

you™

Vol. 15
Issue 2

The Magazine for the Colleagues of HCA Healthcare



SPECIAL
ANNIVERSARY
ISSUE



HCA Healthcare was founded on the belief that there was a better way to deliver patient care, and that has remained our focus for 50 years.



Dr. Frank Royal, an HCA Healthcare physician, would go on to become president and chairman of Meharry Medical College and a 24-year member of HCA Healthcare's board of directors. Here he treats a patient.

That consistency of purpose continues to fuel our growth, and has been made possible by the dedicated colleagues who work here. At HCA Healthcare, we are committed to excellence in our hospitals and our communities, and we are always moving forward. Most of all, we are dedicated to creating a healthier tomorrow for our patients, our

colleagues and the world.

Throughout this special anniversary issue of *YOU* magazine, you'll find stories that represent the men and women who have made HCA Healthcare what it is today — and who, in turn, have made *healthcare* what it is today. Thank you for sharing your stories, talents and lives with us.

you

Vol. 15, Issue 2

INSIDE

HCA Healthcare Mission

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

HCA Healthcare Values

In pursuit of our mission, we believe the following value statements are essential and timeless.

- **We recognize and affirm** the unique and intrinsic worth of each individual.
- **We treat** all those we serve with compassion and kindness.
- **We act** with absolute honesty, integrity and fairness in the way we conduct our business and the way we live our lives.
- **We trust** our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect and dignity.
- **We foster** a culture of inclusion and diversity across all areas of our company that embraces and enriches our workforce, physicians, patients, partners and communities.

HCA Healthcare Marketing, Communications and CRM

Deb Reiner, Senior Vice President

MaryAnn Hodge, Vice President of Communications

Carson Hanrath, Manager of Communications

Designed and Published by the bohan Agency

www.bohanideas.com

Bobby Stark, Publisher

Ashley Brantley, Editor

Tim Delger, Creative Director

FEATURES

LEGACY

5

THE FOUNDERS

The stories behind the men who founded HCA Healthcare

PARTNERSHIPS

10

FROM DAY ONE

Colleagues carry on our tradition of giving back

PARTNERSHIPS

12

THE RIPPLE EFFECT

What HCA Healthcare facilities mean to the community beyond healthcare

20

IMPROVING LIVES. MAKING HISTORY.

A 50-year timeline of HCA Healthcare's biggest accomplishments

INNOVATION

26

THE POWER OF DATA

In 1985, the first data center signifies our company's commitment to improving patient outcomes

INNOVATION

28

SETTING THE PACE

Innovations advance care for our patients and all patients

SCALE

30

IT STARTS AT HCA HEALTHCARE

HCA Healthcare makes a habit of making history

SCALE

32

THE POWER OF 28 MILLION

Leveraging the power of patient encounters to improve care

34

OUR MISSION

What our mission means in our colleagues' own words

36

A BRAND WITH MEANING

Why HCA Healthcare is rebranding

Treat people right. Work hard. Give patients what they deserve.



Milton Johnson
Chairman and CEO, HCA Healthcare



Sam Hazen
President and COO, HCA Healthcare

Fifty years ago, our founders envisioned a company that would do all those things and more. They felt hospitals had strayed from putting patients first, and they set out to change that. From our first 200-bed hospital in 1968, HCA Healthcare has grown to include more than 1,800 care facilities in 20 states and the United Kingdom. Through our 28.2 million patient encounters per year, we are in a unique position to learn, and to strengthen and improve the services we deliver to our patients.

In celebration of our 50th anniversary, we've taken time to recognize our rich history and consider how it's helped make our company what it is today. HCA Healthcare's founders revolutionized the healthcare landscape by applying business principles of scale to the company's hospitals, without ever losing sight of the patient's needs. That strategy enabled them to achieve their goal of providing quality, compassionate care.

From those auspicious beginnings, our organization has grown and matured. Today, our scale and people allow us to do things no other organization in the industry can do. That's important because it allows us to continue to focus on our mission: Above all else, we are committed to the care and improvement of human life.

As we look toward our future, we are better positioned than ever to fulfill that mission. Our investments in nursing, infrastructure, big data and technology will continue to move healthcare forward. Now, we have an opportunity to let others know how we're using our scale and skill to improve patient care. Beginning in 2019, our brand strategy will help us tell our story to stakeholders in our communities. This is an exciting opportunity to create a much greater understanding of who HCA Healthcare is, and what we mean to the communities we serve.

Throughout our 50-year history, we have always known our strength lies in our people. Nowhere else will you find more dedicated, compassionate and caring people than you will here. Thank you for the part you play in HCA Healthcare's story. We look forward to continuing to improve lives together.

FOUNDER

Dr. Thomas Frist, Sr.



HCA Healthcare co-founder Dr. Thomas Frist, Sr. spends time with a patient

“I never had any thought other than being a doctor,”

Dr. Thomas Frist, Sr. once said. “It is the most rewarding thing a person can possibly be in life.”

For the HCA Healthcare co-founder, the calling had nothing to do with prestige, though it would come his way in time. He cared about helping people, plain and simple. It started at the dinner table of his childhood home in Mississippi. Frist was just eight years old when his father died, struck by an oncoming train after pushing a blind woman out of the way. Mrs. Frist needed to keep food on the table, so she took in boarders, including doctors. The young Frist was fascinated by their stories of healing, and when he was 12, he got a job as an orderly.

After high school, Frist was pre-med at the University of Mississippi, attended Vanderbilt University Medical School and completed his residency at the University of Iowa before returning to Nashville to practice as a cardiologist in 1935. During World War II, Dr. Frist served in the U.S. Army Medical Corps and left as a major. He returned to his practice in 1946, and was tapped to chair a committee on aging. He established the Tennessee Commission on

Aging before creating a facility that provided senior citizens the care he felt they deserved.

A new approach to care

By 1960, Dr. Frist was a respected physician and strong patient advocate. He knew that he was not the only doctor who felt frustrated by hospitals run only by the government or religious institutions.

“I was very concerned with the quality of medical care people were getting, particularly the lack of warmth and compassion to the patient and his family,” he said. “Hospitals were so crowded and so independent that some had lost the humanitarian aspect of medicine, which I think is so important for the patient’s happiness and welfare.”

Gathering a group of like-minded physicians, Dr. Frist opened Park View Convalescent Hospital and Nursing Home in 1961 where TriStar Centennial Medical Center stands today. Every detail revolved around making people feel valued—from hiring caring employees to creating a welcoming, comfortable space. Park View succeeded beyond any expectations, and soon Dr. Frist, Sr.’s son, Tommy Frist, Jr. [p.6], and his friend, businessman Jack Massey [p.8], saw the potential to do more. Together they came up with a plan to expand the model.

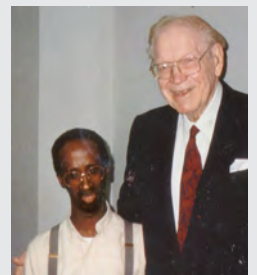
They created Hospital Corporation of America (HCA) in 1968 with a vision of providing patients with the care they deserved. As the company got bigger, it would have more resources, bargaining power and experience, which would allow it to hone and improve patient care while keeping it affordable. Because two of the three founders were physicians, HCA knew the importance of physician relationships—something that remains important to the company to this day.

HCA Healthcare grew swiftly into the country’s largest hospital company. Dr. Frist, Sr. had achieved something that many businessmen envied, but at heart, he always remained a doctor first. He was a paragon of care likely because he was a patient many times himself: In his life he survived a heart attack, two bypasses, a broken neck, cancer and a stroke. Late in his life, when he was a patient at an HCA Healthcare hospital in Nashville, Dr. Frist, Sr. made an impression on his nurse, Cindy Borum, that may sound familiar to those who knew him.

“Dr. Frist knew every person in the hospital,” she says. “He would shake their hand, look them in the eye and ask about their children. You would often hear him tell someone, ‘I’m so proud of you!’ It was amazing.”

While Dr. Frist, Sr. passed away in 1998, there is no doubt he would be proud of what HCA Healthcare has become: a company defined by innovation, excellence, and exceptional people providing compassionate care. Fifty years later, his words still ring true: “Don’t worry about the bottom line. Put the patient first, and the rest will follow.” ♦

“I was up in the data center when Dr. Frist, Sr. came in and said, ‘Good morning, sir. Welcome aboard. I am glad to have you here, and I hope you’re glad to be here.’ He asked about my job and encouraged me to let him know if I needed anything. We took a picture together, which I keep in my drawer today. You could tell he cared and wanted to know your thoughts and feelings. I will never forget how he made me feel like I was a part of this company.”



— Freddie Woods,
Manager of Network Engineering

FOUNDER

Dr. Thomas Frist, Jr.



Lead the right life.

“Lead by example,” says Dr. Thomas Frist, Jr. “Don’t tell people what to do, but lead the right life and hope others will follow. That’s always been our approach at HCA.”

At our core, we all want to do that one simple thing, yet most of us find it difficult. Dr. Frist, Jr., co-founder of HCA Healthcare, is no different—he struggles and, at times, falters—but he is constantly striving to make a difference in peoples’ lives, and that inspires loyalty, compassion and hope.

Frist learned that approach at home.

“My heroes were my parents,” he says. “Any success I’ve had, I attribute to the two of them. My father’s beliefs were a bit to the right of center, and it was fascinating to hear discussions around the dinner table between my parents, because my mother was a brilliant academic who had a liberal mindset. In hindsight, the give-and-take in those conversations helped formulate my values.”

He watched his father, Dr. Thomas Frist, Sr. [p.5], make a difference, helping patients with problems like addiction and domestic abuse that extended beyond hospital walls.

“While he was taking care of their hearts and lungs, I saw how he was able to influence people’s lives for the better,” Frist recalls.

He wanted to do the same. He attended Vanderbilt University and Washington University, where he gained a global perspective in classes with students from other states and countries. He learned about the stock market, investing \$3,000 in Kentucky Fried Chicken. Three years later, after an IPO, it had grown to \$150,000. He started his first company, selling advertising on desk blotters to 111 college campuses. That venture would inadvertently lead him to one of his life’s greatest passions.

“While I was distributing blotters to Oklahoma State University, I missed the only flight out of Stillwater and had to sleep on a couch. I came back to Nashville and said, ‘I will never be dependent on airlines again!’” he says, laughing. “I got my pilot’s license ... and bought my first airplane rather than giving my wife an engagement ring. I told her we’d put off getting married one year. She never will let me forget that!”



Dr. Frist, Jr., an airline-transport rated pilot, accumulated more than 11,000 hours flying

Together since eighth grade, Trisha knew he would keep that promise, and he did.

“We’ve been married now 57 years, but all during that time, I courted and chased her,” he says. “When she would go to Fort Lauderdale at spring break, I’d get in my little Stinson aircraft and follow her down to make sure no other men moved in on my turf. I

can't remember a time the two of us haven't been together. She was always the more outstanding of the two of us."

Goal tending

Frist was always goal-oriented, whether those ambitions were financial, educational or personal. It's a trait that's served him well.

"By the time I was in college, I had developed a habit of setting goals for myself," he says. "It became part of my daily routine, like brushing my teeth. What am I going to accomplish today? Or this year?"

"My personal hopes for HCA have far exceeded my dreams."

In 1963, during his residency, Frist got a draft notice for the Vietnam War. As always, he had a plan.

"I thought that if this ever happened, I'd say, 'Dad, I've gotten a draft notice. Could you call Governor Ellington and ask him to get me in the Air National Guard so I can continue on with my residency?' My father said, 'Tommy, you never discussed this with me. I went to World War II, and I think you ought to serve.' I served as a flight surgeon in the Air Force for two years, and it was life-changing. I wouldn't trade it for anything."

During that time, Frist got a chance to think bigger. He came up with the idea of a hospital company that would take advantage of size and scope. The idea came partly from Vanderbilt fraternity brother Spence Wilson, whose father, Kemmons Wilson, had revolutionized the travel industry with Holiday Inns of America.

"Banks are together, filling stations are together, grocery stores are together — Why can't we put hospitals together? Economy of scale means so much," says Frist.

In good company

When he returned from the war, Frist set out to do just that alongside his father and family

friend Jack Massey, who had been building a similar chain-inspired enterprise during this time: Kentucky Fried Chicken (KFC). But the day after the venture was announced in the paper, Dr. Frist, Sr. and Massey got cold feet.

"My mother came to my rescue," Frist recalls. "She said to my father, 'Tommy is going to do this even if you aren't, so you might as well join him.' Well, I couldn't have done it, but it was my mother who gave me the final impetus to get HCA off the ground. You seize the moment. In business and life, there is risk. But I always kept my medical degree current, just in case!"

In the early days, the company held true to its mission: putting the patient first, never compromising quality and recognizing its greatest asset is its people. The plan worked. When

HCA Healthcare went public on the New York Stock Exchange in 1969, they set the initial public offering at \$18 a share. By the end of the day, it soared to \$46, and the company raised \$7.2 million. Ten years later, HCA Healthcare owned 120 hospitals in 25 states and four countries.

A compromised mission

Quality stayed at the forefront throughout the '80s.

"For me it was never how big our company could be," he says. "It was: How are our hospitals doing? Are they contributing to the local community, and to better healthcare?"

For a while, the answer remained 'yes,' so Frist retired in 1994, when the company merged with Columbia, which was expanding at a breakneck pace under founder and CEO Rick Scott. But the company ran into challenges, and the board asked Frist to

return as CEO to help the organization return to its founding values. Lest people think he was coming back for ego or financial reasons, he worked for \$1 a year plus benefits.

