

HCA Healthcare Magazine

SPRING 2021

A woman with short brown hair, wearing a white lab coat and gold earrings, is sitting at a dark wood desk. She is looking towards the camera with a slight smile. In front of her is a silver laptop displaying a video call interface. The background is a blurred office setting.

**Telehealth
keeps patients
and providers
connected
during the
pandemic**

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A Conversation With the CEO

On Feb. 25, 2021, HCA Healthcare Senior Vice President of Marketing and Corporate Affairs Deb Reiner sat down with CEO Sam Hazen for a candid conversation about the extraordinary year we have all been through — and where we can set our sights for the future.



Deb: We wanted to spend a few minutes reflecting on the past year. It has been a remarkable year for sure. The theme of this issue of *HCA Healthcare Magazine* is what it means to “go to work.” When you think back to a year ago, the pandemic was just on the horizon. How were you preparing the organization to get to work?

Sam: This time last year, we were experiencing very little COVID-19 in the country and very little COVID-19 inside of HCA Healthcare. We were not sure exactly what was going to materialize, but we had been preparing. We started doing some early preparations, and I think it was March 13 when we sort of shut down the company, if you will, in compliance with many government requirements. As we got deeper into the first stage of COVID-19, our preparations accelerated, and our impressions of what was going on were changing and requiring us to adjust. We are still making a few adjustments in how we are handling COVID-19. But it was a lot of early preparations at that point — things like clinical protocols, education, some understanding of what it might mean to our facilities, and so forth.

Deb: You mentioned the adjustments — and I think “pivot” might be the word of the year. When you think about those adjustments and the pivots, what were some of the more significant ones we made after March 13?

Sam: We established two clear objectives: keeping our people safe and then protecting the organization. That actually clarified a lot of things. We had to protect our people — our physicians, our colleagues, our caregivers — so they could be there for our patients. I think that clarity forced a lot of pivots, but those pivots became people working on the two objectives in ways

that maybe they did not in the past. I am proud of what our teams accomplished.

Deb: There is a lot to be proud of, specifically in what the organization and our people achieved last year. What rises to the top in your mind?

Sam: I am most proud of our colleagues and what they did. I did not get to visit a hospital for probably 90 days. That is the longest in my career. I was eager to go, but I knew everybody at that point was preparing for and responding to COVID-19. After about 90 days, I could not take it anymore, so I started to visit our facilities. I think I visited maybe 40 or 45 hospitals in 120 days, and it was incredible to see what our people were accomplishing. Their professionalism, their compassion, their competence, and their confidence were inspiring and humbling for me. I think that is who we are as an organization. Our people step up and deliver when they need to. The communities depend on our organization. Patients depend on our organization. Our physicians depend on our organization. Our families depend on it.

Deb: Fast-forward to now. I would not say the pandemic is behind us by any means, but we are starting to look forward. When you think about the company, our initiatives, and our people moving forward in 2021 and beyond, where do you see us going? Where do you see that we need to focus?

Sam: Our mission is going to remain the same, and I think our core strategy is going to remain the same. One opportunity for us as an organization, as I look forward to the next decade, is to introduce technology into our facilities in a totally different way, in order to deliver better care to our patients. The second thing is

partnerships. I think we have a unique opportunity to embrace partnerships and work with other organizations in a way that helps us accomplish our mission.

Deb: So if you were to leave our colleagues and our physicians with one message about last year and how we are moving into this year, what would it be?

Sam: I would like to thank them for everything they have done. They have delivered for each other. They have delivered for the patients. They have delivered for the community. I know people are tired. I am hopeful that they can find ways to decompress and then ultimately recharge their batteries, because I do think we are going to see a lot of demand for healthcare. We are going to be needed — as we always are — so I hope they can come back ready to do what they have been doing, which is delivering great care.

Deb: Well, gratitude is a great note to end on. And with that, I would like to thank you. I know that all of our colleagues would like to thank you as well for your leadership. It has been an incredible honor to work for this company during this time.



Visit Magazine.HCAhealthcare.com to watch the full interview.

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Colleagues and patients stay connected — bringing smiles and rave reviews.

