our company – thank you.



Samuel N. Hazen
Chief Executive Officer

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In pursuit of our goal to elevate the standards of care everywhere, HCA Healthcare takes a comprehensive approach to clinical quality.



This annual Impact Report looks back on our work and accomplishments in 2024 and demonstrates how the care we deliver reflects our goal: to give people a healthier tomorrow while keeping our patients at the center of everything we do.

38 Investing in our colleagues, developing our leaders

HCA Healthcare's greatest strength is our people.

64 Serving as an anchor institution in our community

HCA Healthcare's commitment to creating healthier tomorrows is more than a role – it is a responsibility we embrace.

Left (left to right): Brittni Clark, Trauma Manager, Lone Peak Hospital; Kimberly Preston, Trauma RN, St. Mark's Hospital

Our mission and networks of care

HCA Healthcare is a collaborative and innovative healthcare network made up of approximately 316,000 colleagues from across the globe, all united by a singular mission: Above all else, we are committed to the care and improvement of human life.

2024 Economic impact

\$31.2B

in payroll and benefits

\$48.5M+

in enterprise giving to community organizations

\$4.9B

in capital investment

~\$4.4B

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

\$7.2B

federal, state and local taxes incurred in 2024

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



HCAhealthcareImpact.com/integrated-care



Services by the numbers

~44M
patient encounters

2M+
admissions

9M+
emergency room visits

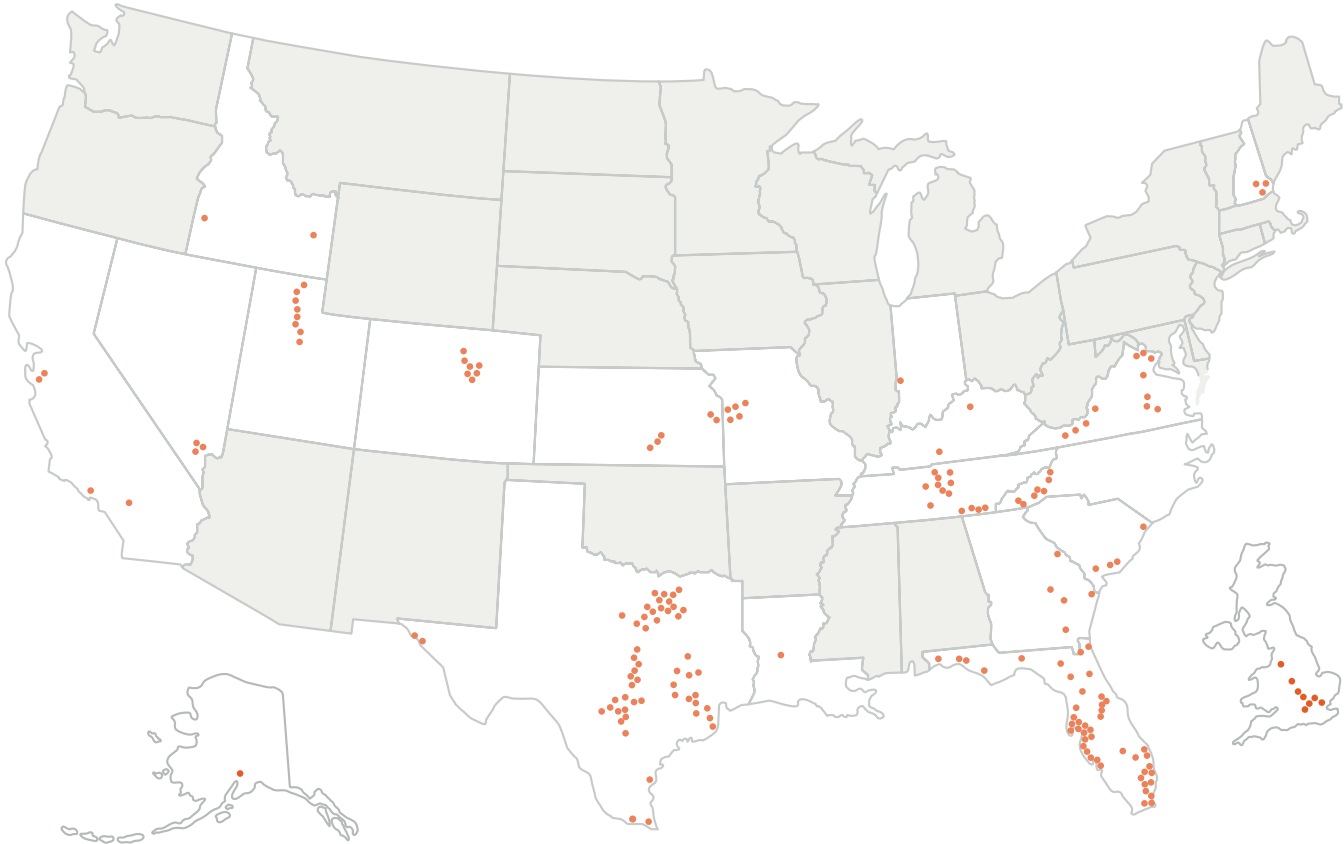
200K+
babies delivered

700+
congenital heart defect surgeries

1,330
donor transplants

Above (left): Melinda Kunka, Clinical Nurse Coordinator, Ogden Regional Medical Center

Our **190 hospitals** are supported by approximately **2,400 ambulatory sites of care** in **20 states and the U.K.**, including:



1,622

physician
practices

124

surgery
centers

341

urgent care
clinics

173

freestanding
emergency rooms

52

behavioral health
sites of care

38

home health and
hospice agencies

*Data and hospital locations as of Dec. 31, 2024



Affiliated lines of business

HCA **Healthcare**[®] **Sarah Cannon Cancer Network**

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



Left (left to right):
Ninoshka Pereira, Pharmacy
Director; Sonia Ramos,
Pharmacy Buyer; HCA Florida
University Hospital



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

HealthTrust is anchored by the only national provider-owned and operated group purchasing organization (GPO), with procurement and advisory capabilities in supply chain, pharmacy, purchased services, workforce, medical device management and clinical integration.

Surgery Ventures

Powered by **HCA Healthcare**

Surgery Ventures, powered by HCA Healthcare, partners with physicians to jointly own and operate high-quality surgery and endoscopy centers across the country. Backed by the strength and support of a Fortune 100 healthcare leader and teams who provide operational and financial expertise, our clinicians are free to focus on their patients. Surgery Ventures delivered high-quality outpatient care to more than 800,000 patients throughout our network during 2024.

PARALLON[®]

HCA Healthcare

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

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



Galen College of Nursing joined HCA Healthcare in 2020, bringing together two leading nursing organizations and creating one of the country's largest academic practice partnerships. This partnership has increased access to education and provided nursing career development opportunities that we believe will positively impact patient care. Through this partnership, we have opened 17 nursing school locations since 2020, bringing Galen's total number of campuses to 22.



Awards and recognition

World's Most Admired Companies™



HCA Healthcare was ranked first in our industry by Fortune on their 2024 list of World's Most Admired Companies. The annual global survey identifies organizations that excel in a variety of corporate reputation measures including innovation, ability to attract and retain talent, quality of management and social responsibility to the community and the environment.

Fortune/PINC AI Top Hospitals

Fortune and PINC AI recognized 36 HCA Healthcare hospitals on their 100 Top Hospitals list for 2024. The 100 Top Hospitals list is based on data about patient outcomes and experience, operational efficiency, financial health and community impact. HCA Healthcare's Continental Division and the Mountain Division were recognized among the Top 15 Health Systems.

2025 World's Most Ethical Companies®



In early 2025, Ethisphere recognized HCA Healthcare as one of the 2025 World's Most Ethical Companies. This is the

15th time we have been recognized on this list, which honors companies for their commitment to business integrity. Honorees undergo a rigorous assessment across five categories — Governance, Culture of Ethics, Environmental and Social Impact, Ethics and Compliance, and Third Party Management.

Magnet® and Pathway to Excellence® Designation

HCA Healthcare's network included 15 Magnet® Designations covering 19 facilities, and 19 Pathways® designations covering 20 facilities.



Colleagues at HCA Florida Aventura Hospital celebrate a patient graduating from the post-operative physical rehabilitation program.

Left to right: Luis Moreno, Manager, Environmental Services; Angela Frederick, Occupational Therapist; Laroche Philocles, Physical Therapist; Achu Abraham, Physical Therapist

2024 Disability Equality Index®



HCA Healthcare was recognized as one of the Best Places

to Work for Disability Inclusion, earning a top score of 100 on the Disability Equality Index® survey for the third consecutive year. The Disability Equality Index® is the leading independent, third-party resource for the annual benchmarking of disability inclusion policies and programs by multinational corporations.

U.S. News and World Report's Best Regional Hospitals

U.S. News and World Report ranked 16 HCA Healthcare hospitals as top hospitals in their respective regions.

America's Best Hospitals

Healthgrades' 250 Best Hospitals Award recognizes the top 5% of hospitals nationwide for clinical excellence. In early 2025, 49 HCA Healthcare hospitals were included on the list.

Best for Vets award by Military Times and VIQTORY

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

VIQTORY has recognized HCA Healthcare as a Military Friendly employer for 14 consecutive years. In 2024, HCA Healthcare was awarded Gold distinction for our veteran hiring practices, programs and support initiatives.



Elevating
the standards
of healthcare

We strive to put patients at the center of everything we do at HCA Healthcare. In pursuit of our goal to enhance patient care, we take a comprehensive approach to clinical quality. Across our organization, we integrate systems of care and leverage technology and robust data sets with the intention of consistently delivering the highest-quality care and providing a safe environment for our patients and colleagues.

Right: Isabel Cristina Lau, MD,
MountainStar Ogden Pediatrics



The pursuit of quality is a daily discipline at HCA Healthcare. A structured and interdisciplinary partnership across corporate, division and facility clinical leaders is designed to align focus and provide coordinated oversight.

Our Continued Survey Readiness Evaluation team takes a proactive approach to evaluate and support clinical safety, quality and regulatory performance at our hospitals. This team supports quality improvement while sharing best practices across our organization.

We prioritize feedback received from our care teams to help address safety concerns and develop action plans to improve patient safety, processes and patient outcomes at all facilities.

Nationally, leading institutions recognize HCA Healthcare facilities as top performers on key patient safety and quality measures.

49 HCA Healthcare hospitals were recognized on the 2025 Healthgrades America's 250 Best Hospitals list

13 HCA Healthcare hospitals were rated as CMS 5-Star Hospitals in the July 2024 release for highest level performance on readmissions, safety of care, patient experience, mortality and timeliness of care

93

Hospitals were recognized in the top 10% in the nation for patient safety by Healthgrades' 2024 Patient Safety Excellence Awards

36

Hospitals were recognized by Fortune/PINC AI as a 100 Top Hospital in 2024



Above: Eboney Wade, Environmental Services Technician, Menorah Medical Center



Above: Ricca Patterson, RN, consults with a surgery patient at Medical City Heart & Spine Hospital.



Leveraging our scale to improve patient care

In 2024, from our emergency care to specialty care services and beyond — we collaborated with care teams across our hospitals and facilities to help elevate quality, improve outcomes and share best practices in the pursuit of elevating patient care everywhere.

Learn more at HCAhealthcareImpact.com.



Left (left to right): Samantha Moncayo, Emergency RN; Chandler Holeman, Emergency RN; Christy Dee, Emergency RN; St. Marks Hospital

Enhancing emergency care and the patient experience

In HCA Healthcare's emergency rooms (ERs), our goal is to work continually toward enhancing the care patients receive across the organization. Through our ER Revitalization Program, which we launched enterprise-wide in 2023 as a best practice, we strive to raise the bar for performance.

The focus of the program is to create a differentiated patient experience through leadership excellence from HCA Healthcare nurses and physician ER leaders, and to strengthen our collaborative care approach across all clinical team members.

In 2024,

82%

of our ER patients on the Press Ganey Emergency Room Survey said that given the choice their likelihood of returning to an HCA Healthcare ER was good or very good.

30.2%

reduction of the average time it takes for a patient to be seen by a qualified medical professional — from 12.4 minutes to 8.6 minutes.

After our first year of implementing the ER Revitalization Program, we have seen improvement in the retention of our nurse leaders, engagement of our care team members, efficiency of care delivered and experience of our patients.

Olugbenga “Ben” Dada, director of Emergency Services at HCA Florida Kendall Hospital, has seen firsthand the impact of the ER Revitalization Program in his facility. With 27 years of experience at HCA Healthcare, Olugbenga has guided his team through significant transformations, especially post-COVID. The program provided a foundation for improvement, focusing on patient experience, safety and colleague engagement.



“The Revitalization Program came at a perfect time ... we’re building a better team.”

Olugbenga “Ben” Dada

Director of Emergency Services,
HCA Florida Kendall Hospital

As a result, Kendall Hospital’s patient experience scores have steadily climbed, and is reaching the 75th percentile. Olugbenga credits this success to the strong collaboration between nurses and physicians, which has strengthened the overall quality of care.

Learn more about our ER Revitalization Program and read more of Olugbenga’s story at [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com).