"The reason I came back is I believe so much in the company and the value it had, not just for the communities we are serving, but as a role model for others to change their behavior," says Frist. "Reflecting on that era, I wouldn't have missed it for anything."

Leading the way

Fortune magazine called the turnaround a remarkable corporate rescue, though Frist saw it as more than that. He was righting a ship, and bringing it back to what it was always meant to be: a company that is, above all else, committed to the care and improvement of human life.

Today HCA Healthcare is a leader not

only in the healthcare business, but in its ability to use its scale and expertise to pioneer innovations that help people, from MRSA reduction and healthier pregnancies [p.31] to improved nursing communication and data analytics [p.26]. As HCA Healthcare moves forward,



Dr. Frist, Jr. sits with a portrait of his father.

quality will always prevail, Frist says, and good hospitals will always put the patient and the patient's family first. The great ones will provide care with warmth, compassion and dignity for the individual.

"My personal hopes for HCA have far exceeded my dreams," says Dr. Frist. "The bottom line is I have been extremely blessed throughout my life. I certainly would not want to relive my life again. I fear it would not turn out so well the next time around." ♦

FOUNDER Jack Massey



It starts with a drugstore

When Massey was growing up in Georgia, he got a job at his uncle's drugstore as a delivery boy. He decided to become a pharmacist himself, earning his license when he was 19 and setting up his own shop in Nashville in 1930 at age 25. One of his customers was a young medical student at Vanderbilt University named Thomas Frist.

"He gave me my first stethoscope," Dr. Frist, Sr. later told Massey's biographer. "He gave away stethoscopes to many medical students because he knew the students would be buying supplies

from him when they settled down to practice only a few years later."

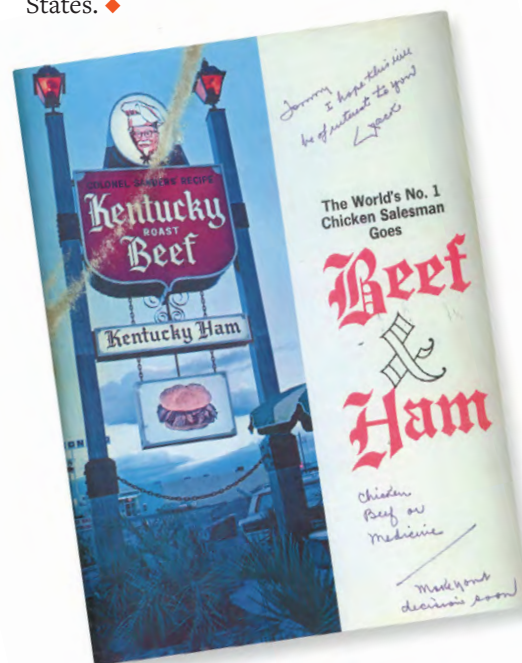
Sure enough, Massey and Dr. Frist continued their business relationship in the following years. Massey had built his drugstore into a small chain of six stores, sold the company and started a surgical supply business. Dr. Frist had begun his medical career and was directing a program to fight tuberculosis in the Tennessee State Prison. When he set up a TB hospital on-site and needed supplies, he knew where to turn. Their business relationship grew right alongside their friendship.

Booming businesses

For the second time in his life, Massey built a thriving company. He sold his surgical supply business for more than \$1 million in 1961 and set off to Florida for a peaceful retirement. But instead of enjoying the beach, he got restless and started looking for business opportunities. He found "Colonel" Harland Sanders, a successful owner of fried chicken restaurants, and bought the company. He and his partner, John Y. Brown, turned it into one of the most successful fast-food franchises in history.

During the same time, Dr. Frist had built a successful doctor-owned hospital in Nashville, and his son, Thomas Frist, Jr., was just out of the Air Force deciding on a career. Massey first offered Frist, Jr. a job with KFC, but then the Drs. Frist and Massey struck upon a better idea: they would go into business together. They decided to pool their skills to create a hospital company founded on the vision of Dr. Frist, Sr. — patient-first care guided by physicians — and driven by the business principles Massey had mastered. HCA Healthcare was born in 1968, with Massey as chairman. His job was to do for HCA Healthcare what he did for Kentucky Fried Chicken — expand the company while maintaining its integrity.

In ten years, HCA Healthcare was the largest owner of hospitals in the United States. ♦



As Dr. Frist, Jr. pondered his future, Kentucky Fried Chicken chairman and CEO Jack Massey prodded him to decide quickly. "Chicken, beef or medicine. Make your decision soon," Massey wrote.

Jack Massey took more companies public — three including HCA Healthcare — than anyone else in the history of the New York Stock Exchange.

"One of the smartest, most successful venture capitalists of modern times."

When *Fortune* magazine named HCA Healthcare co-founder Jack Massey to its 1987 U.S. Business Hall of Fame, that's how they described him. He had a string of accomplishments to point to: building a surgical supply company into a million-dollar enterprise after the Great Depression; pioneering fast-food franchising with Kentucky Fried Chicken (KFC); and being one of the founding partners of HCA Healthcare.

Obviously, he understood the nuts and bolts of business, but if asked the secret to his success, he didn't point to balance sheets or cost efficiencies.

"Business is people," he said.

"People are our most important asset."

Living Legacies

Celebrating HCA Healthcare colleagues with 50+ years of service

Mary Greer's is a success story, no matter how humbly she tells it.

"I was a girl with a few college credits booking airline tickets to Saudi Arabia when I couldn't even spell the name of the country!" Greer says, laughing. "This company gave me the opportunity to grow with it."

And grow she has, from insurance clerk at HCA Healthcare's first hospital, Park View, to IT&S voice services supervisor for the entire organization. Greer firmly believes everything positive in her life has come from being a part of HCA Healthcare.

"HCA puts confidence into everyone they hire," she says. "That's why I tell that story of a girl right out of high school who was given the opportunity to learn, grow and contribute. Here I am today, 50 years later, honored to be a member of this team."

50 years of firsts

Joyce Burns also got her start at Park View, but through the hospital's first licensed practical nurse course rather than insurance. She transitioned into IT&S before finding her current role as consulting product analyst.

"Computer land' had just launched at HCA when I was the director of surgical nursing at Park View. I was sent over to corporate to learn a new technology system. Soon after, the nurse who was supposed to look after IT&S quit. I guess she didn't want all that responsibility!" Burns says, laughing. "I believed those computers could help nurses, so I got out my books, studied and taught myself the program. The next thing I know, I get a phone call saying, 'You're

the director of staffing and scheduling!' It was hard, but I knew technology had to happen."

"You can go as far as you want at HCA," she says. "That's a gift. Every time a nurse says, 'This is so much better than what we had before,' I feel very happy."

A half-century of service

Bessie Tickle clearly remembers the last time she used a typewriter.

"In 1984, we got the word processors, which we thought were magnificent!" Tickle says. "Now it's all on computers."

Over the years, Tickle's can-do attitude spurred advancement at Lewis Gale Hospital. Her early days were spent in medical records before earning her Health Information Specialist certification.

She worked with doctors to make sure they understood patients' medical history, developing real friendships with her colleagues in the process.

"My husband had an operation

and needed stitches taken out. One of the doctors said, 'Bessie don't bring him back here; I'm going to come to your house.'" Tickle recalls. "He did and took out the stitches. That's the kind of rapport the doctors have with you."

While Tickle was honored for 50 years of service this year to correspond with HCA Healthcare's history, in truth she's worked at the hospital for 54 years.

"Bessie is the heart and soul of our hospital," says Beth Scott, director of case management at Lewis Gale.

"I walk in that door and people are coming up and hugging you and you're in a family again," says Tickle. "It's been the best place to work and I've really enjoyed it." ♦



Employees
with 50+ years
of service

Atha Lucas

Memorial Satilla Health, Georgia

Bessie Tickle

Lewis Gale Hospital-Pulaski, Virginia

Betty Barber

Research Medical Center, Missouri

Bwana Coleman

Goppert-Trinity Family Care, Missouri

Carmen Licup

Skyline Medical Center, Tennessee

Carol Peltzie

Menorah Medical Center, Kansas

Clara Utley

Skyline Medical Center, Tennessee

Dorothy Alexander

JFK Medical Center, Florida

Dotti Ulrich

Rose Medical Center, Colorado

Esther Sutton

Skyline Medical Center, Tennessee

Eugenie Jackson

Research Medical Center, Missouri

Faye Peterson

Lees Summit Medical Center, Missouri

Frances Arldt

St. David's Georgetown, Texas

Frances Sigley

Wesley Medical Center, Kansas

Grace Allgood

Chippenham Hospital, Virginia

Guy Selander

Memorial Family Med, Florida

Joyce Burns

Core Clinicals, Tennessee

Kay Delgado

Bayshore Medical Center, Texas

Laverne Hoskins

Mainland Medical Center, Texas

Lucille Jackson

Presbyterian St. Luke's Medical Center, Colorado

Lucy Gonzales

Presbyterian St. Luke's Medical Center, Colorado

Malcolm Belisle

Partnership Market Office, Texas

Marva Stephens

Goppert-Trinity Family Care, Missouri

Mary Greer

HCA Healthcare, Tennessee

Nancy Hinebaugh

LewisGale Hospital Alleghany, Virginia

Pauline Brown

HSC Health Care System, Tennessee

Rosemary Fahlstrom

Menorah Medical Center, Kansas

Sally Putnam

LewisGale Hospital Alleghany, Virginia

Terri Todd

Horizon Medical Center, Tennessee

More than 35% of HCA Healthcare colleagues have been with the company 5 years or more.

From Day One



HCA Healthcare encourages employees to give back to the community in whatever way they choose

In 1969, the founders of HCA Healthcare wrote the United Way a check for \$3,000. Operating out of a small house, those early days were full of excitement and uncertainty. They were launching a company based on the idea that people deserve care and compassion, and it was important that they put that into action from day one.

By 1981, that initial contribution with the United Way had blossomed into a partnership. Dr. Frist, Jr. helped establish the organization's Tocqueville Society, a group of philanthropic leaders, that today counts 26,000 business leaders as members. It has raised \$10 billion for United Way causes.

Family, work and community — those were the priorities of HCA Healthcare's founders, in that order. You see them at work in HCA Healthcare communities today for one reason: our people. HCA Healthcare colleagues want to connect with people and create stronger communities, and they find unique ways to do that every day.

Creating a community

At age 34, a cancer diagnosis hit Liz Harms hard. She needed support outside her Rose Medical Center family from the Denver community, but she had trouble finding it.

"A year after my diagnosis, I decided to attend the annual Stupid Cancer national conference," Harms recalls. "Being in a community of 500 other survivors who spoke my language was incredible. I knew I wanted to bring Stupid Cancer to Denver."

Harms did that and then some. Today the young adult organization has monthly meetups to bowl, grab ice cream or just talk. The Denver chapter is thriving so much that, four years ago, Stupid Cancer moved their national conference to Denver.

"One of the reasons I love working at Rose Medical Center is because of its small-town feel, and now we've created that second family out in the community," Harms says. "There's something comforting about connecting with people and letting them know they aren't isolated in their experience. I know that a support system is life-giving."



Liz Harms, Direct Care Nurse, Rose Medical Center

COMMUNITY MATTERS



Tina Billberry, Transfer Center Coordinator,
Rapides Regional Medical Center

Finding comfort

When Tina Billberry became a cancer nurse navigator at Rapides Regional Medical Center, she knew what to focus on first: pillows. When a cancer patient has surgery, small pillows are used to keep wounds from rubbing against seat belts in cars, but Billberry couldn't find any to purchase. So she turned her problem into an opportunity to engage the community.

"We posted a pillow pattern on our website, and high schools, churches, and sewing groups came forward to make them," she says. "We had so many at one point that they were stuffed into every closet!"

The pillow project served its purpose of providing comfort to patients, and it allowed the staff at Rapides to achieve a bigger goal: to connect with the people they serve.

"Everyone wanted to take part in our mission," says Billberry. "Because of the support of HCA, Rapides, and the residents of Alexandria, we have homemade pillows to give away to patients for years."

Amplifying efforts

When Baby Ruth Boswell's husband passed away 20 years ago, she knew exactly where she wanted to direct her focus to keep busy.

"My husband actually died here at Del Sol Medical Center, so I thought: 'Why not help the staff who helped me?'" she says.

As the youngest of 21 children and the mother of six, Boswell's life has always been dedicated to caring for others. She saw personal tragedy as no reason to stop.

"To give someone a hug or ask if there is some way you can make their life better is the most meaningful thing you can do," she says. "I get sad, but I never quit smiling. Not every day is perfect, but what in life is?"

Boswell became a fixture at HCA Healthcare and in her El Paso, Texas, community. She founded the Silhouette Club, an organization dedicated to the betterment of young black women, for which she was awarded a Frist Humanitarian Award in 2015. Even then, personal glory took a backseat to her community's needs.

"When I won, HCA gave me money to donate to my favorite charity, the McCall Neighborhood Center," she recalls. "It was the first time in my life I was able to give a sizeable contribution. I never felt so good." ♦



Baby Ruth Boswell
Volunteer, Del Sol Medical Center

March of Dimes

In 2017, 68 hospitals engaged more than 2,000 employees at 43 March for Babies walks across the country, raising more than \$850,000 to support healthy moms and babies. The Gulf Coast division and Houston markets lead the largest and most successful March for Babies walks in the country.