20 20 In Review

HCA Healthcare is dedicated to giving people healthier tomorrows. Each year, we pause to examine the impact we have on our patients, our colleagues and the communities we serve. The information in this year's *HCA Healthcare Impact Report* recognizes the incredible hard work and dedication of our doctors, nurses and colleagues. Our scale enables us to conduct leading-edge research, share best practices and support services across our facilities. Most importantly, we deliver the type of care our patients need, when and where they need it.

(All figures as of Dec. 31, 2020.)



HCA Healthcare by the Numbers

- 185** hospitals
- 119** free-standing emergency rooms
- 121** surgery centers
- 168** urgent care clinics
- 274** graduate medical education programs
- 267** telehealth sites
- 12+** regions with physical nursing academic centers and simulation centers
- 64** inpatient behavioral health programs
- 1,300+** physician practices
- 17** regions within our Sarah Cannon Cancer Network



Telehealth Impact

The COVID-19 pandemic has shifted the way patients and clinicians use digital tools to engage with each other. Fortunately, HCA Healthcare already had a robust telehealth system in place. More investments and expansions are underway to increase the telehealth capabilities for our clinicians and patients and to continue providing a more efficient and safer way to deliver care.

1.23M

Telehealth encounters, a 485% utilization increase from previous years

~183,000

Telehealth encounters via inpatient rounding and patient isolation monitoring

~135,000

ER telestroke and telepsychiatry consults

~874,000

Primary care and specialty telehealth visits

Environmental Stewardship



As stewards of the environment, we take a proactive approach to making communities healthier and to protecting the environment. We do this through everyday hospital practices and by promoting conservation, decreasing waste and exercising environmentally conscious purchasing. Across the enterprise, colleagues can take pride in the 60 national Practice Greenhealth awards presented to 59 facilities for sustainability efforts. A few "green" numbers from last year:

34.5M

pounds of cardboard, paper, aluminum, wood and batteries recycled

11.7M

Reduction in energy usage (in kilowatt-hours)

22.9M+

pounds of construction waste recycled

1M

pounds of devices diverted from landfills

Veteran Colleagues

For 10 consecutive years, HCA Healthcare has been nationally recognized as a military-friendly employer and military spouse-friendly employer, hiring more than 40,000 veterans, active-duty personnel and military spouses since 2012. We're one of the nation's best employers for veterans, according to the *Military Times*, based on our military-connected employment programs and support efforts. While all veteran colleagues continue to serve through their work, caring for and supporting patients, many were called to serve in a new capacity during the pandemic.

40K+

veterans, active-duty personnel and military spouses hired since 2012

Dana Cruz, NP
U.S. Air Force veteran
CareNow Urgent Care
San Antonio, Texas



"Crush the Crisis"

In 2020, HCA Healthcare hosted its second annual "Crush the Crisis" Opioid Take-Back Day to raise awareness of the dangers of opioid misuse and to promote the safe and proper disposal of expired and unused medications. As the pandemic continues, the U.S. is seeing a spike in opioid usage, with 40 states reporting increases in opioid-related mortality, says the American Medical Association.

13,523

pounds of medication collected — equal to approximately 9.3 million doses



View the full *HCA Healthcare Impact Report* online at HCAhealthcareImpact.com.

The Power of Pivoting

As an innovative learning health system rooted in a people-centered mission, HCA Healthcare stood ready to quickly respond to the ever-evolving needs of our patients and colleagues, even in the most challenging of times.

IT and the Front Line

There's a very human element driving Vice President and Chief Technology Officer Paul Currie's mission to ensure that HCA Healthcare's information technology (IT) team functions as it should.

Paul says that when COVID-19 began to emerge in the U.S. early last year, it soon became very clear that connectivity was going to be more important than ever before. Many colleagues would have to work remotely. Patients who were hospitalized wouldn't be able to receive in-person visits from family members or friends. Telehealth would become an essential option for patients needing ongoing, preventive or other non-emergency care.

Seemingly overnight, much of the world had to pivot toward a more virtual way of doing business. But as sterile and impersonal as technology may seem, it's controlled and fueled by humans with emotions. Their work is extremely patient-centered.

"We're doing this for the patient," Paul explains. "When you've got a human being in that bed, what you do, or have the ability to do, directly affects them and their family. It's all about taking care of them."

That patient-centered mindset became even more focused last year with the spread of the novel coronavirus.