At HCA Healthcare, we analyze data from our more than 9 million emergency room visits to help develop best practices to improve patient care across the enterprise and the larger healthcare community.

For example, many patients experiencing stroke symptoms come to our emergency rooms first. To help better prevent, treat and beat the potential clinical impacts of strokes, we are proud of our collaboration with the American Heart Association, in conjunction with the HCA Healthcare Foundation, to support the Getting to the Heart of Stroke™ initiative. The first 10 participating HCA Healthcare facilities in the initiative since 2022 improved identification of the cause of stroke by up to 63% through care team collaboration, best practice-sharing, and increased utilization of evidence-based diagnostic testing in 2024. As a next step, we plan to scale these learnings across HCA Healthcare.

Our strategic partnerships with community organizations are designed to provide a greater impact in addressing key healthcare issues, such as providing high-quality care for our patients and improving access to care.

Learn more about our strategic collaborations on page 70 and see how our work is helping improve quality and health outcomes.

Left (left to right): Mini DeLashaw, MD;
Stacy-Ann Walker-Hoyte, RN;
Medical City Heart and Spine Hospital

Expanding HCA Healthcare's Congenital Heart Programs

Every 15 minutes, a baby is born with a heart defect in the United States according to the U.S. Centers for Disease Control and Prevention.



Watch a video of
Beckett's journey at
HCAhealthcareImpact.com/CHD



Congenital Heart Defects (CHDs) are the most common birth defect and found in 1% of deliveries. About 25% of defects are critical, needing surgery or intervention in the first year of life. An additional 25% will require a procedure during their lifetime.

Through HCA Healthcare’s Congenital Heart Programs, we constantly strive for the best patient outcomes. Our clinical, quality and operations teams work together to provide critical surgical and procedural care and treatment to patients with a CHD across their lifetime.

In 2024, our Congenital Heart Programs, located in the U.K., Texas, Nevada and Colorado, conducted more than 700 CHD surgeries. On surgical outcome quality measures used by national agencies, HCA Healthcare’s performance has consistently surpassed national benchmarks. We continue to leverage the scale of HCA Healthcare by incorporating the shared learnings, best practices and clinical expertise from our programs as we expand our Congenital Heart Programs in 2025.

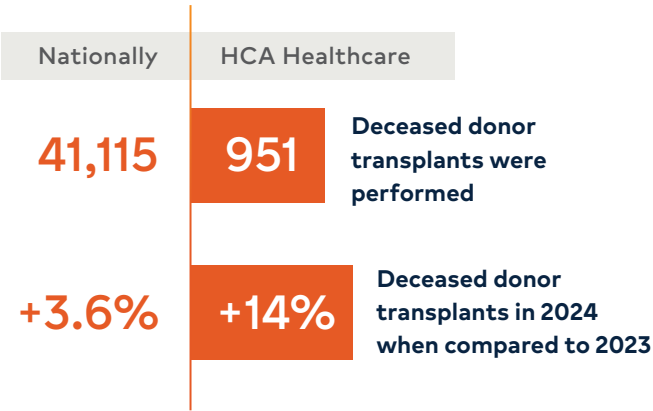
Learn more about how we are elevating patient care at HCAhealthcareImpact.com.

After his birth, Beckett (pictured left) was transferred to HCA Healthcare affiliate Medical City Children’s Hospital in Dallas, Texas, to receive treatment for a critical CHD that affects normal blood flow through the heart. His care team — including surgeons, physicians, nurses and more — performed three open heart surgeries on Beckett when his heart was still the size of a walnut.

Increasing access to our transplant programs

In 2024, the Organ Procurement and Transplantation Network (OPTN), which manages the national registry for organ transplants and is administered by the United Network of Organ Sharing (UNOS), announced their challenge for the transplant community to reach 60,000 deceased donor transplants by the end of 2026.

Donor transplants in 2024



In early 2025, the UNOS announced that more than 40,000 deceased donor transplants were performed in 2024. This was a record year for transplants, however, the number of transplants is still below the annual growth (17%) needed to reach the 60,000 milestone.

HCA Healthcare remains committed to providing access to life-saving transplants for patients in our communities and throughout the nation.

As a leader in living donor kidney transplants, we performed 351 living donor kidney transplants in 2024, which was 5.5% of the living donor kidney transplants performed nationally.

HCA Healthcare’s collaborative, integrated network helps us connect patients with the necessary care they need, when and where they need it.

Delivering personalized patient care

Across HCA Healthcare's facilities, we provide patient-focused solutions and resources in an effort to enhance access and lead to better outcomes. In 2024, HCA Healthcare patients accessed interpretation services in over 237 languages and dialects.

After the success of our inaugural Accessibility Awareness Lab in 2023, HCA Healthcare hosted three additional labs in 2024 that guided participants through 12 immersive stations, each simulating what it's like to use different assistive technologies or to have a specific type of disability. In addition, all HCA Healthcare colleagues received education in 2024 on how to best support patients and colleagues who are neurodiverse through our annual Code of Conduct training.

HCA Healthcare established a spiritual care council and developed standardized guidance, strengthening the foundation for our chaplains and spiritual care teams. We're also actively collaborating on education, training and data collection initiatives.

Additionally, interactive training is offered to colleagues who desire additional training to improve their awareness and care for the communities we serve.





Above (right): Haley Hunsaker, a Behavioral Health RN at St. Mark's Hospital works with a patient during intake using our language translation technology.

“We recently had a very ill pediatric patient whose parents spoke an unwritten dialect of Burmese called Rohingya. I mentioned it at the tail end of a conference call that I was on with our AMN [language services vendor] team last week. Within minutes, I had a live audio interpreter to help that family.”



Christi Belle
Ethics & Compliance Officer,
Continental Division

Clinicians and facility leaders collaborate to improve patient safety

Another measurement of our clinical quality is linked to patient safety. Every day, our colleagues collaborate to enhance quality of care by reducing patient risks and improving patient safety while striving for the goal of eliminating all preventable harm.

To ensure everyone within our organization feels empowered to speak up and to engage in patient safety improvement, HCA Healthcare makes considerable efforts to support a culture focused on patient safety.

In 2024 all HCA Healthcare hospitals prioritized the implementation of the nationally recognized National Action Plan to Advance Patient Safety, also known as the National Action Plan.

Through this implementation, each hospital established a National Action Plan team of physicians and front-line clinical staff leaders that conducted an assessment of the culture of safety and patient safety program within their facility. Based on their assessment results, each hospital implemented actions recommended from the National Action Plan with the intent to enhance the foundation and culture of safety within their facility.

Having been given the opportunity to participate as a member of the National Action Plan team, Charge Nurse

Christy Armistead, RN, CNC, at HCA Florida Gulf Coast Hospital, shared her appreciation for how the physicians and hospital executive team who were members of their National Action Plan team were dedicated to patient safety as a pillar of their daily operations.

Christy mentioned noticing the hospital CEO rounding on nursing units to openly discuss safety opportunities and initiatives with staff. These conversations quickly, and organically, developed into regular discussions among staff and leaders alike. Every two years, HCA Healthcare administers a survey that allows all healthcare facility staff members to provide their thoughts and feedback on the culture of safety at their facility. In 2025, the Culture of Safety surveys will begin to be administered on an annual basis. From our most recent survey results in 2023, one of the top three strengths identified was, “I can report patient safety mistakes without fear of punishment.”



Above: Glenice Ashman, Clinical Nurse Coordinator,
NICU, HCA Florida University Hospital

“The implementation of the National Action Plan at my facility established safety as a regular topic of discussion between the executive team and front-line staff. It is wonderful to see the entire workforce engaging in improving safety.”

Christy Armistead RN, CNC

Charge Nurse, HCA Florida Gulf Coast Hospital

HCA Healthcare's Patient Safety Organization

At the core of HCA Healthcare is our commitment to providing safe care to all patients. As part of this commitment, HCA Healthcare established our own Patient Safety Organization (PSO) in 2014. All HCA Healthcare facilities, including hospitals, ambulatory surgery centers, physician clinics and urgent care centers are members of HCA Healthcare's PSO. Over the last 10 years, we believe every patient encounter is part of this scale of learning as we work to enhance patient safety.

One example of this partnership is the Safe Table program instituted in 2022. This program was designed to create a safe space to openly discuss safety and quality of care concerns within a legally protected environment because of the federal privilege and confidentiality protections afforded to Patient Safety Work Product. This program allows physicians, leaders and both clinical and non-clinical staff within any HCA Healthcare facility to openly, and without fear of retribution, share experiences, feedback, thoughts and concerns with the intent of improving safe patient care. Safe Table topics can vary, as members of HCA Healthcare PSO can suggest topics for discussion and host safe tables on them, in addition to an annual Safe Table campaign hosted by HCA Healthcare PSO.

Since 2022, hundreds of Safe Table discussions have occurred at virtually every hospital within HCA Healthcare, and thousands of individuals have participated in sharing their voice, support and unique ideas and expertise. Throughout the enterprise, HCA Healthcare colleagues learn from Safe Table discussions and work to make safety the focus of every patient encounter. We take the work from Safe Table discussions to identify improvement opportunities and tangibly implement interventions that can improve patient safety and care provided across the enterprise.

Through membership with HCA Healthcare's PSO, all HCA Healthcare facilities are part of one of the nation's largest learning networks. Patient safety information is regularly shared among our members, as part of our efforts to improve processes and benefit from each other's lessons learned. As part of this rapid learning network, HCA Healthcare's PSO often publishes Safety Alerts to its members. Through Safety Alerts, HCA Healthcare's PSO members can learn about safety events or risks and receive expert guidance on ways to make proactive improvements for preventing potential future harm.

Right: Melinda Patterson, Chief Nursing Officer at Lone Peak Hospital briefs department leaders about the latest patient safety initiatives.





Research and clinical advancements

At HCA Healthcare, we help shape the future of healthcare through clinical research that aims to advance patient care across our network and industry-wide.

43 Research
Institute sites

416 active trials

HCA Healthcare Research Institute

The HCA Healthcare Research Institute is the multispecialty clinical research arm of our organization focused on advancing therapies for patients through our affiliated network of providers and care sites. In 2024, the Research Institute grew to 43 sites throughout our network and enrolled approximately 3,000 patients in 416 active trials.

Through a new partnership between the Research Institute and March of Dimes, a multi-year campaign was launched to investigate interventions to increase the utilization of low dose aspirin in patients with recognized risk factors for preeclampsia. Working closely with physicians and data from more than 1.2 million infant and mother pairs or live births in our Women and Children's service line, the Research Institute

hopes to use HCA Healthcare's size and scale to improve quality care through clinical education and increased public awareness. This initiative, built upon the synergies between our organizations, aims to enhance care for mothers and babies and provide evidence-based publications focusing on disparities in healthcare among at-risk or underserved patient populations. In March of 2024, March of Dimes announced the Low Dose, Big Benefits campaign aimed at educating families and caregivers of the benefits of prevention for hypertensive disorders of pregnancy, like preeclampsia, which are among the leading causes of death for pregnant women.

To read more about HCA Healthcare's long-standing partnership with March of Dimes, turn to page 70.

Left to right: William Evans,
Julie Craghead, Medical Lab Techs;
Lone Peak Hospital





Misouca White, Medical
Lab Tech, HCA Florida
University Hospital

Participating in clinical trials

HCA Healthcare strives to advance medical knowledge and foster innovation through partnerships with top academic institutions and government health agencies. Large-scale trials employing practice-based research aim to improve standards of care faster than traditional randomized controlled trials. The studies are implemented in routine patient care settings, hopefully allowing for results to be more broadly applicable to, and more rapidly incorporated into real-world practice.

We continue to collaborate on large-scale clinical trials with the Centers for Disease Control and Prevention (CDC), Harvard Pilgrim Health Care Institute and the University of California, Irvine (UCI) Health. Together, our organizations have published significant studies such as the REDUCE (Randomized Evaluation of Decolonization Versus Universal Clearance to Eliminate) MRSA and ABATE (Active Bathing to Eliminate Infection) trials. We continue to work together to shape the future of healthcare.

Rapidly detecting and responding to hospital infectious outbreaks

In 2024, the scientific consortium published the results of the CLUSTER clinical trial, designed to test an algorithm-driven outbreak detection tool to provide real-time alerts about potential transmission of contagious bacteria and pathogens that can cause infections. There previously was no standardized approach for detecting potential transmission, and early detection can lead to a rapid response that reduces the chance for outbreaks to occur.

Conducted in 82 HCA Healthcare hospitals over a three-year period, the trial demonstrated how the tool can help identify potential outbreaks early, allowing for quick action to prevent the spread of infections. Facilities using the new tool were able to initiate infection protocol sooner, reducing the size of outbreaks by 64%.

Identifying appropriate antibiotics for commonly treated infections

Two large, multi-state clinical trials called the INSPIRE trials identified a more effective way to improve antibiotic selection for patients hospitalized with pneumonia or urinary tract infections (UTIs). The studies, published in the Journal of the American Medical Association (JAMA), involved over 220,000 patients across 59 HCA Healthcare hospitals.