In 2010, this partnership yielded life-changing results in the form of My 39 Weeks, a study that concluded that elective deliveries before 39 weeks have serious repercussions. Prior to the study, the general perception was that delivering a baby a few days to a couple of weeks early did not have consequences. The study showed that by postponing elective deliveries from 37 to 39 weeks there were four times fewer complications requiring admission to NICU. This approach is now the national standard.

50 Days of Service

In honor of our anniversary, 50 Days of Service projects took place throughout the company. Here are a few examples:

- In Georgia, Eastside Medical Center partnered with Helping Mamas, a local non-profit, to collect baby items. They donated 3,194 diapers, 99 packs of wipes and 912 items of baby clothing, ultimately helping 3,000 Atlanta families.
- In Salt Lake City, colleagues served 475 meals to people at the Road Home Homeless Shelter. One gentleman told volunteers it was the first meal he'd had in three days.
- In Nashville, IT&S colleagues dedicated a full day to helping 18 local nonprofits solve business and IT problems.



How HCA Healthcare Impacts Communities

Improving employment

With 249,000 colleagues employed, HCA Healthcare is often an area's largest employer, providing high-paying, stable jobs. That attracts and keeps well-educated, engaged professionals in the community, as does the company's emphasis on developing colleagues professionally. It also creates healthy competition with existing businesses for high-quality employees.

Supporting the economy

In addition to building healthier communities, HCA Healthcare is a major contributor to local economies. Economic development officials often use the company's presence to recruit new businesses to a community. HCA Healthcare's annual economic impact includes:

- \$3.6 billion in taxes paid
- \$2.8 billion in charity care, uninsured discounts, and other uncompensated care
- \$18.6 billion in payroll and benefits

numbers from 2016

Investing in communities

HCA Healthcare invested \$2.8 billion last year in capital spending to expand or bring new services to its communities, which includes building new facilities and adding beds dedicated to mental health patients.

Sustaining our environment

Being environmentally conscious is part of corporate stewardship, from conservation and recycling to construction and purchasing.

74 million pounds
of waste were recycled
by the company in 2017

Building healthier communities

HCA Healthcare gives millions to charitable organizations annually, including \$32 million in 2017 alone. Because giving is led by colleagues in their own communities, it is personal, effective and sustainable. Since 2017, HCA Healthcare colleagues have pledged \$18 million to community agencies and volunteered more than 375,000 hours.

Generating growth

Freestanding ERs, urgent care locations, doctors' offices and online services allow patients to access care anytime. Call centers, nurse navigators and online scheduling provide continuity of care so patients can easily navigate the system. Strategically developed, widely available service lines elevate performance, establish consistency and help achieve better patient outcomes.

Leveraging scale

With 5 percent of all U.S. hospital services happening at an HCA Healthcare facility, data is used to deploy predictive capabilities, improve patient satisfaction and personalize treatment, which improves care and lowers costs. By pioneering the joint-venture model, HCA Healthcare has partnered with established, respected community healthcare systems, allowing them to expand in size and scope and offer more services.

Preparing and responding

Community relationships position HCA Healthcare as a leader in times of crisis. Scale allows the company to negotiate nationwide contracts for everything from helicopters to supplies. The company's emergency response plans have been nationally recognized and adopted. ♦

The Ripple Effect

What HCA Healthcare facilities mean to the community beyond healthcare

What we do matters.

It's a belief that informs everything we do at HCA Healthcare — inside and outside our walls — and we take the responsibility seriously.

"Being a successful company is a privilege that's given to you," says Dr. Frist. "Only if you're a good corporate citizen and handle it properly will you continue to have that right."

That maxim has always set the tone for HCA Healthcare's relationships with the communities it serves. It's why the organization has become an economic engine in so many areas, and why it remains committed to hiring, supporting and retaining people who feel compelled to take care of the places they call home.

3,300 gallons of water per patient room are saved in facilities where water-saving measures are implemented

1.5 million+ pounds of medical devices were diverted from landfills for reprocessing last year

42 million+ pounds of construction waste were recycled in 2017

Green for Good

Why environmental stewardship matters to HCA Healthcare



Medical City Frisco hospital is one of HCA Healthcare's LEED-certified buildings

Growing up in Boston, Diane McNealy went to the beach every weekend, even though it was so polluted you couldn't get in the water. That fact stuck with her.

"I thought, 'Is this how it is everywhere?'" McNealy recalls. "That sparked my interest in the environment."

Over the years, environmental regulations passed and the water cleared. Today, you can find people swimming in the harbor, and you can find McNealy putting her passion into action as environmental services director and facility sustainability coordinator at Parkland Medical Center in New Hampshire. She's one of thousands of people across HCA Healthcare committed to making a difference for the environment.

In the early 2000s, hospitals were just beginning to appreciate how they could minimize their environmental impact. Employees like McNealy led HCA Healthcare's efforts, and in 2009, the

company created a sustainability steering committee. They became a founder of the Healthier Hospitals Initiative (HHI), which prevents environment-related illness and saves billions in healthcare expenses. Today sustainability is built into the company's fabric, with an annual sustainability plan, task forces and coordinators working throughout.

"At HCA, everyone is active. If a nurse recycles ten glove boxes one week, another will recycle twenty the next!" says McNealy. "What we do with recycling or food waste diversion makes a difference."

Small efforts create big change, says Alan Yuspeh, SVP and chief ethics and compliance officer, and chair of HCA Healthcare's Sustainability Steering Committee.

"Hospitals are big users of energy, which means we have a unique opportunity to help the environment," says Yuspeh. "Our program allows us to collaborate in multiple ways, including through each hospital's facility sustainability coordinator."

Every bit helps

Environmental issues have been addressed methodically over the years. The company established an energy service center to monitor each hospital's usage, and put preferences in place for reprocessing medical

devices and environmentally preferable purchasing through HealthTrust. The company made efforts to reduce mercury-containing devices, increase LED lighting, use more recycled content in building materials and recycle batteries, cardboard and construction debris.

"It's really about being good partners to the environment," says Mark Davies, executive director of facilities and facility sustainability coordinator for St. Mark's Hospital in Salt Lake City. "For example, we've implemented landscaping that requires little or no irrigation because in a desert state like Utah, it's important to conserve water."

On a larger scale, HCA Healthcare considers Leadership in Energy and Environmental Design (LEED) certified status for many new buildings. Solar, wind and combined heat and power energy systems can be incorporated into new construction, and one freestanding ER completed in 2012 uses geothermal energy to reduce heating and cooling costs. At St. Marks, they are exploring incentives for staff to use public or electric transportation.

"All you have to do is one good thing a day," says McNealy. "To see Boston Harbor polluted as a small child and then swim in it as a young adult was transformative. Everything we do at our hospital today will have a positive future impact." ♦

Finding Hope

Remembering how the HCA Healthcare Hope Fund came to be

Hack-a-thons.

Smoke detector installations. Fundraisers for global disaster relief. If you can imagine a form of outreach, Joanne Pulles has organized it, dreamt it or done it in her 20 years at HCA Healthcare.

“Giving back is just part of who we are as a company,” says Pulles.

Long before she became VP of community engagement, she volunteered alongside colleagues at food banks and clothing drives. She organized campaigns that allowed employees to take two days off work to give back to charities. And she helped lead HCA Healthcare’s efforts to meet the needs of employees and families after natural disasters like Typhoon Haiyan in the Philippines in 2013. Those relief efforts, in particular, speak to a larger culture of

compassion. Pulles saw it in action in 2004 after four hurricanes hit Florida in six weeks. Thousands of colleagues came forward. “The HCA Hope Fund was born out of our employees’ desire to help their colleagues in times of crisis, which includes everything from disasters to losses from cancer, death or car accidents,” she says. “The outpouring after Hurricane Charlie was the catalyst for the Hope Fund. We had actually just completed our application with the IRS for charitable status when Hurricane Katrina hit.”

With thousands of colleagues affected by Katrina, an emergency ruling from the IRS allowed HCA Healthcare to act fast, ultimately providing more than \$4 million in grants to colleagues in need.

“It was truly a defining moment for our company,” said Pulles. Since that time, stories have poured in from grateful colleagues all over the country.

- The physical therapist who only realized he’d had a stroke once he returned to work and couldn’t perform his job properly;
- The single mother who faced a double mastectomy while caring for her adult son with intellectual disabilities;



Cheryl West, provider enrollment coordinator at St. David's Heart and Vascular in Texas, is grateful for the help the HCA Hope Fund gave her after her double mastectomy

- The married couple, both HCA Healthcare employees, who were nearly killed in a serious car accident; or
- The family that was permanently displaced by hurricanes in the Gulf.

All of the stories are different, yet all have one thing in common.

“People always say they never expected to need the help of a fund like ours until they did,” Pulles says. “And they want to remind us all that life can change in a split second. To them, HCA Hope Fund support — directly from fellow colleagues — represents much more than financial relief. It represents hope that life might soon return to normal.” ♦

In its history, more than **28,500** Hope Fund grants have distributed more than **\$41 million** to HCA Healthcare families.



Janet Shields, Memorial Hospital Jacksonville ER clerk, found support from the Hope Fund after surviving cancer and near-blindness

DISASTER RELIEF

Surviving the Storm



Hurricane Katrina was one of many times HCA Healthcare's ability to transport patients by air saved lives

After Hurricane Katrina decimated New Orleans, Tulane Medical Center seemed to come through unscathed — and then came the flood. By August 30, 2005, the building was completely surrounded by water. Thankfully, HCA Healthcare was already in action.

“If you compiled every news story, that couldn’t even begin to explain what it felt like to watch New Orleans be washed away,” says Mel Lagarde, president of the MidAmerica Division and director of the evacuation of Tulane Medical Center. “There was no running water, electricity or gas. You could see every star in the sky because the city was so dark. We were completely alone. There were no resources — other than what HCA brought to us by air.”

During that week, the staff heard rioting and gunshots outside. Colleagues waded to the Superdome to find trucks to move patients, operated electronic breathing machines for babies manually, and used indelible ink to write destinations on pediatric patients to make sure they ended up at the right place.

“You are really never the same after a situation like Katrina,” says Lagarde.

“The support of HCA is how I got through that traumatic time.”

A satellite phone allowed colleagues to give their status and needs to the HCA Healthcare command center, and the company would send back resources and instructions.

“In times of disaster you see the very best of people,” says Lagarde. “Under the most brutal, high-pressure conditions, HCA handled them masterfully by not putting an emphasis on cost.”

Ultimately HCA Healthcare safely evacuated more than 1,200 people, including dozens of patients in critical condition. The response was nationally recognized and has since informed response planning in the U.S.

“Leading during that time was one of the greatest blessings of my life,” says Lagarde. “What HCA did for my hometown was undeniably heroic.” ♦

American Red Cross

Since 1999, HCA Healthcare has donated \$1.3 million to the Red Cross with funding going to capital campaigns such as:

- Bloodmobiles for mobile blood donations
- The Home Fire Campaign to put smoke detectors in homes
- “Together We Prepare” disaster training

In recent years, the company provided hundreds of thousands of dollars to relief efforts for flooding in Louisiana, landslides and flooding in Nepal and wildfires in Gatlinburg, Tennessee.

“HCA Healthcare has been fortunate to have a longstanding partnership with the local and national Red Cross that both supports their mission and connects to our mission: the care and improvement of human life,” says Joanne Pulles, VP of community engagement at HCA Healthcare. “Most recently we were able to donate \$500,000 to Hurricane Florence relief in the Carolinas, as well as \$1 million for Hurricane Michael relief in Florida. It’s so important to the company that we can help in these times of need.”



HCA Healthcare evacuates NICU patients from hospitals during Hurricane Harvey

After Hurricanes Harvey and Irma, the Hope Fund provided \$8.8 million in assistance. During the hurricanes, 800 HCA Healthcare facilities were affected and 0 employees, patients or visitors were harmed on-site.

In response to Hurricane Michael, HCA Healthcare transferred more patients via air transport than ever before using 80 flights and ground transportation. HCA Healthcare also provided temporary housing for more than 70 employee families whose homes were damaged or destroyed.



Common Ground

HCA Healthcare focuses on a future of cultural inclusion and culturally competent care

Rachel Peticca, RN; Alberto Garcia, ACNO; and Pamela Brissett, RN at Aventura Hospital and Medical Center in Florida

**Stand up for what you believe in.
Take care of those you love.
Any job worth doing is worth doing well.**

Those are the lessons Elizabeth Baumgarten's parents taught her long before she became director of service line solutions at Sarah Cannon. The granddaughter of immigrants on both sides, Baumgarten traces her lineage to Italy, Austria and Romania, and then through her father's Depression-era upbringing and her mother's years spent building a reputation in an industry that didn't always respect her.

"Both sides of my family came to this country with nothing and made something for themselves," Baumgarten says. "It was expected that you work hard and make life

better for the next generation. My mom, standing 4 feet 7 inches, owned her own steel company — a predominantly male industry. She is tough and taught me to stand up for what I believe in."

Baumgarten's story is familiar to many of her HCA Healthcare colleagues: she came from a family that valued its unique perspective and taught her to do the same.

A big word for an ever-bigger world

Today at HCA Healthcare, diversity goes beyond the traditional notions of race or gender. The company aims to provide culturally competent care for its patients, and it is dedicated to fostering a culture of inclusion for colleagues.