"Being able to give people an opportunity to see their loved one when maybe they wouldn't be able to otherwise, through some type of telecare, that's a difference maker," says Paul. "You've now had a direct impact on lives. That's what keeps us going, because we've all been there."



Scan this code with your digital device to read the entire interview with Paul Currie.



More Than Machines
IT's work must always be patient-centered, says HCA Healthcare's Chief Technology Officer, Paul Currie.

“Being able to give people an opportunity to see their loved one when maybe they wouldn't be able to otherwise, through some type of telecare, that's a difference maker. You've now had a direct impact on lives. That's what keeps us going, because we've all been there.”

— Paul Currie, vice president and chief technology officer, HCA Healthcare

Diversity, Equity and Inclusion Go Virtual

Chief Diversity Officer Sherri Neal leads the design and implementation of diversity, equity and inclusion (DEI) strategy and programs. Her team develops initiatives that reinforce HCA Healthcare's commitment to fostering a diverse, equitable and inclusive workplace. They also work to cultivate and sustain relationships with suppliers and community partners that broaden our reach and deepen our understanding of the communities we serve.

The pandemic has brought greater attention to healthcare-related racial disparities and increased discussions around their impact on communities of color. During this same period, incidents nationwide involving the deaths of Black citizens have heightened the focus on equity and social justice.

To support our colleagues and communities, the DEI team accelerated existing plans and launched new ones, including conscious inclusion training, says Sherri.

Shifting to virtual formats was a challenge, but positive feedback from all segments of HCA Healthcare has confirmed that colleagues are invested in DEI initiatives. "We've been overwhelmed [in a good way] with emails from colleagues who have offered their support and want to make a difference," says Sherri. "This has helped us advance our work."

The HCA Healthcare Leadership Institute

The growth and development of our colleagues continues to be a strategic imperative. The HCA Healthcare Leadership Institute responded quickly in the midst of uncertain circumstances, ensuring access to continued excellence.

Making Learning Accessible

Navigating change and managing crises are not new challenges in healthcare. Doing so virtually, however, is a bit more unusual. Like many teams, the Leadership Institute pivoted quickly to adapt and curate resources that were flexible, engaging and high-quality, and that could be delivered virtually.

Rapid design sessions were held to adapt in-person courses to a virtual framework that included instructor-led Webex training center sessions, on-demand content for self-paced learning and virtual cohorts.

More mobile-enabled microbursts of learning to support colleagues were made available through Harvard ManageMentor® Spark™. Another option, the Path Forward toolkit, is one of many examples of new resources that were developed to help leaders and colleagues address change and build resilient teams.

Using Service Learning

The Leadership Institute's Executive Residency Program is one of several Signature Series programs that engage in service learning. This teaching strategy integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility and strengthen communities. This has continued during the pandemic, impacting nearly two dozen nonprofit organizations across 11 states.

Recognizing Culture Guardians

During the first months of the pandemic, HCA Healthcare leaders were challenged to guide their teams in a new way. They were called on to help teams develop resilience using empathy and relationship building.

Among those who lead by example is Eric J. Wong, a graduate of the Leadership Institute's Leadership Excellence Program; he oversees two multispecialty ambulatory surgery centers in California. Early on in the pandemic, the former U.S. Air Force captain found himself in the familiar position of reacting to a crisis with limited information and added complexities.

Global supply chain disruptions, rapidly changing guidelines from the Centers for Disease Control and Prevention, and surges in COVID-19 patients were taxing hospitals' supplies of personal protective equipment (PPE). Eric was on the forefront of sharing PPE supplies that were largely unused at his centers due to pauses in elective surgery. He leveraged the resources and relationships he needed to communicate quickly and decisively to his many audiences, which included physicians, patients and vendors.

It's one of the defining characteristics of HCA Healthcare: colleagues who go above and beyond to answer the call.

Together, But Safely Apart
Socially distant classrooms have become the norm during the pandemic.



Then and Now

Whether they've been with HCA Healthcare for 20 years or 20 days, each of our colleagues brings our mission to life every day. Recently, two of our nurses, who are at distinctly different moments in their careers, had a conversation to reflect on what they've learned and the dynamic reality of the healthcare field.