The trials tested an algorithm that analyzed pre-trial patient outcomes, hospital-specific data and a patient's electronic health record and gave participating clinicians real-time, personalized recommendations for effective antibiotics. According to the studies, the alerts resulted in a better match for 28% of pneumonia patients and 17% of UTI patients compared to hospitals without these alerts. This promotes better antibiotic stewardship for patients and health systems and helps curb antibiotic resistance.

HCA Healthcare Sarah Cannon Cancer Network

The HCA Healthcare Sarah Cannon Cancer Network, a global leader in cancer care, strives to improve standards of care to meet the evolving needs of the communities we serve. The Sarah Cannon Transplant and Cellular Therapy Network (SCTCTN), spanning seven community-based sites in five states, is the largest provider of cellular therapy in the nation.

In 2024, SCTCTN successfully established a remote patient monitoring process designed to safely transition more than 75% of HCA Healthcare's CAR T-cell therapy patients into an outpatient setting. Patients undergoing intense treatments spend an average of 16 additional days in the hospital to manage their symptoms. By monitoring



Dr. Luke Mountjoy

Shortly after losing his father to cancer as a teenager, Luke Mountjoy began his own battle with acute myelogenous leukemia. He credits his physicians with giving him the courage and resolve to beat the disease and with inspiring his future career. Today, Dr. Luke Mountjoy is living out his dream as a blood cancer doctor at the Colorado Blood Cancer Institute (CBCI), part of the Sarah Cannon Cancer Network at HCA HealthONE Presbyterian St. Luke's in Denver. In his role, he tirelessly works to advance cancer care and brings hope to his patients.

patients from their own home, the program minimizes disruptions to patients' daily life, decreases risk of hospital-based infections and enhances the patient experience. The first group of 100 patients spent more than 1,200 fewer days in the hospital compared to the average recommended length of stay for the treatment. Additionally, 20% avoided hospitalization altogether.

As the program develops, SCTCTN collaborates with the HCA Healthcare Research Institute to assess the treatments' quality, effectiveness and impact on short and long-term patient outcomes. The Sarah Cannon Cancer Network CAR T-cell therapy registry, a collection of curated data from our expansive network, is a valuable resource to drive meaningful and rigorous outcomes-based research and to promote patients' safety.



Above (left to right):
Tejas Shah, MD;
Tracey Marsh, RN;
Medical City Dallas

Leveraging technology to help improve patient care

HCA Healthcare is embracing a bold vision for the future of healthcare, centered on improving patient care by empowering care teams to develop and implement innovative AI technologies and data-driven solutions.

Because of our expansive network of care, we look to take the insights that exist in the patterns of information across our organization and bring that knowledge back to the decision makers and our care teams as part of our work to enhance the quality, accessibility and impact of healthcare.

The Digital Transformation and Innovation (DT&I) department, an evolution of the Care Transformation and Innovation (CT&I) team, was created in 2024 to further expand HCA Healthcare's digital and AI strategy.

Through DT&I, we continued our efforts to build on our technology platform investments to help drive quality, performance and growth while seeking to bring about positive change to improve patient and care team member experience.

Timpani®

Timpani®, HCA Healthcare’s human-informed, data-driven and patient-centered scheduling and staffing platform, is one of the foundational pillars of our digital transformation efforts.

Timpani® is designed to leverage staff input, including schedule preferences, unique skills, abilities and proficiency, system information, volume statistics and forecasting to create a transparent, fair and balanced schedule. The platform incorporates care team members’ input and provides intelligent staffing decision support once schedules are posted.

“Timpani® gives our patients and our staff the best of both worlds,” explains Heather Stockman, MSN, RN, CPN, NEA-BC, director of clinical operations, Medical City Arlington Hospital. “It allows the staff to have the schedules they want and provide patients with the best skill mix to meet their acuity and needs while they’re with us in our facility.”

In 2024, Timpani® expanded to nearly 50 HCA Healthcare facilities, including pilot programs in the ER, with another 85 hospitals slated for 2025. HCA Healthcare plans to implement Timpani® across all our U.S. hospitals and service lines by the end of 2026.

Expanse

At the core of DT&I is Expanse, HCA Healthcare’s electronic health record (EHR) platform.

Initially piloted at three hospitals in New Hampshire in 2023 and six hospitals in the North Florida Division by February 2024, Expanse is designed to create efficiencies and improve the coordination of care so that our colleagues have the opportunity to spend more time providing direct, compassionate care to our patients.

“We are not only working to implement this technology platform, but also to optimize it and improve it as we go, so that it really enhances the care delivery experience for our nurses, physicians and other caregivers. It also optimizes the quality of care that we can deliver to our patients. That’s the end goal that we’re looking for,” says Jake O’Shea, MD, HCA Healthcare vice president and chief health information officer, and executive sponsor for the Expanse program.

After the successful pilot phase, DT&I announced a timeline for Wave 1 of enterprise-wide implementation of Expanse starting in 2025.

“Expanse gave us a more modern documentation system. I believe other HCA Healthcare facilities should be excited for Expanse!”

Trish Yaxley

Intensive care unit (ICU) open heart nurse at Portsmouth Regional Hospital

HCA Healthcare and Google Cloud collaboration

HCA Healthcare's digital strategy prioritizes reducing administrative burden and cognitive load to help clinicians spend more time with patients. As part of our digital strategy, HCA Healthcare and Google Cloud's strategic partnership focuses on generative artificial intelligence technology to assist care teams with time-consuming tasks like documentation. As part of this effort, 114 providers piloted Augmedix Go, an AI powered, hands-free mobile app, in six HCA Healthcare ERs in 2024.



As the first healthcare system to deploy the app in the ER, HCA Healthcare is piloting this ambient speech technology with Natural Language Processing (NLP), generative AI and Large Language Models (LLMs) to help physicians capture data and create medical notes directly from their conversations with patients within seconds. The app is designed for the provider to review, sign off and submit each medical note before it is entered into the electronic health record.

In 2024, the app was piloted in the outpatient setting. More than 25 physicians tested the technology and hospitalists at two facilities tested the pilot in the inpatient setting. HCA Healthcare is tracking quality, efficiency and both patient and physician satisfaction to assess the potential for expanding it to additional facilities.

Nurse Handoff

HCA Healthcare continued to partner with Google Cloud to address industry-wide challenges such as nurse handoff – the process where one nurse transfers patient care information to the next nurse at the end of their shift.

Nurse Handoff is a technology designed with input from nurses for nurses. Nurse Handoff is designed to use generative AI to consolidate volumes of patient records such as physician and nursing notes into one concise, auto-generated report. In 2024, Nurse Handoff was tested at TriStar Hendersonville Medical Center.

With more than 60,000 nurse handoffs occurring daily across all HCA Healthcare facilities, we hope to make Nurse Handoff a best practice and vital resource to support HCA Healthcare nurses. This technology is designed to streamline the process and to enhance communication with patients and their families.

Left: Damian Domanski, MD, enters his notes during rounding with his cardiac patients at the MountainStar Heart Center at Lone Peak Hospital.



Below (left to right): Jamie Hejl, RN;
Janki Mehta, Physical Therapist;
Medical City Plano

Our commitment to business integrity

HCA Healthcare's ethics and compliance standards are rooted in our mission and values; and they guide how we care for our patients and treat each other. There are two vital components to our award-winning Ethics and Compliance program: 1) our commitment to ethical conduct and 2) provisions promoting compliance with the laws and regulations that apply to the work we do.

Every other year, HCA Healthcare conducts an Ethics and Compliance survey to gather feedback from colleagues to help identify the strengths and opportunities to improve our organization's commitment to doing what is right. Survey topics range from ethical behavior and values to misconduct reporting.

Nationally, HCA Healthcare is recognized for our dedication to upholding ethical business practices. In 2025, we were recognized for the 15th time as one of the World's Most Ethical Companies by Ethisphere.

Learn more about how we work to continually improve our workplace environment for our colleagues by implementing ethical and legal standards to guide their interactions with our patients, affiliated physicians, payers, vendors, contractors and each other at HCAhealthcareImpact.com.



Right: Jerry Piard, VP,
Human Resources,
East Florida Division

Below: Michael Reed, Maintenance Engineer,
Ogden Regional Medical Center



HCA Healthcare's greatest strength is our people. As we look to the future, HCA Healthcare will continue to foster a culture where colleagues thrive, which we believe ultimately leads to better care for our patients.



Investing
in our
colleagues,
developing
our leaders

In 2024, HCA Healthcare...

Launched seven new workforce development programs, training colleagues for technologist careers in computed tomography, sterile processing, patient care, phlebotomy and surgery.

Celebrated 10 years of the Leadership Institute and introduced or expanded six programs to develop, strengthen and enhance the capabilities of our front-line leaders, executives, physicians and nurses.

Allocated \$42.1 million in tuition assistance to colleagues pursuing higher education.

Right (left to right): Nathan Burbank, Manager; Hailey Sabey, Cath Lab Technician; Lone Peak Hospital



Building the leaders of tomorrow

Since its inception, the Leadership Institute has graduated nearly 28,000 colleagues from its programs with more than 4,750 leaders graduating in 2024.

Through formal programs and self-paced development resources, the Leadership Institute provides leaders with the essential skills to lead teams, overcome business challenges and deliver value to our patients and communities. In 2024, the Leadership Institute expanded or introduced multiple programs:

Leadership Foundations

This program equips new leaders with fundamental leadership skills to accelerate team and organizational performance.

Physician Leadership Academy

Revitalized in 2024, this program prepares physician leaders for executive roles as they transition from bedside to executive positions. Learn more about this program on page 58.

Director Development Program

This pipeline program develops leaders for critical roles in key service lines such as surgical services and emergency services. The program was expanded in 2024 to include other key service lines.

Chief Leadership Program

Launched in 2023 for top-talent chief nursing officers, this program was expanded in 2024 to include more C-suite roles. It is designed to enhance organizational performance by combining strategic thinking and planning with execution.

CEO Accelerator Program

This program was conceptualized and launched in 2024 to enhance the capabilities and performance of high-potential chief executive officers. The program is designed to prepare them for more complex roles.

Executive Development Series

Launched in 2024 to establish a shared standard of excellence and develop critical leadership capabilities, this program brings together executives in all lines of business.



Above: Med/Surg Director, India Castellow, speaks to her care team at Ogden Regional Medical Center as they prepare for the day.

In addition to the 14 executive and leadership programs offered through the Leadership Institute, Leadership Development Institutes (LDIs) bring together experts that inspire and equip leaders to engage their teams in a way that drives results for the business and most importantly, our patients. In 2024, more than 11,640 leaders participated in an LDI.

As we enhance our learning and leadership development infrastructure, we continue to see strong correlations between participation in Leadership Institute offerings and engagement. In 2024, our data showed a meaningful connection between engagement scores, retention rates and leadership training.

“Things like this are a major reason [why] I enjoy working for HCA Healthcare and am excited for my future with this company.”

2024 LDI participant

Annually, we work to strengthen our leadership pipelines through talent review and succession planning, which support the identification of top talent, enabling new career growth and opportunity for thousands of colleagues. In 2024, HCA Healthcare conducted reviews of more than 29,000 leaders and colleagues — a 25% increase from 2023. Through our annual talent review process, we are able to identify individuals who are ready to take on their next challenge, helping to drive career growth for colleagues in every office, facility, division and group.

Leveraging education assistance, professional development programs to support meaningful careers

HCA Healthcare supports the educational goals of our colleagues to help team members build a career that they are proud of and that makes a difference.

Workforce development

HCA Healthcare's workforce development programs fill critical needs by strengthening and expanding our talent pipelines and creating opportunities for career growth and professional development. Most importantly, they improve the lives of our colleagues as well as those in the communities we serve through training and upskilling, which opens doors to higher-level, higher-paying roles.

Dana Shearer, director of Diagnostic Imaging at HCA Florida Brandon Hospital, is passionate about career development in imaging. As a registered technologist in radiography with a Master of Science in radiologic sciences, Dana understands how powerful providing answers to patients through imaging can be. Her department recently switched from its homegrown career development program to one of HCA Healthcare's workforce development programs specializing in helping radiologic technologists (rad techs) become computed tomography technologists (CT techs or imaging techs). The reason for the switch? The need for a scalable program that could increase capacity and quality and was supported by a great academic partner.