"It's never been more important to create a safe, collaborative and inclusive environment where colleagues can talk and learn openly," says VP of cultural development and inclusion Sherri Neal.

"Creating a welcoming, inclusive and equitable culture not only means providing care for patients the way they need us to — whether they speak another language, or if they are hard of hearing, or if they have certain religious beliefs — but it also means working to make sure our employee base reflects the diversity of the world we live in."

That means creating an environment where all HCA Healthcare colleagues understand and leverage cultural knowledge, bringing it to the bedside to create a better and safer experience.

"Making sure all colleagues know how to access language services, for example, reduces the risk of communication errors," says Neal. "It's interesting to see how a commitment to inclusion enables us to take better care of our most vulnerable populations."

Expanding inclusion

The team is also employing innovative strategies to foster a culture of inclusion, including:

- Maintaining strong partnerships, like with the National Urban League, a nonpartisan civil rights organization, to identify and address needs in each community

- Hosting the BRAVE Conversations series, led by local partners and covering topics such as civil rights, immigration, women's empowerment, disability, cross-cultural communications and more
- Creating a military recruiting strategy to bring more veterans into the HCA Healthcare workforce (see sidebar), and
- Thinking through generational insights, which is territory that's important to consider when creating a culture of inclusion.

"When I started working, there were three generations in the workforce, and now there are five," says Neal. "Today, 23 percent of those are baby boomers and nearly half are millennials, so that leads us to ask: 'How do you talk about topics across generations? How can we avoid unconscious bias and improve communication?'"

That's led to events like "The World According to Gen Z," a panel discussion that focused on what it feels like for Gen Zers, who were serving as interns in the summer to enter the corporate world. That one, in particular, opened a lot of eyes, says Neal, and helped remove silos people may not have

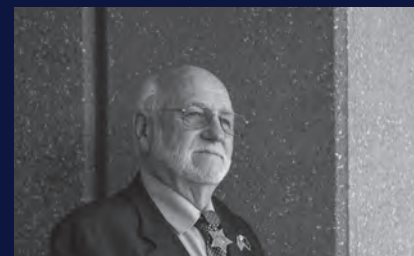
known existed. "Recently I've seen a shift in diversity work as it becomes more integrated into all our key areas. So I'm interacting with sales groups and IT and millennials and baby boomers and everyone in between," she says. "People at HCA Healthcare understand that diversity and inclusion must be integrated in all areas of work if we want to maintain growth and excellence." ♦

"Wesley, in the best way possible, reminds me of the community that I grew up in: here, all walks of life mix together. Working somewhere with such a diverse population widens your perspective."

— Alonzo Smith, Sergeant and Security Officer
Wesley Medical Center



Serving those who served



Robert "Bob" Ingram earned his Medal of Honor for his actions March 28, 1966 in Vietnam. He endured four gunshot wounds, including one to the head, as he crept across the ground aiding the wounded. When he returned home, he spent his 37-year nursing career building Memorial Family Medicine and helping people better understand veterans along the way.

"When you come back from combat, you begin asking yourself questions like, 'Where are you in this big world?'" says Ingram. "War changes your perspective on what is and isn't important. Veterans don't have the same tools as everyone else, which is why we experience a tremendous amount of frustration when the people above, alongside, and behind us don't understand the way we view the world."

HCA Healthcare advocates for the military at many stages: supporting doctors as they complete residencies before deployment; helping colleagues transfer to different locations when military spouses need to move; offering flexibility to those caring for relatives who have been wounded while serving. Through efforts like Hiring Our Heroes, the company has been able to employ more than 4,000 veterans in the past two years. Working in tandem are efforts such as HealthTrust's Supplier Diversity Program, which encourages purchasing from minorities, women, and service-disabled veteran enterprises, amounting annually to \$180 million.

"I am very fortunate that my supervisors did all they could to help me post-combat," says Ingram. "My hope for all veterans is they are in a work environment like I was."

Veterans hired 2012-2017: 18,000+

Veterans hired in 2017: 4,432

Military spouses hired in 2017: 1,237

Cultivating Leaders

The best way to keep talent: Grow it.



Joann Ettien, Centennial Women's and Children's Hospital

What's the one thing every patient needs to heal?

The answer is easy for Joann Ettien, COO and administrator at Centennial Women's and Children's Hospital.

"Consistency," she says. "When someone knows you are going to round every hour, they can rest easy and get better faster. Loyalty breeds loyalty."

Loyalty is something Ettien has seen a lot of in her 37 years at HCA Healthcare. It's a concept, she says, that only works if it goes both ways. A natural nurturer, Ettien's healthcare career started as a pre-teen, when she would take both a bus and streetcar to volunteer as a candy striper.

"I found healthcare rewarding the moment I arrived," she says.

Her first job with HCA Healthcare was at Largo Medical Center, where she created a guidebook, *Notes for Floats*, for nurses working on unfamiliar floors. She used the accessibility to other HCA Healthcare hospitals and leadership to build up programs for children everywhere she went.

"The beauty of our company is you never have to reinvent the wheel," she says. "There's always another hospital that's done it and can give you best practices and advice."

During Ettien's time at Largo, she earned her bachelor's and master's degrees in healthcare administration and business; she

became CNO; and she initiated a program to give special needs high school students jobs at the hospital.

"I had goals to be an executive, and HCA gave me those tools. They empowered me to make a difference, which has continued throughout my tenure," she says. "On my last day of work at Largo, the entire staff, volunteers, and group of high school students we'd hired lined the halls to say their goodbyes. It was the first time I felt that I had really made a difference."

Ettien wasn't done with HCA Healthcare by a longshot. She was moving to Nashville to help open the Children's Hospital at TriStar Centennial.

"Not only did HCA reimburse me for my tuition, but my mentors also provided much needed encouragement," Ettien says. "My success at HCA Healthcare comes from doing the best job I could and receiving the right recognition and tools. HCA rewards and recognizes people who go above and beyond."

Identifying talent comes naturally to HCA Healthcare leaders because often they come from the same facilities, jobs or circumstances as the people they lead.

"A nurse's work matters," says Jane Englebright, a nurse who started her career at Lewisville Medical Center and rose through the ranks to become SVP and chief nurse executive of HCA Healthcare. "I have so much respect for what nurses do, and I see it as a huge honor to support and develop them, and to make their lives easier." ♦

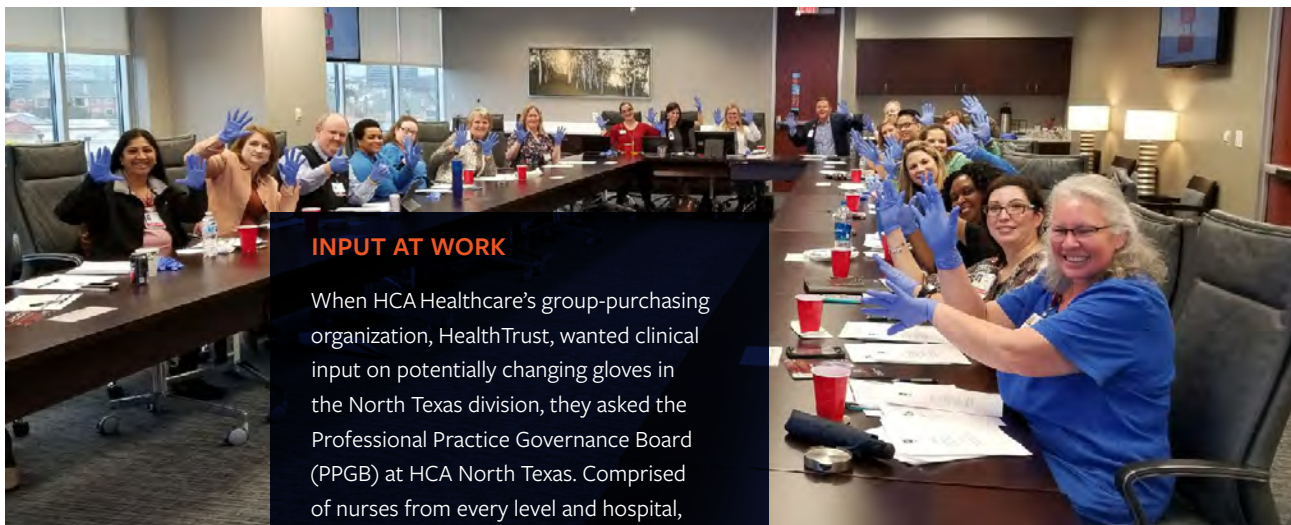
HCA Healthcare's Leadership Institute builds up those who are committed to living our culture, growing our business and leading the industry. A holistic approach to learning comes from the 3 Es:

- **Education**
(workshops to improve leadership skills)
- **Exposure**
(mentoring from senior leaders)
- **Experience**
(participating in rotations)



Natashaia Floyd
COO, TriStar Division

"Attending the first Emerging Leadership Academy taught me what it means to be a part of HCA Healthcare," says Natashaia Floyd, utilization coordinator for the TriStar Division. "The company has shown me leadership by providing financial assistance for college and putting me through different management and leadership classes. HCA encourages employees to be themselves because they know, historically, that's where great ideas come from. Confining gets you nowhere. The secret to innovation is freedom of the spirit."



The HCA North Texas staff celebrates their vote to convert to different gloves

INPUT AT WORK

When HCA Healthcare's group-purchasing organization, HealthTrust, wanted clinical input on potentially changing gloves in the North Texas division, they asked the Professional Practice Governance Board (PPGB) at HCA North Texas. Comprised of nurses from every level and hospital, the board tested and compared the gloves. They ultimately voted to convert, saving the division \$500,000 without compromising quality.

nurses working in concert, there's no limit to what we can accomplish."

Dream it. Own it. Do it.

One thing leadership has seen is that councils create shared accountability.

"When you bring the staff nurse into a conversation, they know what the reality is on the floor," says Mosier. "If you have an action plan — even if it's a clinical item around nursing practice — discussing it together allows everyone to come up with a solution we can execute. For example, one facility brought together inpatient, ER and OR staff to talk about throughput. By asking,

"How can we help the ER get patients to floors faster?" we were able to listen, remove silos and create an outline for change."

As a result, their throughput times decreased.

Mosier sees that as an example of what communication can do. Encouraging nurses to talk creates space for discussion. In the future, councils will use these forums to implement the strategic nursing roadmap and hardwire processes.

"If you don't have a nursing voice in leadership, you lose that sense of reality and ownership," she says. "Being part of those conversations empowers nurses." ♦

"With 90,000 nurses working in concert, there's no limit to what we can accomplish."

philosophical change that has been shown to improve staff satisfaction and engagement as well as patient outcomes, and it has helped decrease medication errors and infections.

"It's a simple way to say, 'Here's our current performance. Now where do we want to go?'" says Mosier. "It's very empowering for a nurse to participate on that level, to give ideas and talk about solutions and see how their input affects how we move forward."

Consistency is key, so councils meet a minimum of seven times per year, have established bylaws, set annual goals and document best practices. Other than that, facilities make their own roadmap. Once they get started, topics come naturally.

"We want to create an engaging, empowering work environment in which nurses can thrive," says Dr. Jane Englebright, SVP and chief nursing executive. "With 90,000

Quality is an important word — and also a broad one. Big-picture discussions have value, but they can also leave nurses craving a space to discuss the specifics of patient care. So nurse leaders created one.

"Professional practice councils are shared leadership structures where nurses and other staff can talk about nurse-sensitive indicators, which is the best way to measure how we're caring for patients," says Dr. Sammie Mosier, VP and assistant chief nurse executive. "Since direct care nurses must make up 51 percent of the council, we know we're creating a place for nurses to listen, speak their minds and effect change."

Custom communication

Topics at meetings are dictated by members, so issues range from infections and throughput to sustainability. The professional practice model — one that relies on shared governance — is key to fostering partnership, accountability, engagement and ownership. It's a

How professional practice councils help nurses chart the course for the future

NURSING ROADMAP

ADVOCACY AND LEADERSHIP

Leadership development
Division nursing support structure
High impact practices for nurse retention

INCREASE PERFORMANCE VISIBILITY

Actionable integrated data at unit, facility and division levels
Accountability for performance and outcomes for nursing and executive leaders

CONSISTENCY IN NURSING PRACTICE AND OPERATIONS

Unit of Distinction
Evidence-Based Clinical Documentation
Technology
• iMobile
• Nurse Call
• VitalsNow

LEVERAGE SCALE TO DRIVE PERFORMANCE

Clinical Education
Shared Services
• HCA Nurse Residency & StaRN
• Preceptor
• Team-based Care
• PCT
Dedicated Float Pools

50 years of improving life and making history.



Dr. Thomas Frist, Sr. opens Park View Hospital in Nashville.

1961

Frist Humanitarian Award created to honor colleagues who demonstrate outstanding level of commitment to their fellow man.

HCA Foundation is created to fund philanthropic contributions to medical education, the arts and community service.

Dr. Frist, Jr. takes HCA Healthcare **private** in \$5.1 billion leveraged buyout. HCA Healthcare rebuilds strength with stock being publicly traded again by 1992.

Dr. Frist, Jr. and Jack Bovender return from retirement to lead the company in recommitment to putting the patient first.

SVP of quality Dr. Frank Houser begins building the company's **Quality Review System** to measure and report all hospital performance.

HCA Healthcare spins off LifePoint and Triad, creates **HealthTrust**, one of the industry's largest group purchasing organizations. In 10 years, HealthTrust will have almost 4,000 members, \$17 billion in annual purchasing power, and a recognized supplier diversity program.