Chris Hutchison, RN, BSN, earned her Bachelor of Science in nursing from Texas Christian University's Harris College of Nursing & Health Sciences in Fort Worth, Texas, before beginning her career with HCA Healthcare. More than 40 years later, Chris is an employee health/injury coordinator nurse at Medical City Alliance in Fort Worth, where she also serves on the facility's COVID-19 task force.



Teresa Nguyen, RN, BSN, joined HCA Healthcare in mid-2020 and works in the COVID-19 unit at MountainView Hospital in Las Vegas, Nevada. She holds a Bachelor of Science in neurobiology, physiology and behavior from the University of California, Davis. Teresa completed the Accelerated Bachelor of Science in Nursing program at Roseman University.

Chris Hutchison: What drew you to nursing?

Teresa Nguyen: It's the rapport that I build with everyone — my colleagues, my patients, their families. Nursing relies heavily on communication, and that's a big part of my life. When you communicate, you can understand each other and empathize [with] each other. What about you? Why nursing?

Chris: I wanted to be able to help people in trouble, whether from sickness or pain or whatever it may be. I grew up watching those medical TV shows, and that's what I wanted to do. Since then, I've seen a lot of patients, done a lot of things and had a lot of experiences in different areas.

Teresa: Did it follow your career plan?

Chris: I thought I'd [always] be at the bedside, because it was always about the patients and being able to interact with them. But that's not how my career has gone. I was bedside for the first 30-something years. Now I just look at [colleagues] as if they were my patients. I was an ER nurse for 15 years, and that's really what I love. I found it very challenging and enlightening.

Teresa: That's the exciting thing about nursing. You have all these opportunities. You can teach. And even though you're no longer bedside, you're still taking care of people.

Chris: You're right. There still is the education and being able to mentor. I'm able to help younger nurses navigate the system and look at things from a slightly different perspective.

Teresa: What's the best advice you have for those you mentor?

Chris: The first thing is to remain faithful to what your life priorities are. When you're young, it takes a little while to get that figured out, but there are some root priorities that are instilled in you. It's also really important not to be afraid to ask questions. Not just young nurses, but even older nurses. There's so much riding on what we do.

Teresa: You need thick skin to keep asking questions. I'm sure that everyone I work with is annoyed by me because I ask a lot of questions, but I'd rather be sure.

Chris: That's ultimately the way we all feel. We all want to protect our patients. We all want to be accountable. We all want to be able to do our best and do what is right for our patients. We have to be able to relate to each other and trust each other.

Teresa: The HCA Healthcare mission is to improve patients' lives, and I thought, yes! That's what nursing is about — improving patients' lives by helping them and empowering



Chris Hutchison (middle) steps in to assist with vaccine clinics at Medical City Alliance in Fort Worth, Texas.

them with the knowledge and the skills they need. That's what I find most satisfying, when the patients tell me, "Oh, I never knew that."

Chris: What have you learned on the job that might not have been covered in nursing school? What would you tell somebody coming out of school?

Teresa: Trust your intuition. Because even though, as a new nurse, you don't have all of the assessment skills, when you feel that something is not right, speak up. Say something. Do something. My charge nurses tell me, "You're with the patient all day. You know when something is different, so trust your gut." It's always better to be safe.

Chris: The patients' needs — there's such a variety. Ultimately, we're still dealing person to person. That's the constant we have to keep in mind; regardless of what comes about, we're still impacting people. And I'm human; they're human; and we have to relate, and we have to show compassion. We have to demonstrate that — because it's the right thing to do.

This dialogue was edited for space and clarity. The full conversation can be heard online at [Magazine.HCAhealthcare.com](https://www.hcahealthcare.com).

“The Essence of Humanity”

A few weeks after this exchange, Teresa emailed to tell us about the “toughest and most emotional” shift of her young career. It involved a Spanish-speaking patient with respiratory problems who also suffered from fear and anxiety, and had trouble understanding the interpreter. “I thought about my mother, who would also be terrified and bewildered if she were in the same situation,” Teresa wrote. “I believe that empathy is the single most important quality of being not just a nurse, but of being human. It's important to put ourselves in other people's shoes ... so that we may try to understand one another. Empathy is the essence of humanity, and nursing enables me to practice empathy.”