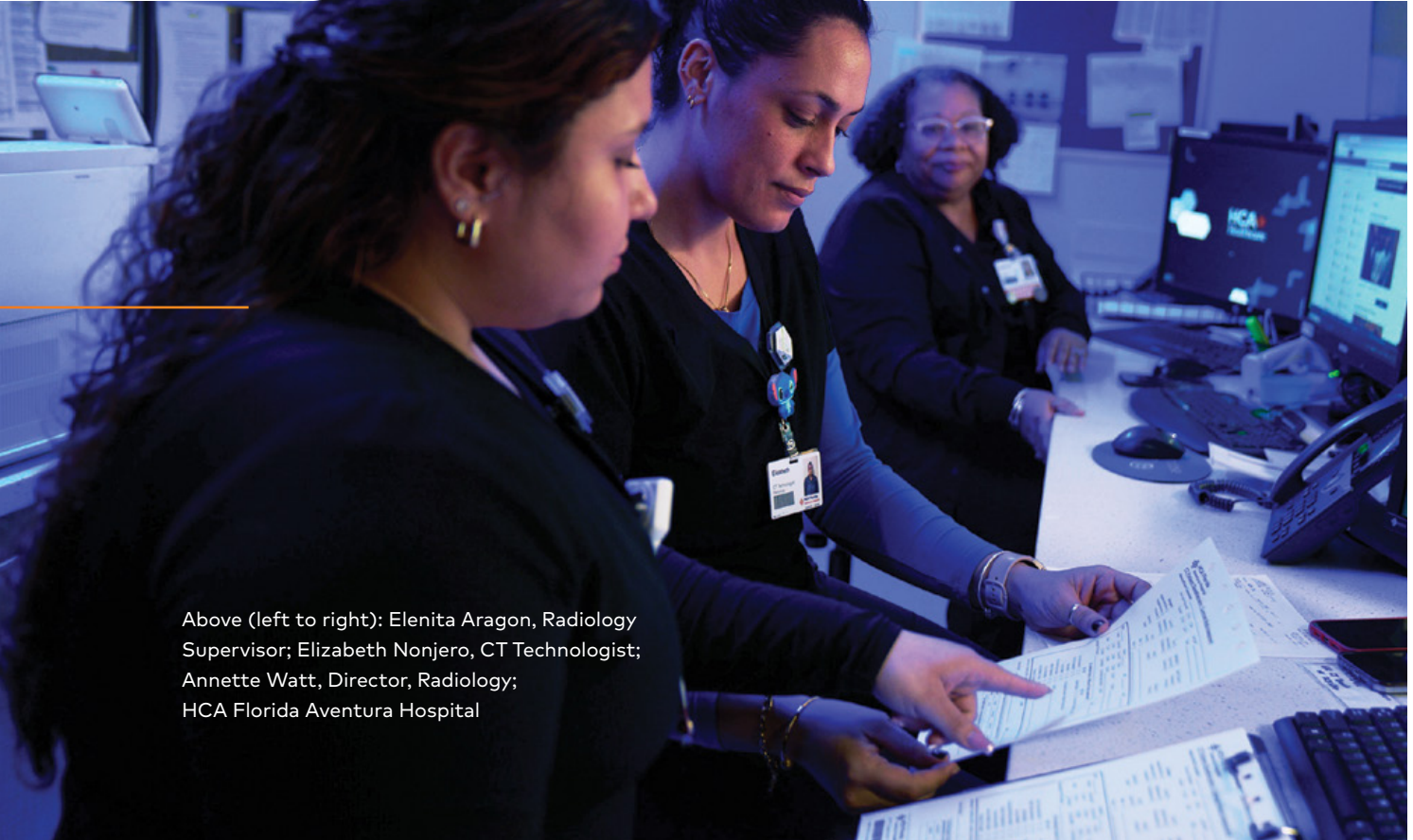
“There are so many different avenues that our imaging techs can take within the organization and getting them started on this path with the resources to grow and develop at HCA Healthcare is really exciting.”

Dana Shearer

Director of Diagnostic Imaging,
HCA Florida Brandon Hospital

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more about how our workforce development programs are shaping the future of healthcare.





Above (left to right): Elenita Aragon, Radiology Supervisor; Elizabeth Nonjero, CT Technologist; Annette Watt, Director, Radiology; HCA Florida Aventura Hospital

Patricia Frist Memorial Scholarship

The HCA Healthcare Foundation is proud to support the educational goals of our colleagues' families through the Patricia Frist Memorial Scholarship. Named in memory of the beloved philanthropist and devoted wife of Dr. Thomas Frist Jr., this scholarship program continues Patricia Frist's legacy of investing in the next generation.

\$13M+

Patricia Frist Memorial Scholarships awarded since 2019

This merit-based scholarship awards up to \$6,000 per year to empower eligible dependents of HCA Healthcare colleagues in their pursuit of higher education, allowing them to work toward their academic goals and unlock their full potential.

In 2024, scholarships were awarded to 689 deserving recipients across all divisions, and children of HCA Healthcare nurses continued to be the primary recipients of this funding.

Financial assistance

Through our tuition assistance program, eligible colleagues may receive reimbursement for higher education expenses. In 2024, 11,000 colleagues received \$42.1 million. For eligible colleagues who have completed degrees, our student loan assistance program provides monthly support to help repay student loans. This program provided \$11 million to 13,700 colleagues in 2024.

Colleague engagement and support

At HCA Healthcare, one of our top priorities is to help our colleagues and caregivers thrive personally and professionally. We do this by providing them with the benefits, resources and tools they need to succeed at work while also supporting their overall well-being.

Wellness support

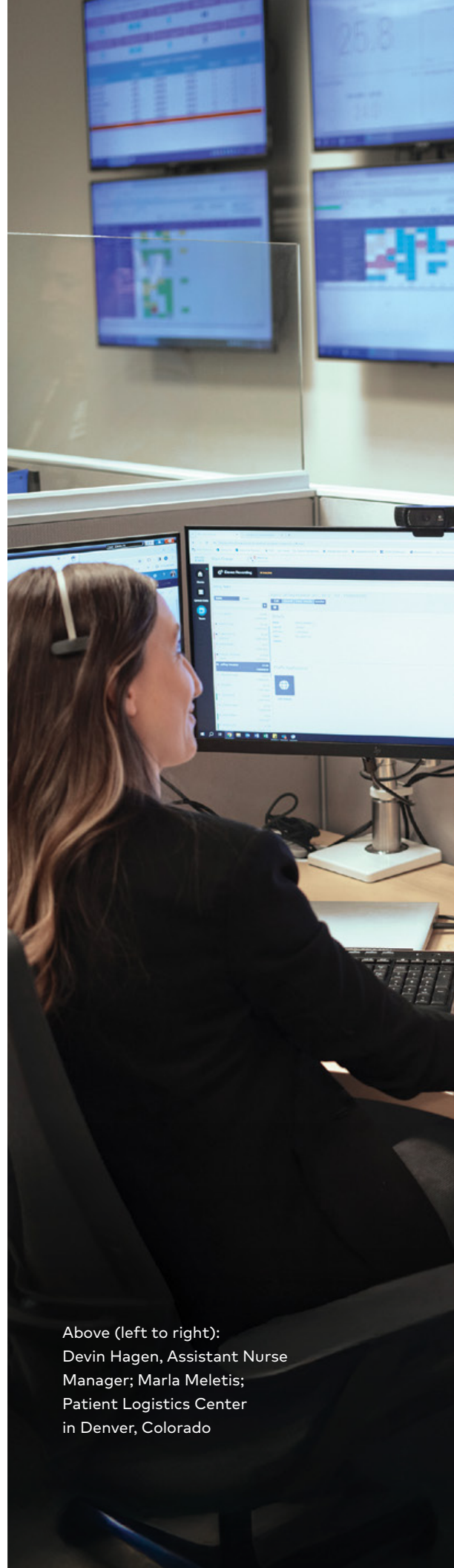
In 2024, HCA Healthcare continued to provide well-being offerings that help care for our colleagues, such as:

Nurse Care

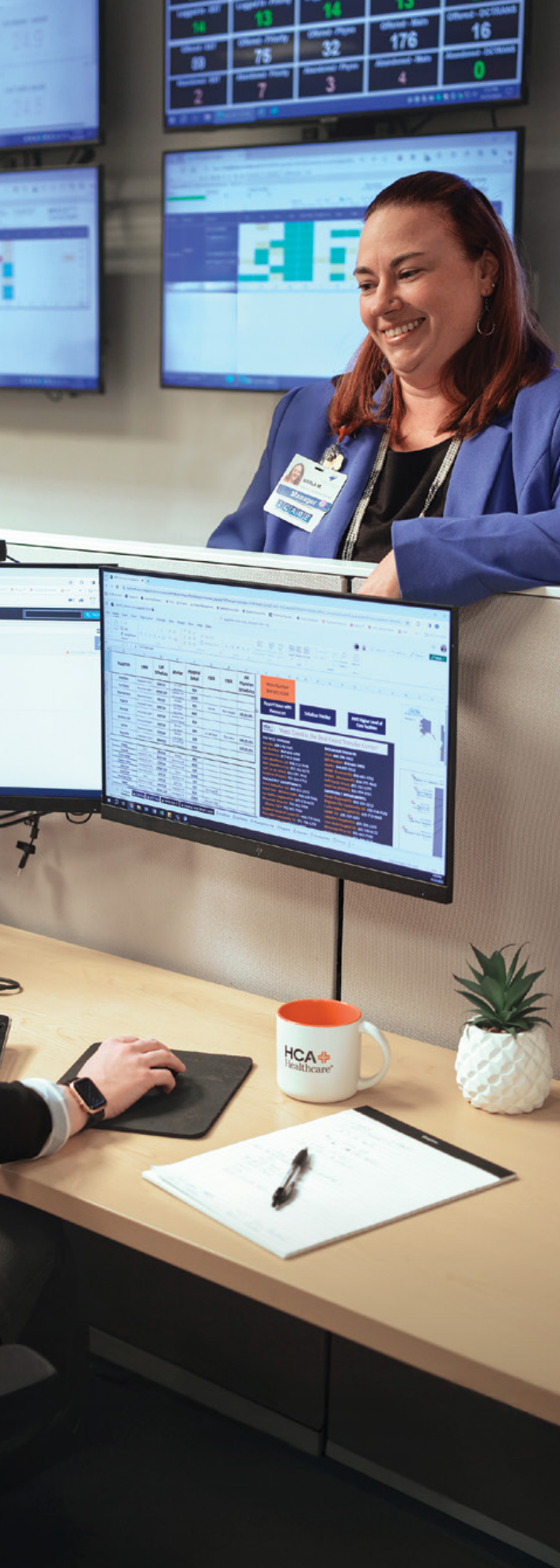
Full-time and part-time hospital-based nurses can access specialized support services through Nurse Care, a free and confidential 24/7 helpline that connects nurses to a master's level professional specifically trained in the unique needs of caregivers. Additional resources, including articles and free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

Optum Wellbeing

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



Above (left to right):
Devin Hagen, Assistant Nurse
Manager; Marla Meletis;
Patient Logistics Center
in Denver, Colorado



Fostering an engaged workplace

Vital Voices

In 2024, we saw our greatest improvement in engagement since the inception of our engagement survey program with a four-point increase in our enterprise engagement index and a six-point increase in the engagement index for our nurses. **These results represent our highest engagement scores of all time.** HCA Healthcare's ongoing investments in leadership development, competitive benefits, well-being resources, new technology that simplifies work for all and showing up when it matters most, such as during Hurricanes Helene and Milton, continue to contribute to the overall colleague experience.

Our Vital Voices program provides colleagues with opportunities to share feedback and ideas about their work experiences. Engagement surveys are conducted twice a year, and data gathered is used to inform local engagement action plans that seek to address colleague priorities across the organization.



Left: Andrey Arruda, Central Processing Tech, Central Sterile, Ogden Regional Medical Center

Military community support

HCA Healthcare's military affairs program facilitates the recruitment, development and support of veterans and military-connected individuals across the enterprise.

This commitment resulted in the hiring of over 16,000 military-connected individuals from May 2022 to August 2024, as well as the creation of new employment pathways to help military service members as they transition to civilian careers.

SkillBridge

Since 2022, HCA Healthcare has offered 19 SkillBridge experiences, which connect service members with real-world training and work experience in high-demand fields before they leave the military.

These experiences resulted in 17 full-time hires spanning various business lines and locations across the U.S.

Military Colleague Network

With chapters in each of our 16 divisions, the Military Colleague Network is a valuable resource for connecting veterans, military spouses and members of the National Guard and Reserve with career opportunities.

Partnerships

HCA Healthcare partners with veteran organizations such as Operation Stand Down Tennessee and The Honor Foundation to provide career opportunities and mentorship programs for our veteran colleagues.

These efforts have earned HCA Healthcare Gold-Level recognition as a Veteran Ready Employer by the Tennessee Department of Veteran Services (TDVS), making HCA Healthcare one of only two employers in the state to receive this honor.

In 2024, HCA Healthcare earned the following distinctions, underscoring our commitment to supporting U.S. veteran and military communities:

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

VIQTORY has recognized HCA Healthcare as a Military Friendly and Military Spouse Friendly employer for 14 consecutive years. In 2024, HCA Healthcare was honored with Gold distinction for the second consecutive year for our veteran hiring practices, programs and support initiatives.

RecruitMilitary[®] has recognized HCA Healthcare as a 2024 Champion for Military Hiring based on the pursuit of hiring excellence.

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



HCA Healthcare Hope Fund

Supporting our colleagues and families

In 2024, the Hope Fund surpassed \$115 million in grants, helping more than 56,000 families since its inception in 2005.

The HCA Healthcare Hope Fund provided critical support to nearly 7,600 colleagues and their families in 2024, distributing more than \$14.1 million in assistance. This 501(c)(3) nonprofit is run by colleagues, for colleagues and offers a lifeline to those facing financial hardship due to unexpected crises such as natural disasters, illness or injury, domestic violence or the loss of a loved one. Thanks to the generosity of more than 37,000 colleagues, help is available when it is needed most.