1971

1982

1989

1997

1999

1968

Hospital Corporation of America (now HCA Healthcare) **founded** by Drs. Thomas Frist, Sr. and Thomas Frist, Jr., and businessman Jack C. Massey, introducing new model for hospital care in the U.S.

1978

After 10 years, HCA Healthcare operates **120 facilities** in **25 states** and **4 foreign countries**.

1985

State-of-the-art **data center built**, linking hospital systems to improve operations and build software to meet changing information requirements.

1993-1995

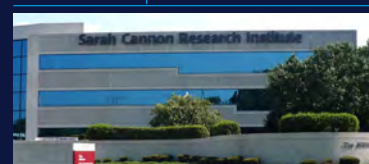
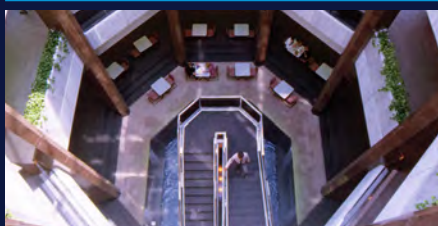
HCA Healthcare **grows rapidly** after merger with Columbia Hospital Corporation. Columbia acquires HCA Healthcare's spin-off HealthTrust, which operates 119 hospitals. Eventually Columbia/HCA includes 340 hospitals and 685 additional locations. The rapid succession of mergers and return of HealthTrust later form the basis of HCA Healthcare's operations.

1998

The company launches its **ethics** and compliance program.

2004

Sarah Cannon Research Institute created, leveraging the research of 500 HCA Healthcare physicians and launching 120 clinical trials in its first year.



Following destructive Florida hurricanes, **The HCA Hope Fund** is formed. HCA Healthcare colleagues donate funds to provide financial aid and resources to help employees rebuild after illness, injury or disaster. By 2018, the Hope Fund helps more than 23,000 families.

HCA Healthcare becomes first in industry to mandate a \$1 test to save babies from severe brain damage caused by jaundice. HCA Healthcare further enhances **infant safety** by creating bar-coded tags for babies' ankles to ensure proper care and identification.

2005



HCA Healthcare helps solve issues related to the **Health Coverage Passport plan**, proposing elements of affordable health coverage for all Americans that were later adopted in law.

2007

2006

HCA Healthcare again becomes **privately owned** in \$33 billion leveraged buyout, the largest in Wall Street history at the time. The company remains private until its public stock offering in 2011.

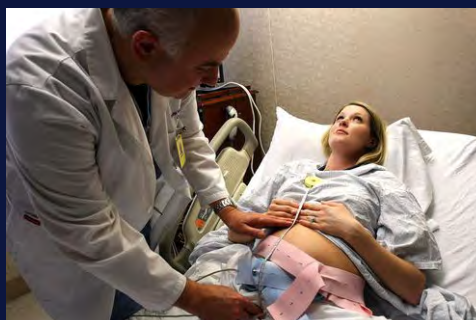
2011

Parallon Business Solutions officially brands their shared services model, offering healthcare providers services that leverage HCA Healthcare's experience, scale and expertise.

2010

HCA Innovators Award launched to recognize colleagues whose ideas improve quality, service or efficiency.

Along with March of Dimes, HCA Healthcare's **39 Weeks Initiative** determines optimal length of pregnancy for a baby's health.



Groundbreaking **REDUCE MRSA** study leads to nationally adopted measures to reduce and prevent hospital-acquired infections by up to 44%.

2013

HCA Healthcare IT&S builds **largest clinical data management system** in the industry, using data from 20 million annual patient encounters to improve care, reduce costs and save lives.

2014 -2016

Physician Services Group is formed to lead HCA Healthcare's practice management, hospital-based physician services and physician recruitment efforts.

2015

2014

Chairman and CEO Milton Johnson launches **HCA Leadership Institute**, which helps build strategic capabilities, deploys best practices and cultivates leaders.

2016

80% of HCA Healthcare hospitals are identified by the Joint Commission as **Top Performers** in delivery of evidence-based care compared to 30% of hospitals as a whole.

2018

HCA Healthcare named one of the Ethisphere Institute's **World's Most Ethical** Companies for the ninth consecutive year.

HCA Healthcare enters Savannah —the company's **first new market** since 2003 — with the purchase of Memorial Health.

Strategic acquisitions include hospitals in Texas and Florida from Community Health Systems and three Houston hospitals from Tenet Healthcare, all of which enhance HCA Healthcare's ability to improve care and access in more communities.

More than **500 clinical** trials are offered to patients through the Sarah Cannon Research Institute.

2017



HCA Healthcare celebrates **50th anniversary**, marking the occasion by donating \$50,000 each to 50 local nonprofits.

The Business of Care

How HCA Healthcare charted a new model for healthcare



When they founded HCA Healthcare, Dr. Frist, Jr., Jack Massey and Dr. Frist, Sr. brought business practices from other industries to healthcare.

One of HCA Healthcare's biggest innovations was arguably its founding — applying business practices previously reserved for hotels and restaurants to healthcare to provide better care.

At the time, hospitals were largely nonprofit entities because getting into the healthcare business was difficult. It was capital- and labor-intensive, and it was heavily regulated by the government. But HCA Healthcare's founders knew there was a way to apply business practices to the hospital setting to provide patients with better care.

Leveraging scale

Five years after its founding, HCA Healthcare owned 57 hospitals, and five years after that, the number had doubled again. Today HCA Healthcare has 179 hospitals and 249,000

colleagues. While size itself was never the company's goal, the founders knew it would bring about key business advantages: increased negotiating power for goods and services; clinical and technological efficiencies; better logistics for crisis response; and more resources, training and benefits for colleagues, just to name a few.

Sharing success

At the time, sharing ideas and services across multiple hospitals wasn't done simply because it couldn't be — hospitals were not interconnected that way. But our founders knew it was key to improving care. Shared services would streamline administrative and financial tasks across the enterprise, and sharing best practices would allow clinicians to keep their focus where they wanted it to be: on their patients.

"Freestanding hospital companies and smaller not-for-profit entities cannot afford to invest in these kinds of things," says Frist. "Scalability makes a difference."

A focus on improving technology followed, starting with building our first data center in the 1980s. The company rolled out IT solutions across all hospitals, and today it continues those efforts, most recently investing in 100,000 iPhones over the next

three years so doctors and nurses can access everything they need at the bedside.

Growth and development

From the beginning, HCA Healthcare also focused on its colleagues. While businesses such as sales or banking offered obvious career paths, healthcare wasn't always that way. Most healthcare professionals would go to school to become a technician, clinician, nurse or doctor, and then they might stay in one job or facility throughout their career. Because HCA Healthcare had a nationwide network, people could learn and grow across the company without ever having to leave it, which strengthened the company and the industry.

A business built on care

Creating this new framework was a risk, but it was one that paid off. HCA Healthcare was able to revolutionize the healthcare landscape without ever losing sight of our biggest goal: meeting our patient's needs. Dr. Frist, Jr. says, "It would be difficult to say exactly what we'll look like in the future, other than holding true to the mission statement: putting the patient first, never compromising quality, and recognizing our greatest asset is our employees." ♦



There are roughly
**410,000 secure
messages** sent
per day through
iMobile at
HCA Healthcare
facilities

Tech Saves Lives

iMobile reshapes the way HCA Healthcare communicates

When 214 victims were rushed to Sunrise Hospital and Medical Center after a gunman opened fire at a Las Vegas festival, the ER was relatively calm. Thanks to the iMobile messaging alert system, the entire hospital staff knew what was coming, and they were prepared. In two minutes, one alert summoned everyone to the ER.

“The whole ER was packed with patients and families concerned about their loved ones,” says Marcus Thomas, EVS supervisor at Sunrise. “That night was both unreal and *beyond* real, yet because of strong communication skills, we were in the clear.”

Constant contact

Emergencies highlight how technology can save lives, but mobile devices have become instrumental in everyday tasks as well. Because the app lives on desktop computers, handheld devices and a select few personal phones, staff and offsite providers can send patient information, lab results and images through secure messaging from anywhere. Rather than getting bogged down in calls and messages, staff can contact each other by name, job title or current role to get treatment under way. These efficiencies add up to more time spent caring for patients.

For example, if PACU nurses send a message to a floor nurse that a patient is on the way, the unit will be better prepared to receive him. Once their information is in the system, it follows and is accessible by any physician, pharmacy tech or other person who needs that real-time data. That improvement increases patient satisfaction as people get better, quicker care.

“In admissions, we found some sites shaving up to a half hour off their times after implementing iMobile while others didn’t. We’re looking at how we can document the successful ones in order to help others,” says Annabaker Garber, VP of clinical informatics. “With continuous learning, we can share this data with facilities new to iMobile so they can determine where the tool will have the most value for them, and we can take information back to existing sites and conduct refresher training.”

The tech of tomorrow

In less than five years, HCA Healthcare has made big steps in adoption because they are committed to the vision. Hospitals report saving hours per day because of these innovations, whether it’s replacing physical trips with messaging or improving the patient experience by cutting down on overhead pages or walkie-talkie noise.

“We’ve put a tool in our caregivers’ hands that means they can ask a question and get an answer quickly,” says Garber.

The only limit to iMobile is the number of people who can use it with devices currently on hand — something HCA Healthcare is already addressing. With plans to purchase 100,000 iPhones over the next three years



Sarah Lynne Gates, pharmacy manager at TriStar Skyline Medical Center, uses iMobile to communicate results and track lab functions

for doctors and nurses in all of its hospitals, HCA Healthcare is making news outside of the industry. CEO Milton Johnson was set to announce the deal in HCA Healthcare’s earnings call, but Apple Inc. asked him not to. Instead, on Apple’s next earnings call, CEO Tim Cook announced it himself.

“Now I know why they wouldn’t let me do it!” says Johnson, laughing. “But it’s an example of technology organizations understanding the opportunity that exists in healthcare. My charge has been: I want to lead this, not be a follower. To be able to invest in technology, you have to be able to spread it over a large scale, and we do.”

In addition to giving providers more time with patients, the company is excited about the doors iMobile will unlock with clinical informatics and improved patient outcomes.

“Communication is a critical component of care delivery,” says Garber. “Informatics is all about making it easy to do the right thing.” ♦

Better Together

Shared services and physician partnerships give HCA Healthcare an edge in patient care

What will this product do for our patients?

That question has always been on Edward T. Jones' mind. Years before he became president and CEO of HealthTrust, HCA Healthcare's group-purchasing organization, he saw the bigger picture: what he was doing would help patients, even if he'd never meet them.

"It fascinated me to think about how products come alive in a caregiver's hands," says Jones. "Working to gain consensus and reduce variation brings me contentment. My job ties together patients, physicians, nurses and HCA partners, and that's a privilege."

Shared services evolve

Maximizing efficiencies and using scale to benefit patients is commonplace in healthcare today, but 20 years ago, shared services was an innovation.

"Before we took this on in the '90s, no one in the hospital industry had effectively created a way to share administrative and business services," says Beverly Wallace, former president of Parallon, HCA Healthcare's first-of-its-kind offering for shared services. Her team knew it was important to streamline purchasing, distribution and billing for one reason.

"If we did that, we could run the organization more efficiently and allow our hospitals to fully focus local resources on patient care," she says. "It was a big change, and in the end, it was worth it. Through shared services, we leverage our scale, expertise, and collective experience."



Care Assure nurse navigator Robert Shepard speaks with a patient at Northwest Medical Center in Florida

HealthTrust

In 1999, HealthTrust was formed to act as a group-purchasing organization for facility devices and equipment. While supply chain may seem a world away from the fast-paced ER, the people who make it happen for HCA Healthcare know what's on the line.

"In other businesses, if you ask for an out-of-stock product, you get a rain check," Jones says. "If the supplies we need are not there when we reach for them, people can die."

Supplies have a huge impact on finance and the company's ability to provide care, so HealthTrust's choices are critical.

"We rely on data and the opinions of the doctors and nurses who use our products," says Jones. "We negotiate contracts to fulfill clinical needs at reasonable costs. We run a distribution network, managing inventory, placing orders, bringing products into hospitals and paying bills. We are responsible for HCA's pharmacies — a huge operation in itself — and we operate a labor management business, which deploys people as needed."

In all tasks, HealthTrust uses the company's purchasing power to negotiate price without sacrificing quality.

"Early in my career, I tried to convince a physician to switch products," recalls Jones. "He kindly invited me to his OR and walked me through his process. His goal was to make me understand how much had to be considered when changing a product. That experience taught me to ask questions and think about the 'why' in every decision. To work at an organization where, no matter what department you are in, you know that your role is meaningful, is pretty special."

Parallon

In 2011, HCA Healthcare branded its forward-thinking shared services as Parallon Business Solutions. In providing revenue cycle services, their goal was simple: help healthcare facilities operate knowledgeably, effectively and efficiently in a fast-changing landscape. That same year, they launched Parallon Technology Solutions to provide tech support for electronic health records,

as well as IT services and consulting. Getting everyone on board was challenging, in part because people didn't want things to change.

"Employees were nervous about moving to a different facility and losing the HCA culture," says Wallace. "So I traveled to centers to maintain that one-on-one contact, and they saw that nothing had changed other than legalities. HCA's culture is built upon a feeling of being a part of something bigger than you: caring for other human beings."