From top:
David Riggs
Operations Manager
Centerpoint Medical Center
Independence, Mo.

Monica Williamson
Financial Counselor
Medical Center Las Colinas
Irving, Texas

Jordan Lumley
Music Therapist
Wesley Children's Hospital
Wichita, Kan.



Environmental Services
colleagues at StoneSprings
Hospital Center in
Dulles, Va., proudly
wear their Beyond
the Mask photos.

Beyond the Mask

Colleagues and patients stay connected — bringing smiles and rave reviews.



When the coronavirus pandemic began to transform much of the world in early 2020, who could have known how ubiquitous face masks would become? But although they play a vital role in helping prevent the spread of COVID-19, masks can also obscure something else that is important: a smile.

Being deprived of this natural connection between people can create an emotional barrier for patients who may already be feeling anxious, uncertain or isolated. Other methods that frontline colleagues use to help ease concerns — a gentle touch, a softly spoken reassurance — can also be constrained by caregivers' essential personal protective equipment (PPE). Patients have said they can't always easily identify their fully outfitted caregivers, which sometimes leaves them feeling detached.

Enter the Beyond the Mask (BtM) program. Launched late last year, it works like this: Colleagues

place a photograph of themselves near their work ID badge that clearly shows their smiling, mask-free face. Colleagues can also jot down a fun fact about themselves and display it near their picture. These personal touches create a connection with the patient, encouraging interaction and perhaps sparking a conversation.

While BtM is not mandatory, all colleagues are encouraged to participate. "This is the scariest time in a patient's life," says Brianna Abramson, RN, a nurse at Medical City Dallas (in Texas). "When we are able to connect with them — when they say, 'Oh that's what you look like behind your mask, that's what you look like smiling!' — it really makes it such a great experience for everyone involved."



Caleigh Dolese (left), administrative assistant, and **Tiffany Hudson**, billing specialist, Lakeview Regional Physician Group, Covington, La.

Who Was That Unmasked Man?

The idea for BtM was inspired by a photo posted on European social media of a nurse in full PPE wearing an oversized photo of himself — smiling and mask-free — on his gown. In the midst of such a challenging time, HCA Healthcare decided to launch BtM to lift spirits and reconnect with patients in this creative way.

A positive care experience is of the utmost importance throughout our facilities. Every opportunity to ensure patients and their caregivers have the support they need, both clinically and emotionally, is an opportunity to raise the bar for care across the country. BtM is a well-received program that colleagues have embraced. Our caregivers are eager to find a way to connect with their patients every step of the way.

And find a way they did, starting in the North Texas Division. The smiling photo of Mallory Dean, RN, CVICU, Medical City Dallas — showing her outdoors and wearing a cowboy hat — caught the attention of a patient, who asked, “Are you a cowgirl?” The result: Mallory chuckled; the patient smiled; and a treasured connection was made.

“This photo helps families and patients to not be afraid and to see who I am,” explains Lourdes Salinas,



CT and X-ray technologists at Medical City Alliance in Fort Worth, Texas, show off their Beyond the Mask photos.

team leader, environmental services, Medical City Dallas. “They can be confident with me helping them; they can see that we are here for them.”

Another division colleague — Kim Hines, director, business development, Medical City Frisco — says the photo of her smiling face did wonders for one patient who struggled with anxiety. “It really helped calm their fears and set them at ease. Seeing everyone with photos — from the front entrance to pre-op and now in the progressive care unit — was so helpful.”

Maria Cheung
Cafe Cashier
Menorah Medical Center
Overland Park, Kan.



The smiling faces of nurses in the COVID-19 unit at Mercy Hospital in Miami, Fla., can be seen safely behind their donned PPE.



From left: **Nisha Mills**, VP of Operations; **Dr. Olevia Pitts**, CMO; and **Geri Seck**, manager of Quality, Research Medical Center, Kansas City, Mo.

Show and Tell

If a picture is worth a thousand words, then HCA Healthcare’s Beyond the Mask program has all the makings of an ongoing success story.

Effective interaction between care teams and patients is essential for sharing information and decision-making, and it can greatly affect the quality of care for both chronic and acute conditions. Nonverbal communication is important for the relationship and is related to patients’ adherence to medical advice, medication compliance and positive clinical outcomes.