Above (left to right): HCA Healthcare's Whitney Weeks, AVP of the HCA Healthcare Foundation; Joanne Pulles, VP of Community Engagement and President of the HCA Healthcare Foundation; Carlee Smith, Grants Manager of the HCA Healthcare Foundation; and Dana Patel, Director of the HCA Healthcare Foundation, helped connect colleagues with the HCA Healthcare Hope Fund as the first cohort of Middle Tennessee nurses boarded buses to Asheville to provide crucial staffing support during hurricane recovery efforts.

“The Hope Fund is a lifesaver – not just for me, but for the tens of thousands of folks who have been helped ... Things can change in the blink of an eye, and there’s no shame in asking for help. Someday, you will pay it forward.”



Above: Ryan, a consultant systems engineer with HCA Healthcare in Tennessee, faced a health crisis that required extended medical leave. The financial strain of his lost wages and medical expenses was overwhelming. The Hope Fund provided crucial support, allowing Ryan to focus on his recovery and alleviate his stress. Grateful for the assistance, Ryan encourages his colleagues to donate to the Hope Fund and seek help if they are facing financial hardship.



Above: When disaster strikes, we show up. Colleagues from all over the U.S. traveled at a moment’s notice to relieve care teams and support leadership at facilities impacted by Hurricanes Helene and Milton.

In 2024, Hurricanes Helene and Milton devastated communities, impacting a record number of HCA Healthcare colleagues. The Hope Fund answered the call, granting \$3.3 million to more than 3,500 colleagues in response to Hurricanes Helene and Milton. Facing unprecedented need, over 100 colleagues volunteered their time to support the Hope Fund and ensure rapid distribution of aid to those affected.

Stephanie Arrington, an RN from Asheville, North Carolina, shared her story of how the Hope Fund helped her family rebuild.

“The loss of our home to Hurricane Helene was heartbreaking. As we work to rebuild, the love and support shown to us by our HCA Healthcare family through the Hope Fund will never be forgotten. You helped make our home our home again. Thank you from the bottom of our hearts.”

Recognizing our people



Left to right: Heather Hurlburt,
Pediatric ER RN; Todd P. Sklamberg,
CEO, Sunrise Hospital and Sunrise
Children's Hospital

We believe excellent people make excellence happen and therefore provide multiple opportunities to recognize the outstanding work our colleagues do each and every day.

Colleague Recognition Program

Through this program, colleagues can recognize each other for exceptional work and practices of inclusion, compassion and respect. Colleagues who receive recognition earn points that can then be redeemed for rewards. In 2024, more than 3 million recognitions were shared on the platform.



Awards of Distinction

The HCA Healthcare Awards of Distinction are the highest honors we bestow on colleagues, physicians and volunteers. Presented in three categories — Frist Humanitarian Award, Innovators Award and Excellence in Nursing Award — these awards recognize the extraordinary individuals who exemplify our culture and values.

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

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to meet our 2024 recipients.



Supporting HCA Healthcare nurses and future nurses

At the forefront of delivering high-quality care are HCA Healthcare's more than 99,000 nurses as well as the future generation of nurses.

Above: Koko Tiatia, RN,
Lone Peak Hospital

In 2024, we reinforced our ongoing commitment to supporting HCA Healthcare nurses by revamping our nursing strategy, Nurse Forward, and proactively leveraging technology and resources across our expansive network to offer nurses the skills and hands-on educational opportunities to provide the best patient care.

To learn more about our nursing strategy and investments in the nursing profession, visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com).

Enhancing clinical education for our care teams

In 2024, we saw significant progress in advancing the clinical expertise of HCA Healthcare's care teams. With a strategic focus on skill-building and hands-on learning opportunities, we deepened our commitment to the continuous professional development of nursing staff through targeted educational experiences.

Two primary goals were set. The first goal was to optimize the clinical education model to increase support to clinicians by centralizing resources for education development, delivery and support. The second goal was to implement a competency-based model in collaboration with Galen College of Nursing, offering a stronger foundation for students as they transition to practice.

Increasing clinical educational opportunities through academic partnerships

HCA Healthcare has three nursing schools – Galen College of Nursing, Research College of Nursing and Mercy School of Nursing.

Galen College of Nursing now has **22 campuses**, having opened two in 2024 in Aurora (Denver), Colorado and Las Vegas, Nevada, supported by HCA Healthcare investment. Since joining HCA Healthcare in 2020, Galen has opened 17 campuses.

HCA Healthcare offers tuition assistance benefits that allow eligible colleagues to complete Galen College of Nursing's online RN to BSN program with zero out-of-pocket tuition expenses. In 2024, Galen College of Nursing launched a Doctor of Nursing Practice program with two options in Executive Leadership and Academic Leadership, to help prepare graduates for the highest levels of leadership and practice in healthcare and academic settings.

With more than **17,600 students** enrolled across the country, **over 4,700** of them are HCA Healthcare colleagues. In 2024, HCA Healthcare distributed **\$35 million** to assist **more than 11,500 colleagues** pursue a nursing degree.

Onboarded more than 12,000 new graduate nurses

Launched advanced virtual reality training tools and connected classroom integrations, expanding interactive and immersive learning opportunities

Leveraged advanced technology to further enhance education and skill development initiatives

Centralized student placement and introduced an interactive knowledge and clinical judgment platform, offering students a modern, engaging approach to learning

Standardized curricula for new graduate nurses, nurses new to specialty areas and patient care technicians – ensuring consistent and effective training across all teams



Above: Galen College of Nursing staff in Houston, Texas.

Supporting new graduates' transition to the nursing profession

To help graduate nurses launch their career to become great nurses, HCA Healthcare proactively invests in programs and resources. The HCA Healthcare Nurse Residency program, a 12-month transition to practice program delivered in two phases, helps new graduate nurses gain confidence and competence as they advance into their role as professional nurses. Facility education and nursing leaders meet weekly to help all Nurse Residency RNs stay on track and receive additional support where needed.

We have implemented Clinical Support Coordinators to further support first-year RNs after completing Nurse Residency. These full-time, experienced RNs play a crucial role in checking in on newer nurses, helping them assess patient assignments, answering questions about medications and diagnoses, and more. Additionally, we have doubled the size of our Clinical Support Coordinator resource pool and developed new tools and resources to aid them in providing even better support to nurses. This initiative underscores our commitment to ensuring that nurse residency RNs receive the guidance and assistance they need to thrive in their roles.

Celebrating nursing excellence

The Unit of Distinction Awards provide an opportunity to recognize and award care teams with the highest honors at HCA Healthcare. The Unit of Distinction award celebrates high-performing nursing teams across the enterprise. On April 16, 2024, 96 nursing units across the enterprise were celebrated as winners for the 2023 program for their incredible dedication and outstanding performance.



Learn more about how we celebrate nursing excellence at HCAhealthcareImpact.com.



Introducing the Revive mobile application

HCA Healthcare's Coding for Caregivers hackathon brings together our best technology minds to develop technical solutions with clinician input. During the 2022 event, teams developed an iPad application called Revive that digitally captures and transmits Code Blue events to the patient's electronic health record (EHR).

A Code Blue is fast-paced, and nurses often find themselves documenting the information on paper. After an event, the nurse has to take the paper and manually input the details into the EHR. This creates inefficiencies for the nursing staff. Nurses asked for an interactive, electronic way to capture the patient's details.

To better support our care teams in this process, the Revive app was piloted at two HCA Healthcare hospitals in 2023 and began rolling out across the enterprise in 2024. Clinicians can now find iPads with the Revive app tethered to crash carts, helping ensure quick access when needed most. Revive then allows clinicians to more easily and efficiently document information like the exact time a pulse check or defibrillation occurred, the number of defibrillations and joules used, and the dose and method of medication given. After the code, this information is reviewed and submitted directly to the EHR, decreasing the amount of time it takes for the patient's record to be updated while also increasing the consistency of submitted documentation.

Left (left to right): Joyce Arthur, Clinical Nurse Coordinator, Ellie Roemmich, RN, St. Mark's Hospital





Partnering with physicians

Physicians co-founded HCA Healthcare with the intention of creating an environment where healthcare focuses on the patient. This approach continues today in partnership with our more than 44,000 active and affiliated physicians.

HCA Healthcare prioritizes physician input, clinical capabilities, growth and innovation, so physicians can focus more on what they do best: caring for our patients.

Physician input

Our annual Physician Engagement Survey is one of the many ways physicians provide feedback. In 2024, more than 15,000 physicians completed the survey. When asked what they like best about their hospital, more than half of them commented about our people and culture. HCA Healthcare's 82% physician engagement rating is 15 points above the healthcare benchmark for physicians.

All of our hospitals create, manage and close the loop on action plans year-round. Additionally, we have enterprise action plans in place for the ER and OR. Our physician advisory groups help represent the voice of our physicians to ensure the influence of providers on important quality and operational initiatives across the organization.

**Learn more about how we partner
with physicians to positively influence
patient care at HCAhealthcareImpact.com.**

Left: Spencer Amundsen, MD,
Orthopedic Surgeon,
Lone Peak Hospital

Enhancing physicians' clinical and leadership capabilities

At HCA Healthcare, we invest in our physicians as leaders and strive to provide them with the tools and resources they need to deliver high-quality care.

The Physician Leadership Academy (PLA) is a suite of leadership development programs dedicated to supporting physician leaders at multiple levels within HCA Healthcare. Initially launched in 2015 to support the leadership development needs of HCA Healthcare's Chief Medical Officers (CMOs), the program paused in 2021 due to the COVID-19 pandemic.

Revitalized in 2024, the PLA welcomed 36 CMOs from across the enterprise and expanded to include a broader range of programs aimed at developing physician leaders throughout the organization. New programs are set to launch in 2025, reflecting strong interest and support for cultivating industry-leading physician leaders.

Capstones are a requirement for the PLA. Capstone projects focus on multiple areas. Three trends emerged from the PLA's class of 2024: enhancing strategies to support physician engagement, improving efficiency in our hospitals and improving quality of care.

“Overall, please know I think there was a deep sense of collective gratitude among the CMOs for what was a meaningful curriculum, well-planned logistics, and just a show of organizational investment in the group.”

2024 PLA participant

Dr. Olufunmilayo Ogundele, associate chief medical officer at Mission Hospital in the North Carolina Division, focused her capstone project on engaging physicians to impact experience and quality in the emergency department. One of the key learnings highlighted in her project reinforced the value of cross-functional teamwork to align solutions with organizational challenges and resources.



Above: HCA Healthcare's Physician Leadership Academy Class of 2024 at the Thomas F. Frist Jr. College of Medicine at Belmont University

Right (left to right): Daniel Grenier, DO, Emergency Medicine Physician; Trish Stephens, MD, Chief Medical Officer; HCA Florida Aventura Hospital

Dr. Will Jackson, associate chief medical officer at HCA Florida JFK North Hospital, centered his capstone project on increasing education and the process around palliative care to reduce readmissions and improve quality of life for terminally ill patients. One of the key learnings from his project spotlighted how engaged leadership and multidisciplinary teams remain essential to leading change in our industry.

The PLA has received overwhelmingly positive feedback since its resumption, with all four sessions of the refreshed core program scoring 4.9/5 and the overall program rated 4.9/5 by participants. The PLA's purpose is to enhance physicians' clinical and leadership capabilities by teaching skills such as influence, emotional intelligence, facility business acumen, data synthesis, communication, change management and understanding enterprise processes. A major benefit of the program is the networking opportunities it provides, allowing participants to connect with other physician leaders from across the country and share best practices.

This network fosters a supportive environment and creates a channel for disseminating best practices and lessons learned across the enterprise. Participants have praised the program for its meaningful curriculum and the strong professional connections it facilitates, contributing to improved organizational commitment and patient care quality.



Preparing the next generation of physician leaders

325

GME programs

79 hospitals

with GME programs

16 states

with GME programs

5,138 residents

28% increase from 2021

316 fellows

64% increase from 2021

*As of Dec. 31, 2024

Board pass rate

In the aggregate, our Cardiology, OB-GYN and Emergency Medicine specialty programs have higher board pass rates for first time test takers than the national average.

GME program by the numbers

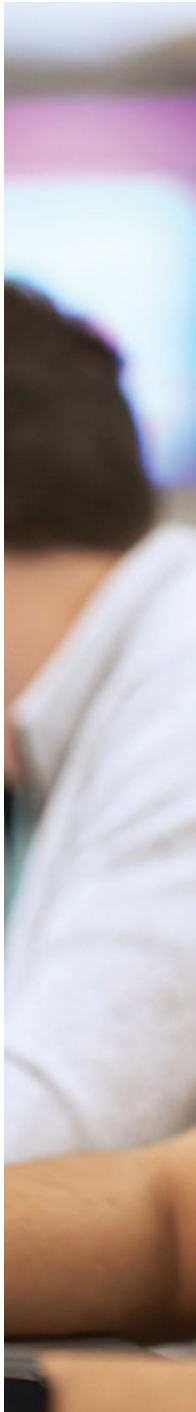
HCA Healthcare is the largest sponsor of Graduate Medical Education (GME) in the nation. Our program is designed to educate the next generation of physicians to positively impact communities, attract clinical talent to care facilities and improve the quality of care provided. As a key leader in the field, we see this as an obligation to address a critical forecasted physician shortage, and also to train doctors who focus on excellence in delivery of safe, high-quality care in the communities we serve.