Physician Services Group

A physician wants to provide care to patients. That founding principle of HCA Healthcare continues to cultivate partnerships among physicians and staff today. The Physician Services Group was created to keep that focus on gathering physician input.

"I love being able to give very gifted, smart scientists the opportunity to flourish," says Louis Joseph, group VP of Physician Services. "Doctors postpone satisfaction by staying in school until their early 30s. They make that conscious sacrifice because they genuinely love taking care of patients."

Knowing the mind of a physician is only possible because HCA Healthcare was built by physicians. They serve on boards and committees, offering input at every level.

"Most physicians don't want to hire an office manager or negotiate with insurance companies," says Joseph. "They want to be busy, have a good call schedule, and deliver great patient care. We want HCA to be the best place for physicians to work. You can be a cog in a machine, or you can come to HCA and have your voice heard." ♦

The Future of Care

HCA Healthcare celebrates 25 years of advancing cancer therapies at Sarah Cannon

Many people know Minnie Pearl

as an anchor of the Grand Ole Opry, but the cancer research community knows her for an entirely different reason: her real name, Sarah Cannon, was offered to HCA Healthcare's cancer institute after she was treated for breast cancer at the founding center in Nashville. Cannon hoped the use of her name would help promote cancer research that would offer patients convenient access to early detection, clinical trials and a team approach to care.

"God has a plan for all of us, but he expects us to do our share of the work," Cannon once said.

Since 1993, Sarah Cannon has made many advancements in the fight against cancer, offering integrated services with convenient access to cutting-edge therapies for people facing cancer in communities across the United States and United Kingdom. It has grown into a network of partnering hospitals offering state-of-the-art cancer care for more than 120,000 patients each year, a number unmatched by any single cancer center.



Sarah Cannon, aka country star Minnie Pearl

The mission is personal for the people who work there. Elizabeth Baumgarten, director of service line solutions at Sarah Cannon, remembers her dad's radiation and dialysis, and the experience strengthens her resolve to use technology to help clinicians make better decisions.

"It is a privilege to work on projects that directly impact people who live with cancer," she says. "My father's kidneys were damaged due to exposure to radiation during his treatment. One of our projects enables real-time performance reporting to reduce variation and adopt best practices. It's so rewarding to work on a project that improves the quality of care for patients like him."

As a clinical trial leader in the vast majority of approved cancer therapies over the last 10 years, Sarah Cannon stays at the forefront of the field. In its more than 25 years as an organization, Sarah Cannon has:

- Established the first community-based cancer research program and drug development program outside of an academic setting.
- Established the first clinical trials program in the U.K. outside of national healthcare.
- Advanced therapies for patients through new drug approvals.
- Provided individualized patient navigation using oncology-trained nurses, clinical trials, molecular profiling capabilities and more than 1,200 stem cell transplants performed each year via the Sarah Cannon Blood Cancer Network, one of the largest providers of blood and marrow transplants in the United States.

Collectively, these patient-focused cancer services ensure HCA Healthcare is advancing science and transforming care to give patients the best possible experience and outcomes. ♦

The Power of Data

How HCA Healthcare's first data center set the stage for decades of innovation

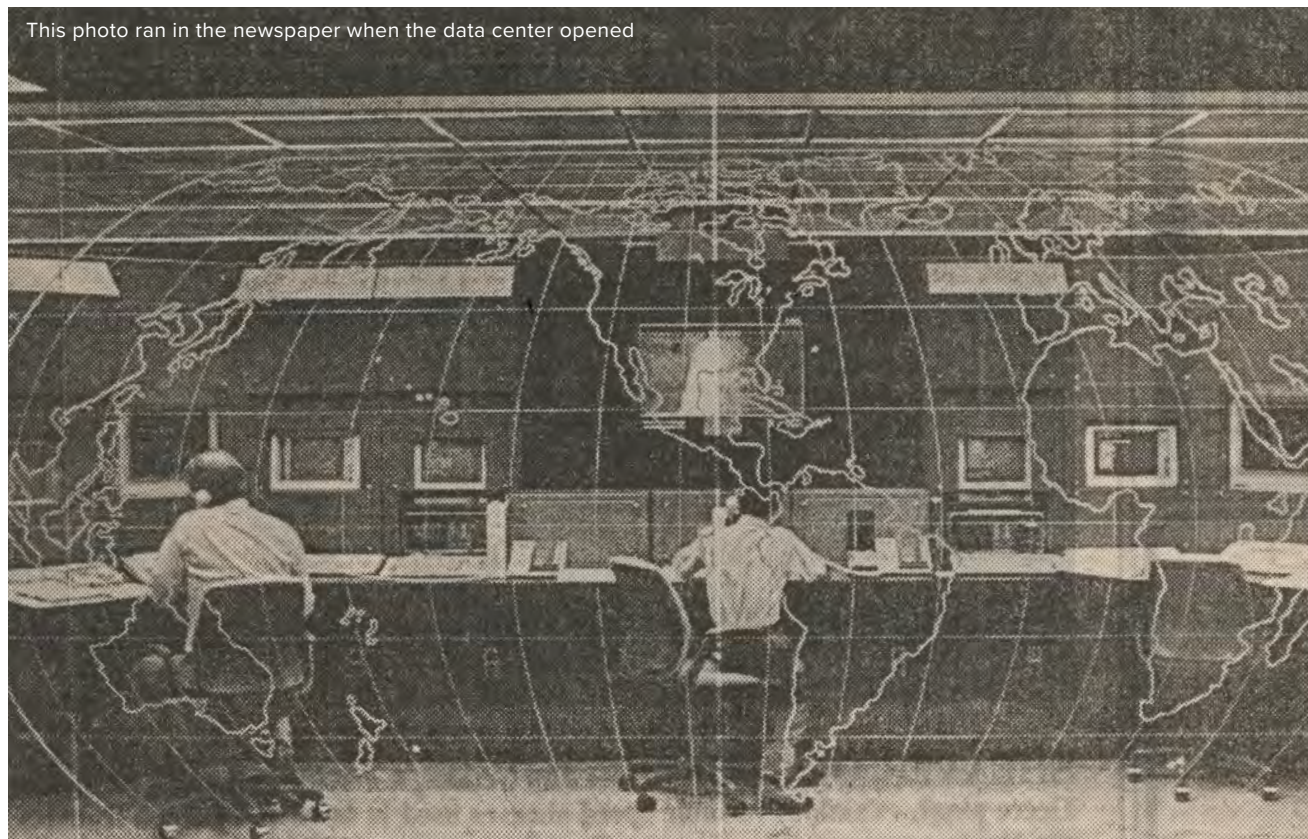
out. It was revolutionary in many ways, but particularly because it was the first large-scale healthcare system to link physician offices electronically to hospitals. In coming years it would expand to include all kinds of data: remote viewing of X-rays, prescription tracking, and, eventually, aggregating patient data to change the course of care. Today HCA Healthcare's Information Technology and Services (IT&S) runs the largest clinical data management system in the industry.

"When I came on in 1985 from aerospace, hospitals were really lagging," says Rich

Forbes, consulting systems programmer. "But I could see that HCA was bursting with entrepreneurial spirit. They were ready to lead us in this undertaking because ultimately it would help patients. It's amazing to see how far we've come now that we're doing things such as using data to see which patients might be on the verge of having sepsis, for example. It's truly saving lives."

Man with a mission

This photo ran in the newspaper when the data center opened



When HCA Healthcare decided to build its first data center in 1985, the industry took notice: IBM labeled it one of the largest, most complex projects of its time. The construction was not without its challenges. At one point the team discovered intersecting fault lines that necessitated huge changes. Tom Batey, VP of construction and design, made a bold decision: they would literally flip the building in place. The architectural drawings were intentionally reprinted upside down and backwards to avoid a time-consuming redraft.

"It's a tribute to the team that it finished on plan, including the conversion of 1 million lines of code and 400 hospitals," says Joe Hodge, who was VP of information services

at the time. "I can still remember standing out of sight in the overlook and marveling at everyone below as they brought the computer room to life. I'm not embarrassed to admit it brought tears to my eyes."

Creating a base for data

Walking into the building then, you would see network engineers lined up behind glass walls with lighted maps. You would see NASA-like desks with technicians monitoring a vast network of circuits that spider-webbed out across the country. This was the HCA Network Control Center.

In the early days, it was mainly accounting and finance information flowing in and

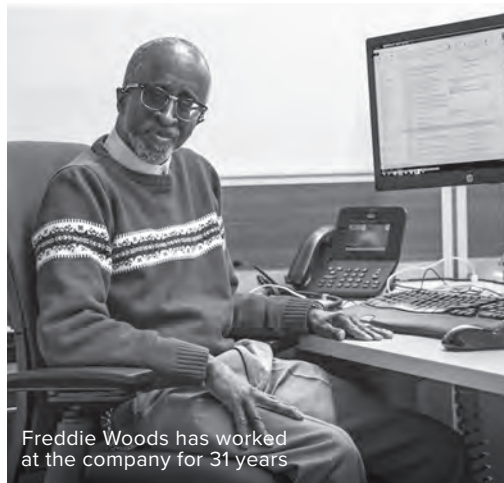
Forbes never had trouble connecting what he does at his desk to saving lives, but that's a different story (see sidebar). Some people need help bridging that gap, so Marty Paslick, SVP and CIO, arranges every month for 12 technologists to tour a hospital so they can see the people they're working to help.

"We don't make refrigerators here," says Paslick. "Our history and culture are important, and everyone needs to take responsibility to maintain and add to it. Our profession has a critical mission, and we want our folks to think of themselves as healthcare professionals first and IT people second."

Freddie Woods, manager of network engineering, echoes that sentiment.

"I think IT people should all live at a

hospital for a week,” he says. “When you walk through a nurse’s daily routine, you see how critical your job is. I always think: ‘What if my mother was in a situation where she needed help and a nurse couldn’t access the right technology?’ You have to take your job personally in order to be effective.”



Freddie Woods has worked at the company for 31 years

Putting a face on data — and on the 28.2 million annual patient encounters that generate that data — is important. So is using that data to learn and improve care, says Dr. Jonathan Perlin, CMO and president of the Clinical Services Group.

“Getting data and warehousing it is just part of the overall process,” says Dr. Perlin. “We are creating a healthcare system that takes data from multiple sources, integrates it, prepares it to learn how to predict events and creates better outcomes. We can now answer questions like ‘What works best for a disease, or for a specific patient?’ Our goal is to be the new benchmark.”

The future of IT&S

Going forward, that includes improving mobility, fine-tuning technology to save time and give patients a better experience, and achieving high availability for IT operations. It also means bringing a broad set of capabilities to the phone or tablet to make workflows more efficient, and expanding new developments in data and analytics to drive decision support and innovation. As HCA Healthcare embarks on new challenges, though, some things will remain constant. “Our love for patient care and our mission of serving the health of communities remain the same,” says Dr. Perlin. “We are a big organization, but we are also a community driven by a collective mission: the care and improvement of human life.” ♦

Rich Forbes’ first encounter with cancer was when his 12-year-old nephew was diagnosed. Forbes spent many nights in the hospital with his nephew and family.



Rich Forbes, consulting systems programmer, at HCA Healthcare’s corporate office in Nashville

“Watching those teams of people caring for him, I thought: ‘That’s making a difference. I want to be a part of that,’” he says.

Shortly after, Forbes received a call from HCA Healthcare looking for help getting their new data center running (see opposite page).

“I thought this is how I can help,” he says. “That’s why I came to work for HCA.”

Years later, at age 63, he found himself affected by cancer yet again when he was diagnosed. He couldn’t understand why it was happening, but he told a friend there had to be a reason. Forbes was treated at Sarah Cannon Cancer Institute at TriStar Centennial. Then, 10 months after his

diagnosis, Forbes’ son was diagnosed with a similar kind of cancer.

“My friend said, ‘Remember that day you said this was for a reason? Did you ever think that it would be your son you would be helping?’ I couldn’t argue,” Forbes says. Today, Forbes is happy to report both he and his son are cancer-free.

“HCA has always been so important to me, but never more than when they went from being my employer to my caregiver,” he says. “Cancer treatment has come so far, and HCA and Sarah Cannon have really led that effort. It makes me so proud to play a small part in helping everyone affected by cancer.”

Setting the Pace

HCA Healthcare innovations have a habit of making history. Here's what we're focused on now.



The fastest way to find any HCA Healthcare doctor in 1982 was simple: Call Mrs. Frist. The wife of Dr. Frist, Sr. and mother of Tommy, Dorothy spent weekends sitting by the phone like a sentry. She knew where everyone was and how to find them.

Since then, HCA Healthcare has come a long way in terms of innovation — in telecommunications, of course, but also in patient care, medication administration, shared services, electronic health records (EHR) and more (see p.24). Often, initiatives that become best practices for all hospitals begin as innovations at HCA Healthcare.

That means what's happening at HCA Healthcare today can be a good predictor of where the industry is headed.

"Strategy and innovation are intrinsically tied to each other," says Chip Blaufuss, VP of strategy and innovation. "What we're trying to do is to identify the best ideas from across the entire company so we can develop them into a solution. Whether it's clinical quality, patient service or nursing satisfaction, we want to accelerate the development of promising ideas so we can test and validate them and get them in our colleagues' hands."

Today that means using data science to improve care through natural language processing, machine learning and artificial intelligence. It means expanding the

RECENT INNOVATIONS AT HCA HEALTHCARE

Sepsis alert tool

Sepsis Prediction and Optimization of Therapy technology (SPOT) monitors data every second, and when a pattern consistent with sepsis appears, staff is alerted.