With universal masking now the norm, patients and their families benefit from seeing a caregiver’s face — even in a photograph — since it creates a warm, visible, personal connection. Pictures have been shown to reduce a patient’s anxiety and yield a sense of hope and normalcy.

A Culture of Compassion

Giving, volunteering and helping others define not just what we do, but who we are.

Healthcare administered without compassion? Impossible. HCA Healthcare’s approximately 275,000 colleagues embody compassion. It’s in our collective core. During a life-altering pandemic, it has become more important every day to step up and care for one another, for patients and for those in the communities we serve.

The Numbers Also Spell Humanity

What does it look like — compassion in action? The numbers supporting the efforts of our colleagues, while they can’t tell the entire story, are impressive. In 2020, some 38,000 HCA Healthcare colleagues made direct charitable donations, totaling almost \$19 million (including HCA Healthcare matching funds) to help approximately 4,200 organizations, which was an increase of roughly 10% over the previous year.

Additionally, the HCA Healthcare Foundation distributed roughly \$5.5 million in grants — most were unrestricted operating grants to help with the pandemic response — to 166 nonprofits. In general, the Foundation provides support in three critical areas: leadership through colleague board service, financial support through direct grants and by matching colleagues’ charitable contributions, and service through colleagues who volunteer their time and talent.

“The very mission of the Foundation echoes the purpose of HCA Healthcare: ‘a commitment to the care and improvement of human life,’” says Joanne Pulles, president of the HCA Healthcare Foundation. “The Foundation as a grant-making institution as well as the colleague incentives

that amplify our colleagues’ decisions to invest in the nonprofits they care [for] allow HCA Healthcare — as an organization and as a collective of individuals — to make a positive impact in every community we serve.”

And still, HCA Healthcare’s commitment to its communities goes well beyond the efforts of the Foundation, Joanne notes. “Giving, serving, leading and learning are key components of our approach to helping every colleague engage in a meaningful way with their community.”

32,500+

Number of colleagues who donated to the HCA Healthcare Hope Fund in 2020, raising more than \$7 million to support fellow colleagues in need.



Dig This
Colleagues with Nashville-based Physician Services Group give back at a tree-planting volunteer project.



Helping Hands
At Rose Medical Center in Denver, Colo., volunteers prepare hygiene kits for people in need.

Raising Their Hands

Active volunteering was also noteworthy last year, with more than 5,200 colleagues donating 83,000+ hours to almost 3,000 organizations across the country. Those actions would undoubtedly warm the heart of HCA Healthcare co-founder Dr. Thomas Frist Sr., who once said, “Be happy in your community. Be active. There is so much good to do in this world and so many different ways to do it.”

As Dr. Frist suggested, that compassion for the places we live and work can take various forms. More than \$225,000 — targeted for diversity and inclusion — was raised by colleagues through social justice matching gifts.

One event had an especially high profile. Partnering with the Cleveland Clinic during last fall’s presidential debate at Belmont University in Nashville, Tennessee, HCA Healthcare provided COVID-19 testing and screening as well as education and enforcement of health rules, including a mask requirement. Dr. Jonathan Perlin,

chief medical officer and clinical operations group president, says HCA Healthcare was well qualified for the role, having not only the resources but also the “expertise honed through experience refining safety protocols and protection measures since the onset of the COVID-19 pandemic.”

In late fall, 95 HCA Healthcare facilities located in 18 states hosted “Crush the Crisis” Opioid Take-Back events that resulted in the collection of more than 13,500 pounds of unused or expired medications, the equivalent of approximately 9.3 million doses. A week later, the virtual Hack for the Community event — another HCA Healthcare Foundation initiative — featured 200 volunteers connecting with 30 business partners and contributing 3,500 hours to devise technology solutions for 14 Tennessee-based nonprofits. The event inspires IT talent to think outside the box to solve problems and give back to the community, and it connects organizations to much-needed tech resources.

“Be happy in your community. Be active. There is so much good to do in this world and so many different ways to do it.”

— Dr. Thomas Frist Sr., co-founder, HCA Healthcare

Volunteerism in Action



Dorothy "Dottie" White, CMPE
Consulting Provider Solutions Specialist
South Atlantic Division
Charleston, S.C.