In our GME program, residents and fellows gain hands-on clinical experience, and our network of hospitals and facilities gives them access to more resources and support services. Additionally, we train our faculty and other leaders to support residents' autonomy, create belonging and develop their sense of competence.

For the 2024-2025 academic year, we welcomed 1,846 new residents and fellows to our GME programs across the nation and plan to increase our program growth 28% by 2030.

Our residents and fellows are supported by exceptional faculty who are focused on enhancing patient care, making advancements in the field of medicine and inspiring the next generation of physicians.

In 2024, Dr. Abdo Asmar, a program director of the UCF-HCA Florida Healthcare Internal Medicine Residency Program of Greater Orlando/Osceola, was a recipient of the 2024 Outstanding Teacher of the Year Award by the American College of Physicians (ACP) Florida Chapter.



Dr. Abdo Asmar
Program director of the
UCF-HCA Florida Healthcare
Internal Medicine Residency Program
of Greater Orlando/Osceola



“Teaching is not just a responsibility — it’s my passion. Guiding residents through their medical journeys and watching them grow into skilled and compassionate physicians is one of the most rewarding aspects of my career. Each learner I mentor also inspires me to continue growing as a physician and an educator.”



Left: Manjot Malhi, MD,
Pulmonary Critical Care
Fellow Physician,
HCA Florida Aventura

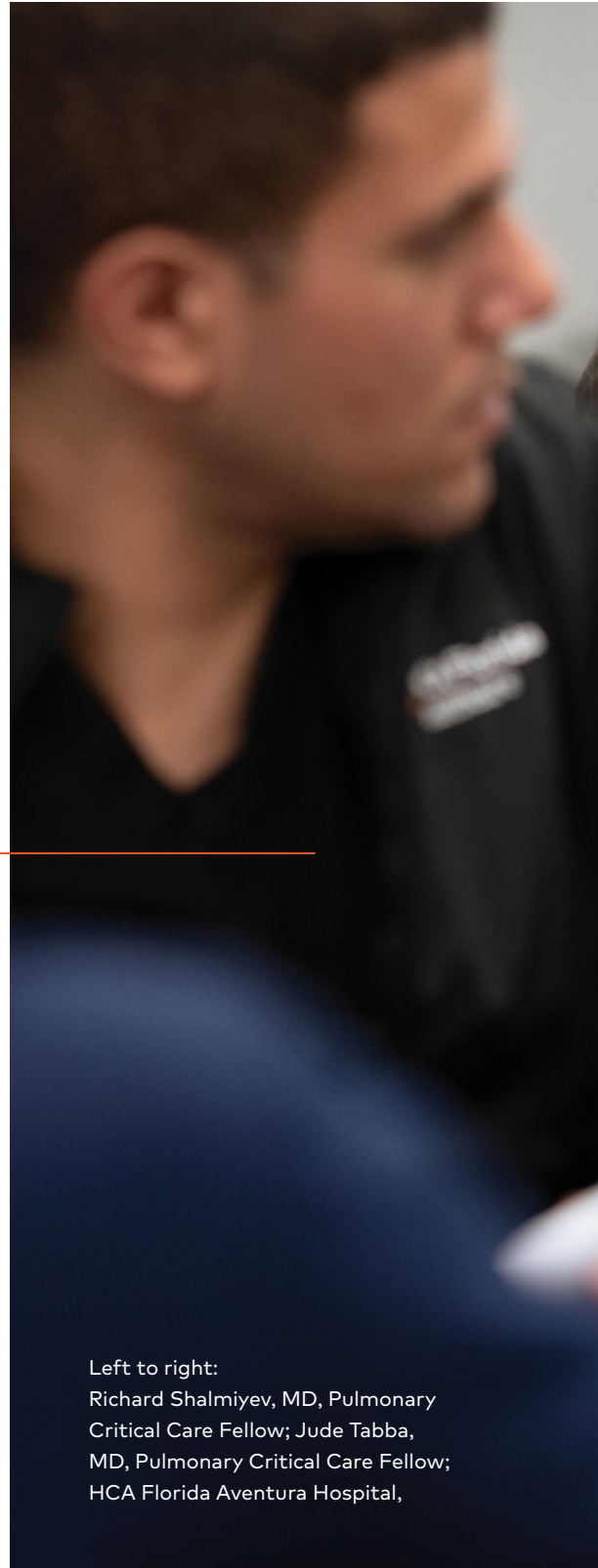
Supporting residents' and fellows' well-being

To support our residents in the next phase of their clinical education, we are committed to creating a positive work and learning environment. In the 2022-2023 academic year, HCA Healthcare residents and fellows beat the national average on eight of the 12 items on the annual Accreditation Council for Graduate Medical Education (ACGME) Resident and Fellow Well-Being Survey and tied on the other four items.

In 2023-2024 academic year, through our efforts, HCA Healthcare trainees beat the national average on all 12 of the items on ACGME's well-being survey.

HCA Healthcare was invited to present our approach to creating optimal work and learning environments at several prestigious locations including the ACGME annual conference, the ACGME Symposium on Physician Well-Being, the National Association of DIO conference, the HERO Foundation Healthcare Summit, the Association for Hospital Medical Educators and the Champions of Wellness Conference at the Mayo Civic Center.

Another way we are supporting resident well-being is through our Physician Wellness Research Lab. Developed in partnership with Claremont Graduate University, the Physician Wellness Research Lab champions scientifically based approaches to well-being to help residents balance the demands of the job with the resources they need to be successful.



Left to right:
Richard Shalmiyev, MD, Pulmonary
Critical Care Fellow; Jude Tabba,
MD, Pulmonary Critical Care Fellow;
HCA Florida Aventura Hospital,



Valesco physicians support care teams during Hurricanes Helene and Milton

Valesco's full transition to our HCA Healthcare family in 2024 is increasing our capabilities to care for our patients, clinicians and hospitals while improving operational performance.

With the nation's largest group of hospitalists and emergency medicine doctors, HCA Healthcare has advanced our capabilities and resources to continue creating solutions and being there for our patients when they need us the most.

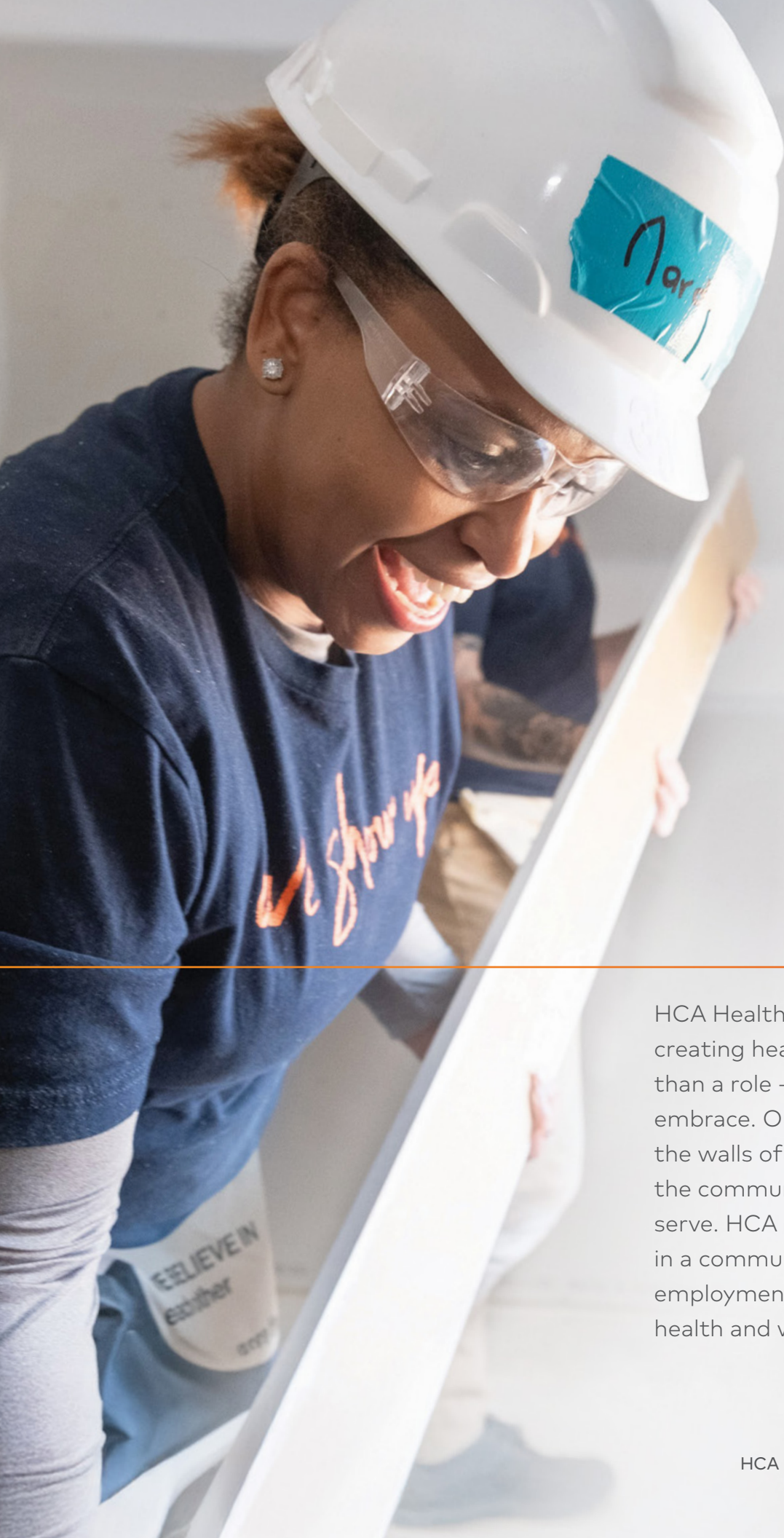
In the face of Hurricanes Helene and Milton, Valesco physicians demonstrated dedication and resilience to caring for our patients by supporting our care teams in Asheville, North Carolina and West Florida. Amidst personal hardships such as flooded homes and debris-filled streets, Valesco colleagues traveled from near and far to not only support continuous medical care but to bring hope and comfort in the face of adversity to our patients and colleagues.

Dr. Eddie Trevor, medical director at Portsmouth Regional Hospital in Portsmouth, New Hampshire went to provide relief to the emergency room team at Mission Hospital in Asheville, North Carolina. "Every patient we saw was one less for the Mission providers," he said.

Learn more about our ability to adapt and respond to emergency events on page 78.



Serving
as an anchor
institution
in our
community



Narda Betancourt,
Senior Integration Analyst,
HCA Healthcare

HCA Healthcare's commitment to creating healthier tomorrows is more than a role – it is a responsibility we embrace. Our care extends beyond the walls of our facilities and into the communities where we live and serve. HCA Healthcare's presence in a community positively impacts employment, economic development, health and well-being.

HCA Healthcare colleagues' impact in the community in 2024

2024 economic impact

\$31.2B

in payroll and benefits

\$48.5M+

in enterprise giving to
community organizations

\$4.9B

in capital investment

~\$4.4B

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

\$7.2B

federal, state and local taxes
incurred in 2024, including

\$2.6B

of income, property,
sales and use taxes

Right: After Hurricane Helene, mini marts and a mega mart were established at Mission Health hospitals to provide colleagues with free groceries including food, water and toiletries, as well as a place to do laundry, sleep and shower.



Our colleagues and the work they do to lead and serve in the community amplify our mission to care for and improve human life.



240,000

hours volunteered

\$18M+

given to community organizations from colleagues with HCA Healthcare matching

8,500

charities supported through donations and volunteering

1,117

colleagues served on a nonprofit board

Supporting health and well-being through the HCA Healthcare Foundation

The HCA Healthcare Foundation helps us fulfill our steadfast commitment to make a positive impact in our communities. Through leadership offerings, service and financial support to nonprofit organizations, the HCA Healthcare Foundation works to make a positive impact in all the communities HCA Healthcare serves.

Since inception in 1998, the HCA Healthcare Foundation has contributed over \$300 million in grants and matching gifts to more than 14,000 agencies and organizations.

transporting it to their local food banks. The winner in each division received a \$10,000 grant for the food bank serving their community.

\$300M+

in grants and matching gifts

In 2024, the HCA Healthcare Foundation invested over \$13 million through grants to 247 agencies and nonprofit organizations through its Middle Tennessee and Healthier Tomorrow Funds. The Healthier Tomorrow Fund, established in 2021 to expand the Foundation's reach to more communities, has invested more than \$17 million in 17 states where HCA Healthcare has a presence and granted awards to 112 nonprofit partners.