Cancer patient ID data science

Uses natural processing to support caregivers in beginning navigation and treatment for cancer patients earlier.

iMobile secure text-messaging system

Allows instant communication and information-sharing between care team members using secure messaging.

PatientKeeper

Creates more efficient workflows and decision support for clinicians through user-friendly EHR interface.

Evidence-based clinical documentation

Streamlined documentation system that helps colleagues provide safe, effective and efficient care.

Nursing data portal

Consolidates nursing performance metrics from multiple systems, allowing nurse leaders to focus on improvement of clinical and operational outcomes.

Vitals monitoring technology

Automatically transmits vitals to EHR from point-of-care to improve efficiency and outcomes and reduce risk.

In-room TV platform for patients

Reimagines the role of TVs to include clinical (viewing X-rays and medical records) and non-clinical functions (entertainment, video chat).

"With this project, we opened our process, which allowed all our innovative people to jump in," says Aaron Montlary, enterprise architect. "If we can take our patients' minds off the fact they're in a hospital, even for just a little while, we've done our job."

"TiMed" medical director activity tracker application

Simplifies time submissions by tracking time and activity for medical directors so they can capture hours spent on directorships and non-clinical work.

"Nursing Inspire" career pathways tool

In development now, this tool will help nurses explore and chart their career paths by leveraging HCA Healthcare's network and opportunities.

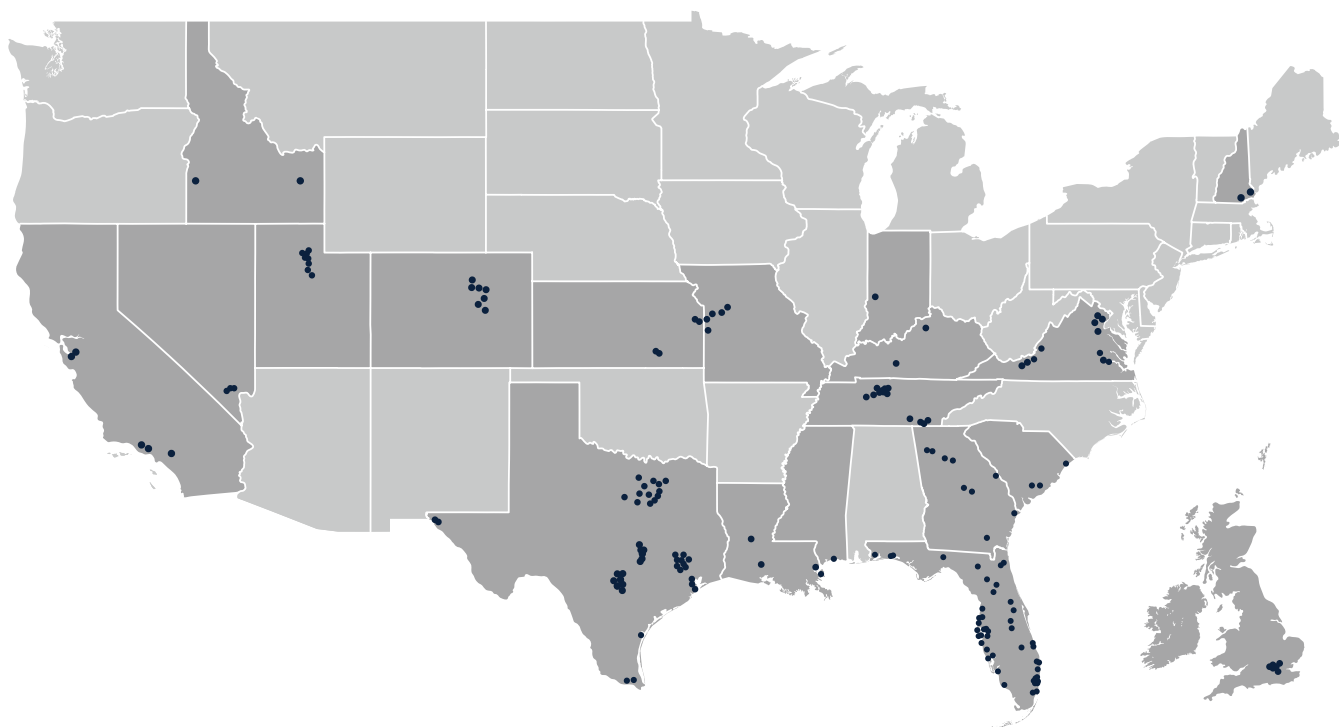
"This answers the question: 'How do we let nurses know about all the opportunities that exist across HCA so they can go after them?'" says Blaufuss. "Nurses are really excited about that one."

capabilities of mobile devices to deliver information and exploring avenues related to virtual care. For physicians and nurses, it means continual creation and deployment of tools to make their experiences better, at the bedside and in the company. All innovation, Blaufuss says, is necessarily a team effort.

"We rely on ideas and contributions from throughout the company," he says. "We're developing them in Dallas and Miami and any number of cities. Rather than thinking that we have one lab in Nashville to do it all, we're here to support that activity. We call that distributed innovation." ♦

Over the years, HCA Healthcare has obtained **19 patents** to protect its innovations, and to recognize the contribution of colleagues who provide unique, original solutions.

HCA Healthcare by the Numbers



179 hospitals and 1,800 sites of care located in 20 states and the United Kingdom



Size

249,000
colleagues

90,000
nurses

38,000
active physicians

Ranked 63
in Fortune 500



Patient Care

Each year approximately 5% of all U.S. hospital services happen at an HCA Healthcare facility, including:

28.2 million
patient encounters

8.6 million
emergency room visits

217,000
babies delivered



Giving Back

\$3 billion invested last year in capital spending to expand or bring new services to the communities we serve

\$3 billion estimated yearly cost for the delivery of charity care, uninsured discounts, and other uncompensated care

\$32 million in cash donations to charitable organizations in 2017



Industry Leader

106 hospitals included on the Joint Commission's list of **top performers** on Key Quality Measures

It Starts at HCA Healthcare

HCA Healthcare's scale helps advance care for our patients and all patients



Anna Rozes, director of clinical care and central monitoring at Capital Regional Medical Center in Florida

1 in 20. In the U.S., that's how many people who go to the hospital are going to an HCA Healthcare facility each year. It's a big number, and one that people don't take lightly.

"When we change practice at HCA, we change 5 percent of U.S. healthcare," says Jane Englebright, SVP and chief nurse executive. "Having that kind of impact is incredibly rewarding."

If you'd told Jack Bovender, retired chairman and CEO of HCA Healthcare, in 1975 that HCA would have that kind of impact, he wouldn't have believed you.

"At the time I didn't appreciate fully how strong leadership in our hospitals could — and would — drive significant improvements in care," he says. "I began to see it when we started patient safety initiatives to reduce the number of medical errors. Those were picked up, duplicated and became standards

in hospitals throughout the country."

Patient safety wasn't the first time HCA Healthcare set a precedent. In fact, its very existence set the biggest one: leading the healthcare industry into an organized, efficient system for hospital management. From day one, when HCA Healthcare saw problems in the industry, they stepped up to solve them, something that was especially apparent when HCA Healthcare was the first hospital company to set up shared administrative and business services for hospitals, saving time and money.

Here are a few more examples of how a clinical advancement at HCA Healthcare became the industry standard.

Medication monitoring

In 1999, the Institute of Medicine released a report about how many deaths were caused by errors in hospitals. That led HCA Healthcare to become the first non-governmental healthcare system to implement the barcode safety system conceived by nurse Sue Kinnick to reduce medication errors.

"It was similar to having a copilot in the cockpit," says Bovender. "After HCA pioneered that system, it was adopted by many other hospitals, and the error rates went down significantly across the United States."

In 2005, HCA Healthcare extended the idea to babies, creating a soft, foam ID band designed to fit comfortably on babies' ankles. A barcode is scanned for medication details and it also matches the baby to its mother. Paper wristbands had been used on adults but didn't work on babies because they irritated their sensitive skin or fell off. Now, most hospitals use a similar band.

EHR and MRSA innovations

In the mid-00s, attention turned to electronic health records (EHR). As part of shared services, electronic document management consolidated health information in an efficient, secure way. That freed up valuable real estate in the hospitals, created more accessible records for clinicians and supported health information management workflow.

When Dr. Jonathan Perlin had the opportunity to demonstrate EHR at the White House to Bill Gates, the tech giant was only moderately impressed.

“He asked a really important question,” recalls Dr. Perlin, “and that was: ‘Why aren’t you learning?’” Gates saw the future of ‘big data’ and wondered how we could accelerate discovery, learning and improvement through this massive amount of information.”

That perspective inspired Dr. Perlin greatly in terms of encouraging HCA to build a clinical data warehouse to promote rapid learning and improvement. The first test, the REDUCE MRSA study, helped HCA Healthcare set a new worldwide standard for cutting the risk of infections in ICUs by almost half. It is now the recommended practice worldwide (see p. 33).

Closing the gap on post-hospital care

After hospitalization, patients who are at risk for developing health problems often return home without a safety net. To combat that, HCA Healthcare created Care Assure, a clinical navigation program designed to ensure better communication, care and outcomes. Navigators make sure patients understand their often-complex care pathway, schedule and attend important follow-up appointments, get and take their medications and secure the vital services they need.

“It’s simply an extension of their care,” says Deb DeGarmo, nurse navigator at Orange Park Medical Center in Florida. “Many people are confused once they go home. They get a lot of paperwork and instructions as they are preparing to leave the hospital, and it’s an anxious time for them. What we’re doing with Care Assure is making certain that the transition of care goes much more smoothly, so they actually receive the care that is prescribed.”



An HCA Healthcare study helped redefine full-term birth as 39 weeks

Supporting healthy pregnancies

Pregnancy is nine months — that’s what most people think. But in 2007, the healthcare community questioned whether pregnancies shortened by elective pre-term delivery were really optimal.

Previously, some doctors allowed elective delivery at 37 or 38 weeks. By studying nearly 18,000 deliveries in 27 hospitals in just three months, HCA Healthcare found that infants electively delivered at 37 to 38 weeks were four times more likely to spend time in the NICU than babies delivered at 39 weeks or after. In 2013, the American College of Obstetricians and Gynecologists officially agreed, narrowing the designation “full-term” to mean 39 to 40 weeks of pregnancy. Since then, the rate of early elective births in the U.S. decreased from 17 percent in 2010 to 1.9 percent in 2016.

Slowing down sepsis

Sepsis is a syndrome of overwhelming infection in which the immune system of a vulnerable person attacks the body’s ability to get oxygen to vital organs. Thanks to a new program at HCA Healthcare, computerized decision support helps caregivers react to lab and vital sign data at the first possible moment sepsis indicators appear. Called SPOT (Sepsis Prediction and Optimization of Therapy), the program helps clinicians detect the disease up to 18 hours faster than traditional screenings, which is crucial because a patient’s mortality risk increases up to 7 percent for every hour of delayed diagnosis. (see p. 32).

Revolutionizing wait times

It’s hard to believe today, but there was a time when if you asked how long it would take to see a doctor at the ER, the answer would be different at every HCA Healthcare facility. They all measured data differently, so the company decided to streamline their approach. As a result, they lowered the average wait time from more than an hour to around 15 minutes.

“It seems simple in retrospect, but it was an industry-leading concept, and it took two years to get it right,” says Richard Bracken, retired chairman and CEO of HCA Healthcare. “We installed billboards outside each hospital to communicate wait times to the public. Now we have some of the shortest wait times in the industry, and an accurate system that holds us accountable. I am proud that so many people at HCA played critical roles in making this happen.”

Cutting down on chemotherapy

Sarah Cannon has broken many cancer treatment barriers over the years, the most recent of which was a study in which half the 7,000 patients observed were able to avoid chemo without their cancer returning. (See page 25 for the full story.)

Taking the right risks

In the end, HCA Healthcare can be a leader because its people are unafraid to step up and willing to stand together to do what’s necessary.

“Much of the success of HCA over its first half-century has been because of a culture of appropriate risk taking,” says Dr. Frist, Jr. “I like to think I have an innate entrepreneurial spirit, and a key part of that is to have dreams and a discipline of setting aggressive goals to make them a reality. The sharing of these best practices is powerful for HCA Healthcare and the U.S. healthcare system.” ♦



Jack Bovender and Dr. Thomas Frist, Jr.

The Power of 28 Million

How HCA Healthcare leverages data to inform caregivers and improve outcomes

Every year 270,000 Americans die from sepsis, an infection that turns the body's immune system against itself. Deadlier than breast and prostate cancer combined, sepsis worsens quickly—for every hour a diagnosis is delayed, a person's chance of dying from sepsis increases up to 7 percent.

Having seen this tragic situation unfold all too many times in the industry, HCA Healthcare saw an opportunity to make a difference. With 28.2 million patient interactions per year, the organization was in a unique position to leverage scale, gather data and make that data work for patients faster than anyone else. That, in turn, allows us to share what we've learned quickly with everyone in the industry, and that can save lives.



Dr. Jonathan Perlin (center) is president of clinical services and chief medical officer at HCA Healthcare

Spotting sepsis earlier

Using artificial intelligence and algorithms based on real-time data like patient vital signs, labs and nursing reports, data scientists created Sepsis Prediction and Optimization of Therapy technology (SPOT).