Two Fridays a month, you can find Dottie cooking meals and serving them to those experiencing homelessness at the New Directions Men's Shelter in Myrtle Beach, South Carolina.

"We serve both the residents and nonresidents who need a hot meal," says Dottie. "Cooking is one of the wonderful gifts that God has given me, and I believe that our gifts are meant to be shared."

"In addition to knowing that the men have gotten a good meal, I enjoy having conversations with them, bonding with them and praying with them. Hearing their stories helps me to appreciate all that I've been blessed with. It brings so much joy to watch them take the steps needed toward independent living."

One resident, a native of Cuba, lights up whenever Dottie is in the kitchen.

"He has no one else in his life he can speak Spanish to," she says. "He shares stories about his home and the family that still lives there. His dream is to open a restaurant with a soup kitchen, and for me to be the executive chef so we can give back to the community together."



Jyoti "Jo" Agarwal
Principal Statistical Programmer
Sarah Cannon Cancer Network
Nashville, Tenn.

Jo draws her inspiration for volunteer work from her mother.

"She always taught us to give 10% of our salary and time to live a cheerful and happy life," says Jo. "During my childhood, my siblings and I used to set up water booths for travelers passing by, and we helped make home-cooked meals. When I grew up, I started helping by teaching underprivileged kids."

Jo continues that work, teaching children's art classes on weekends and donating 100% of her pay from that job to charity. She travels to Virginia for a week every year to teach art and meditation at a children's camp, and she and her husband conduct free meditation workshops at public libraries, at colleges and at work. The couple also organizes an annual youth and family meditation camp in the Nashville area "where people of all faiths, cultural backgrounds and ages come together to learn the art and science of meditation."

"Meditation helps us to recharge, refresh and rejuvenate," says Jo. "We want to share this simple, free tool with people around us."



Sheila Gibson, MBA, PM
Assistant Vice President
Information Technology Group
Nashville, Tenn.

Sheila was drawn to volunteer work to "make a difference," she says.

"I'm very deliberate regarding the boards I serve on. I ensure that it affords me an opportunity to impact the lives of others — to provide mentorship, guidance, encouragement and exposure through my engagement and relationships with them."

Sheila has worked with several nonprofit organizations in greater Nashville, and she also provides mentorship for various leaders within the Information Technology Group where she works.

As the board chairperson of the Education Equal Opportunity Group, Sheila is involved with the annual Project Save-A-Student Leadership and Training Conference, helping hundreds of high school students across Tennessee receive leadership training, engagement and mentorship from local professionals and university presidents.

Protecting Our People

Prior to the pandemic, Ricky Patel provided administrative support for the contracts department at TriStar Southern Hills Medical Center in Nashville. He was then redeployed as a PPE steward to help ensure that colleagues received the resources and protection they needed during the height of the pandemic.



“Giving, serving, leading and learning are key components of our approach to helping every colleague engage in a meaningful way with their community.”

— Joanne Pulles
President
HCA Healthcare
Foundation

Compassion for Our Colleagues

The idea of compassion extends to HCA Healthcare's family of colleagues in other ways as well. In an email sent to all colleagues last April, CEO Sam Hazen announced a new pandemic pay continuation program. It was designed to help protect colleagues' financial security, despite a decrease in surgical and outpatient volume induced by the pandemic.

That reduction in non-COVID-19 patient numbers led to fewer hours for many colleagues. Rather than issue layoffs, HCA Healthcare redeployed many colleagues to other opportunities so they could continue working. Those who could not be temporarily reassigned continued to receive 70% of base compensation. Concurrently, senior leadership took a 30% pay cut — a commitment that inspired similar actions from leadership throughout the organization. The effort grew to the point where

all senior executives were supporting colleagues by contributing to the HCA Healthcare Hope Fund.

"The culture of HCA Healthcare — intentionally established by our founders and continued by past and current leadership at every level — encourages an awareness of and engagement with the community beyond the walls of any particular facility," says Joanne Pulles, president of the HCA Healthcare Foundation.

In an email to all colleagues last fall, Sam praised the "outstanding service and shared sacrifice during these challenging times."