In 2024, the Healthier Tomorrow Fund gave \$6.4 million in grants across 15 divisions to nonprofits with a defined focus on heart health, mental wellness, healthy starts for young families and fighting food insecurity.

In 2024, as another way to address nutrition security, HCA Healthcare hosted our fourth annual Healthy Food for Healthier Tomorrows Food and Nutrition Drive to support access to nutritious food. Hospitals from each division were encouraged to get creative and build sculptures with the donated food before

“We appreciate the HCA Healthcare Foundation’s generosity; this gift will help us advance one of our key initiatives: expanding access to SNAP benefits, increasing the availability of nutritious food in local schools and empowering families to make healthier dietary choices, ultimately improving their overall health outcomes.”

Felipe Pinzon

President and CEO,
Hispanic Unity of Florida (HUF)

As a recipient of a 2024 Healthier Tomorrow Fund grant, Brownsville Wellness Coalition works to remove barriers to wellness resources and services.



Our community partnerships help improve health outcomes

In our communities, we partner with nonprofits and community leaders and invest in solutions to help change our communities for the better.

March of Dimes

More than 200,000 babies are delivered annually across our network of hospitals, and we use data from these births to look for insights that will help improve prenatal, natal and postnatal care.

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

In 2024, we supported March of Dimes' "It Starts With Mom" education and engagement platform, which provides families with educational information and resources during their pregnancy journey. March of Dimes launched the new "Low Dose, Big Benefits" campaign to decrease the adverse effects of preeclampsia and preterm birth by taking low dose aspirin. Preeclampsia affects 1 in 25 pregnancies in the U.S., with potential impacts on mom and baby during pregnancy, labor and delivery across both of their lifetimes. We supported this work by sharing educational content on social media and providing our clinical subject matter experts on March of Dimes live webinars and panel discussions.

For over a decade, HCA Healthcare colleagues have participated in volunteerism and fundraising efforts for several of our local March for Babies campaigns, where hospital colleagues come together as a team to raise funds and walk together alongside their community to support our mission.



Above: HCA Florida Kendall Hospital colleagues and families joined the 2024 Miami-Dade March of Dimes Walk, with a team of 17 raising about \$1,000. Pictured are Adrian Valdes, an 11-year-old former NICU baby, and his mother Gabriela Valdes, one of the NICU's founding nurses. Adrian reunited with his NICU nurse, Cynthia Brito, illustrating their lasting bonds formed through care and love.

Right: The American Heart Association's Scientific Sessions conference in 2024 featured a panel discussion about the Getting to the Heart of Stroke™ initiative, which is supported by HCA Healthcare and the HCA Healthcare Foundation.

American Heart Association

HCA Healthcare and the American Heart Association (AHA) have a longstanding history of supporting one another. It dates back to the 1980s with HCA Healthcare founder, Dr. Thomas Frist Sr. and continues today with Dr. Steven Manoukian, SVP at HCA Healthcare, who was selected as the American Heart Association's Healthcare Volunteer of the Year. In 2022, the AHA launched the Getting to the Heart of Stroke™ initiative, developed in conjunction with and supported by HCA Healthcare and the HCA Healthcare Foundation. This multi-faceted impact investment, focused on both the hospital and larger community, is the most significant investment from the Foundation's Healthier Tomorrow Fund to date.

Getting to the Heart of Stroke™ is focused on preventing, treating and beating stroke by offering nationwide education on stroke risk and empowering communities to improve health outcomes. This initiative was initially launched at 10 HCA Healthcare facilities and activated in 15 HCA Healthcare markets across the country.

Since 2022, this initiative has engaged more than 628 million consumers nationwide, with 14 million alone on social media in 2024. By partnering with 109 community organizations across 285 locations, the AHA has expanded access to evidence-based health interventions like blood pressure monitoring and nutrition security screenings and expanded food storage for high-risk populations. Also, in 2024, more than 4,300 HCA Healthcare colleagues raised over \$900,000 for Heart Walks, supporting 478 teams nationwide.

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



Getting to the Heart of Stroke™ key accomplishments:

Quality improvement: Improved identification of the cause of stroke by up to 63% through care team collaboration, best practice-sharing, and increased utilization of evidence-based diagnostic testing in 2024.

Professional education: Through 14 recorded webinars and podcasts, Getting to the Heart of Stroke™ has engaged more than 5,500 participants and 26,000 podcast listeners, equipping healthcare providers with critical knowledge to improve outcomes and reduce disparities in stroke care.

Consumer education: By amplifying eight AHA-led marketing campaigns and positioning five of our providers as national thought-leaders, Getting to the Heart of Stroke™ raised awareness about stroke warning signs to more than 620 million consumers, empowering individuals to take control of their heart health.

Community impact: With 109 community partnerships established since the initiative began, we are working to address critical gaps in care through interventions aimed at improving blood pressure, enhancing nutrition security and advancing maternal health.



Musicians On Call

HCA Healthcare and the HCA Healthcare Foundation are proud to support Musicians On Call (MOC), a nonprofit that brings live and virtual music to the bedsides of patients, families and caregivers. In 2022, HCA Healthcare partnered with MOC to expand live music programs nationwide, donating \$1 million to create and launch MOC’s online platform and increase access to both in-person and virtual music experiences. Over the past two years, HCA Healthcare and MOC have delivered the healing power of music to over 225,000 people, making live music in healthcare facilities truly “on call.”

“Working on an oncology unit can be tough for caregivers, but nothing compared to the tough situations our patients must face each day. I’ve witnessed Musicians On Call make an incredible difference in the lives of our patients.”

Mary Kate Simerly, BSN, RN

Medical/Surgical Oncology Manager,
HCA Healthcare Sarah Cannon Cancer Network,
TriStar Centennial Medical Center

Above (left): Lain Gray helped kicked off our collaboration with Musicians On Call in the Houston area with a performance for patients at the Women’s Hospital of Texas.

EVERFI

EVERFI is an international technology company seeking to drive social change through education. Together, we collaborate with local schools to provide students with education about mental health and wellness. Since our partnership began in 2020, EVERFI and HCA Healthcare’s Understanding Mental Wellness online course has reached more than 232,000 students and approximately 3,100 teachers – with 91% reporting that the course enhanced their curriculum – at more than 1,600 schools across all 15 of HCA Healthcare’s U.S. divisions.

In 2024, students reported a 34% improvement in managing their mental wellness after completing the course. 77% of students had a better understanding of their mental health, and 83% felt confident they can maintain their mental health.

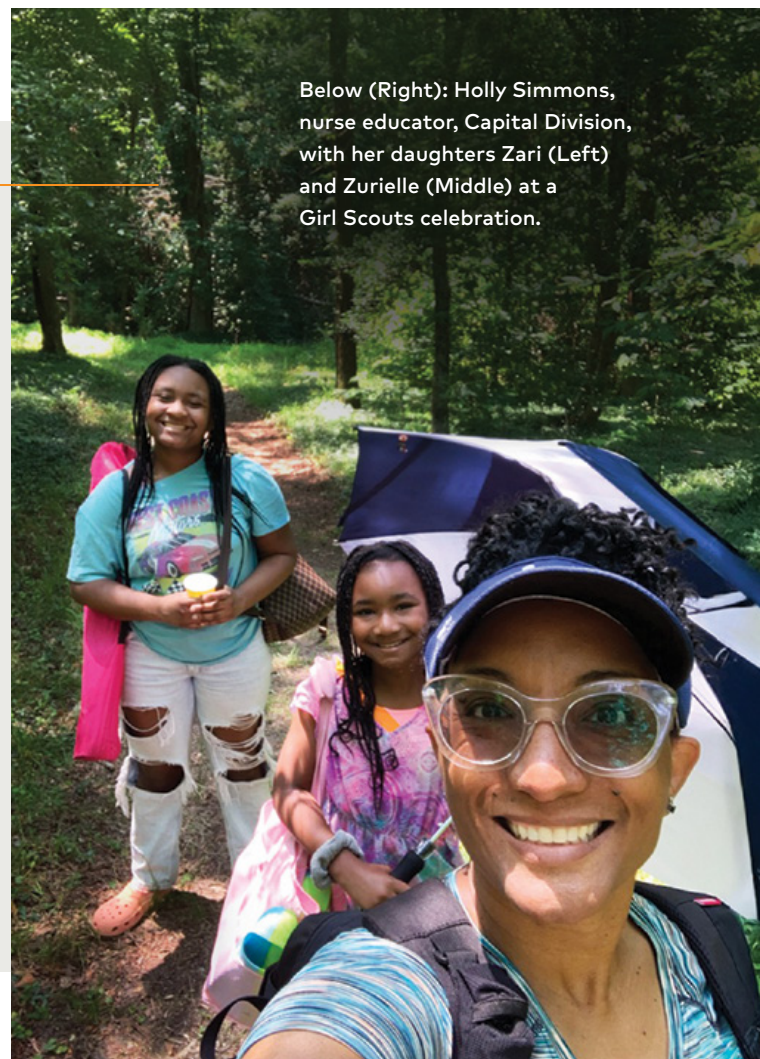
Girl Scouts of the USA

HCA Healthcare is privileged to collaborate on mental wellness with a number of organizations including the Girl Scouts of the USA (GSUSA), the largest girl-led organization in the world. Since 2023, we have worked together to increase awareness and education about the importance of mental health in our communities through the GSUSA Mental Wellness Patch Program. We developed this program in partnership with the National Alliance on Mental Illness (NAMI), the GSUSA Program Advisory Committee and HCA Healthcare behavioral health experts.

More than 20,000 patches have been awarded since the July 2023 launch, making it the most highly-awarded patch program in the organization's history. Patches have been earned at all levels: Juniors, Cadets and Seniors.

Holly Simmons, a nurse educator at HCA Healthcare's Capital Division, knows how important the GSUSA Mental Wellness Patch Program is for girls – like her own daughters – at this formative age. "The well-being of a girl is critical to their development. As a Girl Scout volunteer, mom and a registered nurse – I always look forward to helping girls develop socially, emotionally and physically with each provided opportunity."

In 2024, divisions continued to find creative concepts to deepen local relationships, including hosting Operation H.E.R: Strong Minds, Strong Girls Mental Health Summit in the Capital Division with over 400 girls and their parents. In the North Texas division, the CEO of Medical City Green Oaks Hospital hosted a virtual education session on anxiety/panic attacks and social media management for close to 50 troop leaders.



Below (Right): Holly Simmons, nurse educator, Capital Division, with her daughters Zari (Left) and Zurielle (Middle) at a Girl Scouts celebration.

Creating pathways for future healthcare leaders to serve in their community

As a healthcare organization, we are dedicated to expanding educational pathways by creating opportunities for high school and college students to get exposure to careers in healthcare.

HCA Healthcare's investment in colleges and universities

As of September 2024, HCA Healthcare has committed \$10 million to 11 partnerships with colleges and universities with the goal of creating opportunities for future healthcare leaders to learn and serve in their communities. As a part of this commitment, scholarships have been awarded to more than 150 student scholars. These efforts are intended to build a stronger health system with a higher quality of care for our patients.

HCA Healthcare's investment in high school students

Through the Healthier Tomorrow Fund, the HCA Healthcare Foundation awarded a three-year, \$1 million grant to the Consortium of Florida Education Foundations in 2024 to fund the Career Pathways to a Healthier Florida program. The program aims to help create and expand healthcare career pathways for underserved high school students across the state of Florida.



In addition, through the HCA Healthcare Foundation and its Healthier Tomorrow Fund, we continued supporting Educate Texas, a \$1.35 million three-year grant, aimed at increasing student access to programs that enable healthcare careers. This grant involved high schools in Texas that offer Pathways in Technology Early College High School (P-TECH) healthcare career tracks. As of Dec. 31, 2024, Educate Texas worked with local schools to establish 104 healthcare pathways at P-TECH campuses across Texas, enrolling nearly 10,000 students as part of this grant.

In 2024,

HCA Healthcare, through its affiliate TriStar Health, announced a \$600,000 gift to Meharry Medical College to support scholarships and paid internships for all graduate students in Meharry's School of Applied Computational Sciences (SACS). HCA Healthcare and TriStar Health have a longstanding relationship with Meharry Medical College. TriStar Health hosts Meharry medical students during their clerkships, and many Meharry graduates have gone on to practice medicine at TriStar Health hospitals. In addition, HCA Healthcare leadership has served on Meharry's Board of Trustees.

HCA Healthcare's East Florida Division announced a \$500,000 gift to Nova Southeastern University (NSU) to support the establishment of a clinical simulation lab for their new nurse anesthesia program. The gift will help NSU equip their Palm Beach Gardens and Fort Myers campuses with facilities and faculty to train the next generation of nurse anesthetists.

HCA Healthcare affiliate Methodist Healthcare announced that HCA Healthcare will gift \$200,000 to St. Mary's University's Greehey School of Business to support scholarships, fellowships and training for faculty in the Master of Business Administration (MBA) program.

HCA Healthcare's South Atlantic Division announced a \$650,000 gift to Savannah State University (SSU) to support a paid internship program for all students pursuing a master's degree in social work. This investment will provide students with valuable hands-on experience at Memorial Health University Medical Center, helping them gain the necessary clinical hours and prepare for successful careers in social work.