SPOT monitors data every second of a patient's stay, and when a pattern consistent with sepsis appears, staff is alerted. The bedside nurse evaluates the patient, and if sepsis cannot be ruled out, treatment begins immediately.

"The whole point is for SPOT to sniff smoke and put the 'fire' out before it becomes catastrophic," says Dr. Jonathan Perlin, president

of clinical services and chief medical officer at HCA Healthcare.

"With SPOT, we're identifying at least one-third more cases of sepsis that would not previously have come to caregivers' attention until it was too late."

The system has allowed sepsis to be identified up to 18 hours earlier than even the best clinicians could, and more than 5,500 lives have been saved as a result.

It's an example of how HCA Healthcare is striving not just to be a best-in-class healthcare system, but also a best-in-class *learning* system.



Quickening the learning curve for reducing MRSA

One of the most stunning successes has been working to reduce MRSA, Methicillin-resistant *Staphylococcus aureus*. Just a few years ago, the drug-resistant infection was causing more than 9,000 deaths per year in the U.S. So HCA Healthcare launched a landmark study in 43 hospitals with 75,000 patients. They tested three different approaches, and a year and a half later, there was a clear verdict.

“The answer was stunning,” says Dr.

Perlin. “Compared to screen-isolate or screen-isolate-decolonize, the winning arm was decolonizing everybody upon admission to the ICU.”

When HCA Healthcare put that finding into practice, ICU central line-associated bloodstream infection rates dropped 42 percent.

“This is really the magic of information and scale,” says Dr. Perlin. “HCA doesn’t believe in size for the sake of size, but rather

to methodically test ideas and bring them to scale. If you see something that works, then you perfect, replicate and disseminate it. Because of our size, we can accelerate learning.”

Universal decolonization is now the recommended practice worldwide by the CDC.

“This just proves Dr. Frist’s adage,” says Dr. Perlin, “and that is: ‘If you change care in HCA, you change care everywhere.’” ♦

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

At HCA Healthcare, we are investing more in our mission now than ever before, and that starts with knowing where it comes from.

“The mission statement is very personal to me because I actually wrote the first draft!” says Jack Bovender, laughing. Though the former chairman and CEO retired in 2009, the words he drafted back in 1997 still apply. “My basic belief is that people want to do the right thing — especially if they know you believe in them and have their back.”

Dr. Karl VanDevender, internal medicine specialist at TriStar Centennial Medical Center, has found that to be true during his 36 years at HCA Healthcare. As Dr. Frist, Sr.’s personal physician and mentee, VanDevender learned early on how important people are to HCA Healthcare’s success.

“So much of the success of our hospitals comes from the kind attention of the housekeeping staff and the nurses

who know how to tell a joke and when to hold a hand,” he says. “It comes from the good cheer of the people who are there to check a patient in for surgery at five in the morning, the chaplains who sit with the families through hard times, and the men and women who roll the patients to their cars when the stay is over. What I’ve seen in my years at HCA is that no one person is ever the whole story.”

Knowing everyone shares the commitment to improving patients’ lives means every HCA Healthcare colleague starts on the same page.

“‘Above all else’ is the most important phrase in our mission because it sets the precedent that the values you’re about to read are held sacred at HCA,” says Bovender.

HERE IS WHAT THE
HCA HEALTHCARE MISSION
MEANS TO OUR COLLEAGUES:

“Patients may not understand the lab results or the machines in their rooms, but they recognize when people slow down enough to engage. Care is incomplete without human connection. Fortunately, compassion is honored, respected, and expected at HCA.”

— Arnold Lemay, Director of Engineering,
Frankfort Regional Medical Center

“When you are vulnerable with someone else, your own vulnerability shows. Not everyone is cut out for that. Very early on, I learned that it was okay to cry with my patients. What else do you do when a 20-year patient has heart failure? A lot of people go through trauma, and it is a privilege to empathize with them.”

— Dr. Fernando Triana,
Chief Officer for Strategy and Innovation,
Cardiology Clinic of San Antonio



“I had a patient once who was sad because his family didn’t visit often. When I learned he played guitar, I would say, ‘I would love to hear your music as I walk down the hallway.’ It cheered him up a great deal. As a nurse, we are the patient’s support system. It’s an honor to be witness to other people’s lives.”

— Ruselle Cimeni, Direct Care Nurse,
Park Plaza Hospital



“I still remember being brand new in my unit and finding it odd that the team was so cheerful when we were surrounded by calamity. Slowly, I realized our job is to give patients a happy environment to heal in. You have to be positive to give patients hope. Without that, they have nothing.”

— Christina Hux, Direct Care Nurse, Tulane University Hospital and Clinic

“You lead by common sense, and by treating people how you want to be treated. If a rough situation came up, I would go in first. I’d never ask someone to do something that I wouldn’t do myself. I enjoyed the heck out of my career. Loved the people and they loved me. It was a real good ride.”

— Bud Reed, Maintenance Specialist (retired), HCA Healthcare

“I volunteered with Hurricane Harvey relief and will remember my 29 fellow volunteers until I am 90 years old. There were nurses who hadn’t left the hospital in 13 days. Meeting HCA Healthcare employees who had lost everything but still came in to care for our patients really put things into perspective.”

— Jennifer Buford, Executive Recruiter, HCA Healthcare

“If someone comes in and has left their insurance card at home, we see them. If they need to work out a payment plan, we do it. We always want to treat people correctly.”

— Louis Joseph, Group VP of Physician Services

“Historically, healthcare has not been forthcoming in terms of sharing when something goes wrong. At HCA, we formulated a disclosure policy, which promises that when something bad happens, we’re going to tell the patient or patient’s family, apologize, express empathy, commit to investigation, and prevent it from happening to someone else. I am proud to say that started at HCA.”

— Jill Fainter, VP of Quality Standards Clinical Service Group (retired)



“If you enter our hospital with our shared value system, we can train you to do almost any skill. While I can teach someone how to provide care, I can’t teach him or her how to care. I want my team to know the importance of our relationship, that no topic is off the table, and I am here to serve so they can take care of our patients.”

— Sharn Barbarin, CEO, Medical City Lewisville

“I had a patient with Huntington’s disease, which causes bizarre movements. He had lost a lot of his friends, and most of his physicians had thrown in the towel. Together we worked on simple things like alternative strategies for holding a cup of coffee. The last time I saw him, right before he died, he said, ‘Thank you, doctor, for your compassion.’ I didn’t help him live any longer, but I did try to improve his quality of life. His gratitude was beyond moving.”

— Dr. Stanley Wang, Cardiologist & Sleep Specialist, Austin Heart



“One day a patient kept complaining that her room had not been cleaned. Even though I knew it had, I knocked on her door. She was lonely and wanted acknowledgment. That was all. If the entire world tried to uplift one another instead of put each other down, we wouldn’t have as many problems.”

— Marcus Thomas, EVS Supervisor, Sunrise Hospital and Medical Center

“The wife of a patient who had a heart attack came in to the ER and asked for the tattered T-shirt we had cut off him. While I didn’t quite understand why, I rummaged through the bins until I found it. She thanked me and said, ‘I wanted something that still had my husband’s smell on it in case he didn’t survive.’ Something minute to me was monumental to her. That was a moment I truly understood empathy.”

— Kristin Baker, Direct Care Nurse, Oak Hill Hospital

A Brand with Meaning

Why HCA Healthcare is rebranding

In 2019, HCA Healthcare will begin to roll out a purpose-driven brand. If you want a sneak peek at what it looks like, take a look in the mirror, because our new brand begins with you.

Seriously.

The new HCA Healthcare brand is a statement of our collective purpose—what you and your colleagues do every day and why we exist as an organization: to give people a healthier tomorrow.

This statement of purpose—to give people a healthier tomorrow—is new. But our purpose is more than a new phrase. It is anchored by a set of beliefs that drive the “how” and “why” we show up for work every day; what we collectively stand for; and, ultimately, how we want patients to feel when they set foot in any one of our facilities. No matter what your role is in providing patient care, or where you are providing that care at any one of our 1,800 locations, this purpose connects all of us as an organization.

Rest assured, having a new brand does not mean we’re going to change the names and signage at all of our facilities. Where HCA Healthcare has facilities with trusted brand names and logos, those won’t be going away. What the new brand will do is underscore and support the

brands you’ve already built by connecting us all with a common purpose.

Fifty years ago, our founders envisioned a company that would deliver healthcare differently—one that would revolutionize the healthcare landscape by applying business principles of scale to the company’s hospitals, without ever losing sight of the patient’s needs.

From our first 200-bed hospital in 1968, HCA Healthcare has grown to include more than 1,800 care facilities in 20 states and the United Kingdom. We have 249,000 colleagues, including more than 40,000 active physicians and 90,000 nurses, who see more than 110,000 patients a day. That’s more than 28 million patient encounters per year that together determine how the world we touch views our brand.

As the largest private provider of healthcare in the country, we can deliver great outcomes for our patients, provide superior nursing care, and be a preferred place for physicians to practice medicine.

But not everyone knows our story, even within HCA Healthcare. So a major reason for rebranding is to enable us to be more intentional in explaining who we are and how we continue to shape the healthcare industry. This begins with ourselves and the people considering becoming HCA Healthcare colleagues.

That's why our journey to the new brand began by listening to you. When leadership determined that the time was right to re-brand the company, our first order of business was interviewing nearly 400 colleagues across all disciplines and geographies about your views, experience and aspirations.

In sum, what we heard is that our scale and people allow us to have a positive impact beyond any other organization in the industry. That's a value proposition that will help us recruit and retain excellent people.

Let's be clear: being purpose-driven won't change our mission: Above all else, we are committed to the care and improvement of human life. Our mission reflects our rich history and will continue as the North Star that helped make our company what it is today.

When the brand makes its mark in 2019, every colleague will have an opportunity to be an ambassador, delivering a consistent view of who we are and what our aspirations are. Together, we will let others know how we're using our scale and skill to improve patient care. We will create a much greater understanding of who HCA Healthcare is to our colleagues, physicians, and partners, and what we mean to the communities we serve.

Delivering on the new brand will require new tools and resources – from a new lexicon to guide how we talk about ourselves to a fresh and cohesive look and feel for our communications materials. You will see the new branding appear first in external recruitment and internal colleague communications.

Research has demonstrated that purpose-driven companies attract and retain the best minds, have the most loyal and/or passionate customers, and achieve success while changing the world. Giving people a healthier tomorrow is not only a snapshot of why we exist today, but it is a purpose that can guide our growth as healthcare moves forward.

With our purpose clear, the impact will be powerful not only for ourselves, but for the millions of patients we serve. ♦



A brand is much more than a logo – our logo is meant to visually represent our beliefs and values, the core qualities that make us who we are. HCA Healthcare's new logo will be unveiled in early 2019.

Here's a sneak peek at a symbol that will be a part of our new logo:

the Diamond Plus mark. The mark reflects our rich history and illustrates our vision for a healthier tomorrow. It is a fresh symbol that reaffirms we are all a part of the same family, committed to providing our patients the quality care they deserve.

The diamond in the center represents our patients – while the four surrounding avenues represent how HCA Healthcare comes together to serve the patient: legacy, scale, partnership and innovation.

While not every one of our facilities will carry the new HCA Healthcare logo, all will carry the shared purpose and values that unite us.

Have a question? Ask the brand team what's on your mind by sending an email to brand@HCAHealthcare.com.

Good Dog

Avid dog lover Dr. Thomas Frist, Jr. is never without his trusted komondor Rocky.

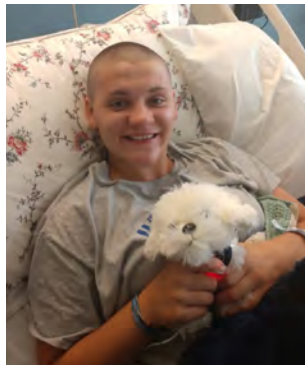


Over the years, the HCA Healthcare co-founder has adopted several Hungarian sheepdogs, naming each one Rocky to remind him of the beauty he saw on a trip to the Rocky Mountains.

During HCA Healthcare's 50th anniversary, we are paying tribute to Dr. Frist, Jr. by introducing a new way to reach out to our pediatric patients and families. HCA Healthcare has distributed **10,000 Rocky Dogs** at five pediatric facilities, telling all recipients the story of our founder, bringing them much-needed comfort and inviting them to connect with us on social media using the hashtag #HCARockyDog. ♦



After being at Rocky Mountain Hospital for Children for a while, Itzel was growing frustrated and began to cry — until she was handed a Rocky Dog, which calmed her almost immediately. Her brother, Carlos, also lit up when he got to pick his own Rocky Dog to take home.



Share your Rocky story with us:

f : @HCACare t : @HCAhealthcare @ : #HCARockyDog



HCA Healthcare celebrates 50 years across the globe

HCA Healthcare facilities came up with many creative ways to celebrate 50 years. Clockwise from top left: 1) Tristar Centennial's Caroline Burris holds her dog, Brie, as she and Emily Dye take a break from cleaning up trash at a local park; 2) Rio Grande Regional Hospital volunteers donate time at the community food bank; 3) Clara Utley, 50-year employee at TriStar Skyline, receives celebratory roses; 4) HCA Healthcare employees in the U.K. celebrate with a USA-themed carnival; 5) Medical City employees pause for a photo during their disco; 6) Tristar Centennial employee Brianna Little donned a Rocky Dog costume to cheer patients and staff.



HCA HEALTHCARE

50

years