HCA Healthcare has a history of partnering with organizations to help develop future healthcare leaders.

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more about our investments to create opportunities for healthcare professionals and future leaders to serve in their community.



Above: Florida A&M University (FAMU) students perform at "FAMUly Day on the Hill" event in Tallahassee, Florida.

A closer look at one of our partnerships

Our partnership with Tennessee State University (TSU) supports all students enrolled in the Dr. Levi Watkins Jr. Institute and the Department of Computer Science within the College of Engineering.

In May 2024, our scholarship to support students majoring in computer science at TSU was renamed to the Marty Paslick Endowed Scholarship in Computer Science, to honor the profound impact of HCA Healthcare former chief information officer, Marty Paslick. Through this scholarship, students are given shadowing opportunities, mentors, seminars, leadership sessions, guest speakers and career guidance. In addition to the support the scholarships provide, HCA Healthcare also offers dedicated internship opportunities in the ITG Pathways, Technical Resident and part-time internship programs annually to TSU students. Currently, HCA Healthcare is supporting six computer science students with scholarships.

In September 2024, HCA Healthcare met with over 1,000 students at TSU's "Secure Your Future" career fair. Students had the opportunity to meet with recruiters from HCA Healthcare and talk about open positions at the organization. In addition, our colleagues met with students after the event to review resumes and offer feedback at TSU's Career Center.

In October 2024, Dr. Monique Butler, president of Graduate Medical Education, served as the keynote speaker at the Dr. Levi Watkins Jr. Institute White Coat Ceremony for first-year students, including six HCA Healthcare-supported scholars, which symbolizes the beginning of their journey to become physicians. In total, we are supporting 20 students from this program.



Above: Dr. Monique Butler,
President, Graduate Medical Education

Crush the Crisis

HCA Healthcare's Crush the Crisis initiative promotes safe medication disposal and raises awareness about prescription drug misuse, aligning with the DEA's National Prescription Drug Take Back Day.

In 2024, HCA Healthcare facilities partnered with local law enforcement to collect a record-breaking 21,137 pounds of unused or expired medications during our sixth annual Crush the Crisis prescription drug take back day. Across the nation, an estimated 14.5 million doses of medication were collected at more than 125 collection sites. HCA Healthcare has now collected more than 88,600 pounds of medication since launching Crush the Crisis as an enterprise initiative in 2019.



As part of our sixth annual Crush the Crisis event, CJW Medical Center in Richmond, Virginia collected

992 pounds of medication,

the most of any location across the enterprise.

Above (left to right): Brittany Speed, PharmD, BCPS, Assistant Director of Pharmacy, Chippenham Hospital; Rebecca Perkins, Director of Revenue Integrity, Capital Division; Amy Cuenin, PharmD, Director of Pharmacy, Johnston-Willis Hospital; Laura Cwengros, PharmD, BCIDP, Infectious Diseases Clinical Manager, CJW Medical Center; Ashish Sethi, MD, MHA, Chief Medical Officer, Henrico Doctors' Hospital; Amber Powell, PharmD, BCCCP, Clinical Manager, CJW Medical Center; Debra Anderson, PharmD, BCPS, Director of Pharmacy, Chippenham Hospital

Above: St. Mark's Hospital participated in HCA Healthcare's annual Crush the Crisis on Oct. 26, 2024, contributing to the organization's record-breaking year.

Emergency preparedness

In times of crisis, HCA Healthcare's ability to adapt and respond is a powerful example of the ways in which our scale and expansive network can improve the care we are able to provide for patients and each other.

The Enterprise Emergency Operations Program is made up of corporate, division and hospital-based clinicians, leaders and executives from numerous states across our organization who are trained annually on how to effectively respond to events impacting patient care or colleague wellness. Hundreds of HCA Healthcare colleagues are prepared to deploy to facilities and divisions as part of Incident Response Teams in the face of disaster.

Our emergency operations teams at the Enterprise Emergency Operations Center (EEOC) in Nashville, Tennessee, monitor potential threats and prepare for a variety of scenarios, including severe weather events and operational disruptions. With collective knowledge of the entire HCA Healthcare enterprise and access to cutting-edge technology and resources, the EEOC's emergency response begins long before a potential issue is detected.

Through the Business Continuity team, the EEOC uses the Critical Infrastructure Survey, which is completed annually by all hospitals throughout the organization, to assess hospital infrastructure and vulnerabilities, and develop plans to mitigate any challenges we may face. We also use this information on a regular basis to direct operational strategy and prioritize upgrades. Additionally, the emergency operations team developed and implemented an industry-leading, comprehensive hospital

emergency management metrics program to establish a benchmark for readiness across all of our hospitals, identify focus areas to close gaps in our readiness and to track our improvement over time.

Each year, potential disruptions due to severe weather events threaten the well-being of our patients, colleagues and communities in numerous facilities and divisions. Through continuous feedback and process improvements, the EEOC gets better at preparing and responding to these events each year.

Did you know?

Through HealthTrust, HCA Healthcare gives \$3-4 million to Project C.U.R.E. annually, making it our largest in-kind gift to any nonprofit organization through the donation of medical equipment and supplies.

HCA Healthcare has a history of supporting Project C.U.R.E. through in-kind and cash contributions, as well as volunteering. Since 1987, Project C.U.R.E. has been addressing the staggering shortage of medical resources around the world. As the world's largest distributor of donated medical supplies, equipment and services to doctors and nurses, the organization is able to serve the sick in more than 135 countries.

Below: Before Hurricanes Helene and Milton made landfall, emergency operations teams across the enterprise were gathering to prepare their facilities and their people for what was to come.

Partnering with others to support disaster response

HCA Healthcare is also a longstanding national partner of the American Red Cross, through its Annual Disaster Partner Giving Program (ADGP), which includes an annual contribution of \$500,000, that helps the organization have the infrastructure, resources and technology in place to provide care and comfort to those in need. Over the last eight years, HCA Healthcare has provided nearly \$8 million in financial support to the Red Cross for disaster relief efforts.





Above: Leadership teams joined colleagues and community partners to unload supplies from a helicopter at Mission Hospital in the wake of Hurricane Helene.

Responding to Hurricanes Helene and Milton

On Sept. 23, 2024, the EEOC was activated for what would become Hurricane Helene and facilities in our multiple divisions began preparing for impact. Three days later, Hurricane Helene made landfall, bringing heavy rains, strong winds, tornadoes and catastrophic flooding to parts of Florida, Georgia and North Carolina. HCA Healthcare colleagues, including nurses, physicians, behavioral health specialists, therapy dog teams, engineers, technologists, operations support and more, volunteered to travel into the hardest hit areas to provide support and relief in the days after the storm. Essentials such as gasoline, potable water and generators were sent not only to keep our hospitals running, but to support hotels who were providing temporary housing for displaced colleagues.

Our response at a glance

45 facilities

across 5 divisions affected by Hurricanes Helene and Milton

734 patients

transferred to ensure continued care

700+ colleagues

deployed to disaster area

\$1.5 M

contributed by HCA Healthcare to community organizations to aid in hurricane relief

With many areas of North Carolina severely damaged and cut off from most communication, HCA Healthcare's Human Resources Group (HRG) worked to account for and connect with more than 30,000 affected colleagues. Through HRG's Colleague Outreach Task Force, a group of 300 HRG colleagues called and texted those affected, providing them with information about the HCA Healthcare Hope Fund, housing assistance and places to get critical resources such as food, water and fuel through HCA Healthcare's mini marts.

Less than two weeks later, in tandem with ongoing recovery efforts, the EEOC began preparing for Hurricane Milton to impact the West Florida Division, including areas recently damaged by Hurricane Helene.

Colleagues from across the enterprise stepped up to support each other during this time, using their skills and talents to help HCA Healthcare continue caring for patients in the most difficult times.



Dive deeper into stories from our response to Hurricanes Helene and Milton in the HCA Healthcare special publication.

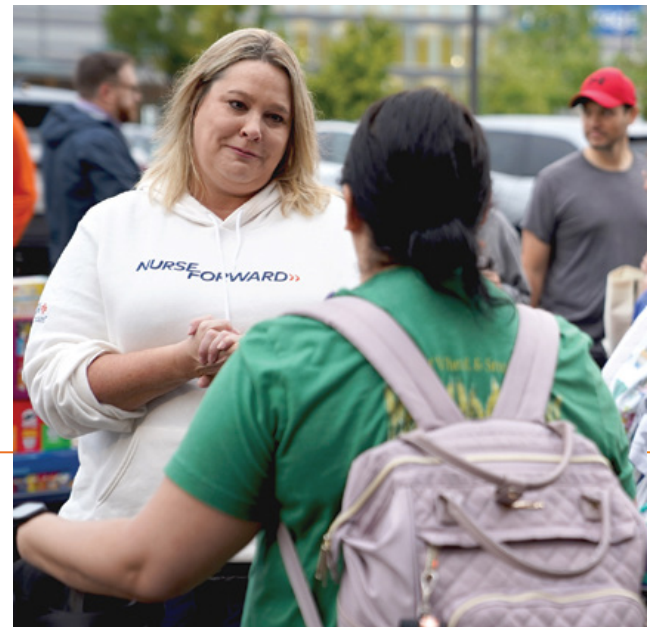
Magazine.HCAhealthcare.com

The HCA Healthcare Hope Fund assisted more than **3,500 colleagues** with grants totaling **over \$3.3 million** in response to Hurricanes Helene and Milton.

More colleagues were impacted by these storms than any other in the history of the Hope Fund. **Over 100 colleagues volunteered** to provide administrative support to the Hope Fund in the weeks following the storms.



Above (left to right): Summerville Medical Center nurses Paolo de Dios, Melissa Graham and LaNae Simmons on their way to assist and support caregivers at sister facility Memorial Health Meadows Hospital following Helene.



Above: Sammie Mosier, senior vice president and chief nurse executive (far left), speaks with TriStar Division nurses on Sept. 29 as they load up to travel to Mission Health and support care teams in the wake of Hurricane Helene.

Sustainability at HCA Healthcare

HCA Healthcare's dedication to improving more lives in more ways is directly connected to our sustainability efforts. We recognize the relationship between environmental health and human well-being, and we strive to address critical health issues while considering the broader environmental impact of our operations.

Our environmental strategy centers on incorporating the following four key pillars into our operations:

Managing energy and water responsibly;

Preparing for weather impacts;

Sourcing and consuming efficiently; and

Managing the environmental impact of our capital programs.

Right: At HCA Florida Pasadena Hospital, flood control barriers were established around the facility before the storm even began, ensuring rising waters were kept from critical areas of the hospital.



Planting seeds of sustainability through nonprofit board service

HCA Healthcare’s commitment to sustainability extends beyond our own operations, as evidenced by the leadership roles many of our colleagues take in environmental organizations.



Above: Katy Lange, Director of Regulatory Accreditation, HCA Healthcare

Katy Lange, director of Regulatory Accreditation, is a dedicated environmental advocate, serving on the board of the Tennessee Environmental Council (TEC). TEC focuses on creating the conditions for better health through environmental stewardship. Initiatives include pollinator gardens, water quality protection, tree planting and engaging communities in environmental education.

Katy’s involvement with TEC aligns with HCA Healthcare’s mission, as both organizations work to enhance the well-being of individuals and communities in Tennessee. “TEC is a voice for environmental policies that promote public health,” she says. “By advocating for

these policies at the local and state levels, TEC helps ensure that community development is aligned with sustainable practices, which can result in healthier, more resilient communities.”

Nikki Smith is a senior recruiter at HCA Healthcare and serves on the board of Green Interchange. Inspired by her father’s work as an environmental engineer, she believes deeply in the interconnectedness of environmental and human health. Green Interchange, an organization dedicated to planting trees and restoring natural systems, contributes to building healthier communities through its efforts to improve air and water quality, mitigate heat islands and create green spaces.

“Environmental health is integral to public health,” Nikki stated, emphasizing how the organization supports both immediate environmental needs and long-term health outcomes, aligning with HCA Healthcare’s mission to improve human life. Nikki’s commitment to Green Interchange reflects her belief that by nurturing our planet, we nurture ourselves and cultivate a healthier future.



Above: Nikki Smith, Senior Recruiter, HCA Healthcare

Moving forward

HCA Healthcare is dedicated to caring for and improving human life. As we look ahead, our focus will remain on providing exceptional care for our patients, supporting our colleagues and strengthening the communities where we live and serve. Through ongoing investments in innovative research and advanced technologies, we will continue our work to improve care models and patient outcomes. We are committed to leveraging our network of care to help ensure our services continue to meet the evolving needs of those who rely on us. Thank you to our colleagues, physicians and partners for your unwavering commitment to our mission.

**Learn more about our collective impact
and how we improve more lives in more ways
at HCAhealthcareImpact.com.**

Forward Looking Statements:

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

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



Left to right: Emily Johnson, CV Tech;
Alexandria Boesiger, CV Tech;
St. Mark's Hospital



Printed in the U.S.
on eco-friendly paper
using soy-based inks.