"We are fortunate that we work for a company that has great people, unmatched scale, incredible resilience, and a culture of doing the right thing for others," says Sam. "I am proud of you, and I hope you are equally as proud to work for this great company as I am."



A Conversation With Trina Kaylor, Pharm.D.,
Vice President,
HCA Healthcare
Supply Chain
Clinical Operations,
Nashville, Tenn.

Colleague Q&A: No Weak Links

As the pandemic has shown, a strong supply chain can serve as a critical link in ensuring that caregivers receive the products they need.

Trina has been with HCA Healthcare for more than 25 years. A pharmacist by training, she has spent 16 years with Supply Chain and three years in her current position.

Q: How do you define “supply chain” and its importance?

A: Supply chain is a highly complex, connected, collaborative system of organizations and resources to contract, source, vet and move medical supplies and pharmaceuticals from the manufacturer to the patient. Its importance is ensuring that the right supply, device or medicine is available to the clinician at the right time; in the right quantity; in the right place; and in a high-quality, low-risk, efficient, cost-effective manner.

Q: Can you help our readers better understand supply chain’s top three disciplines: procurement, management and distribution?

A: Procurement is acquiring all of the goods, services and work that are vital to an organization. Management involves a large network of clinical, contracting, operational, financial and analytical resources to manage the selection, procurement and flow of products. Distribution involves a complex logistics and data system that analyzes inventory in all locations and optimizes the most efficient and cost-effective way to get product to the consumer.

Q: The pandemic revealed a fourth discipline: conservation. What does that mean to supply chain?

A: Developing alternate approaches to using supplies. Very early in the pandemic, it was unknown what COVID-19 volumes would be, and based on original predictions and a lack of available personal protective equipment (PPE) in the global supply chain, we thought we might run out. We began pulling together nursing care, infection prevention, supply chain and risk management teams to create conservation strategies and guidance for using each critical product while ensuring the safety of our caregivers, patients and visitors.

Q: In “normal” times, what are the biggest challenges to an efficient supply chain for an operation the size of HCA Healthcare?

A: The biggest challenge is finding supplier partners that can meet the demand. HCA Healthcare Supply Chain has also shown that it can help the organization pivot quickly to new products and processes. Supply Chain aligns with nurses, physicians and service line teams to help create new operational and clinical protocols based on product availability and patient care.

Q: What have been the biggest challenges you and your staff have faced in the past year or so?

A: Our clinical team and the HealthTrust GPO global sourcing team really stepped up to identify and vet alternative products, filling gaps created by increased demand. Clinicians reviewed products and made decisions daily. The team took it as a personal responsibility to ensure that no healthcare worker would go unprotected or feel at risk due to lack of appropriate PPE. Almost all products and medications needed during surges were already in short supply, and companies weren’t prepared for the demand. Export restrictions and lack of domestic production created pressure to identify alternatives. We can confidently say that no product procured during this process was fraudulent or unsafe.

Q: What are some of the highlights of your team’s response to the pandemic?

A: HCA Healthcare Supply Chain, along with the HealthTrust GPO global sourcing team, recognized potential supply disruptions and made sure we had critical supplies before the first surge. From day one, Supply Chain leadership was brought into the emergency

operations center to meet expectations of the Centers for Disease Control and Prevention, the Food and Drug Administration, and clinicians. Leadership aligned resources to ensure that we had the right data to make timely decisions.

Q: Have you implemented any changes or innovations over the past year that you expect to be incorporated into supply chain practices?

A: There’s no situation that the Supply Chain team is not prepared to quickly react to and solve. Every member embraces the core of our mission: We’re committed to the care and improvement of human life. They demonstrate a strong work ethic, no matter the problem. We didn’t have time to make sure every decision was perfect, but we ensured that every decision was improving care without compromising safety. We are a much stronger team, as the pandemic brought us together unlike anything we have ever experienced.

Q: What else would you like readers to take away from this conversation?

A: The HCA Healthcare Supply Chain organization is like no other. At all levels, our staff and leaders are dedicated, adaptable, innovative and compassionate, all working toward a common vision. Supply Chain is often a mystery to people. Throughout the pandemic, we’ve shown our value and versatility. The healthcare environment is always changing, and Supply Chain has a rich tradition of transforming to meet any challenge. We’re problem-solvers. I’m proud to be one of the leaders of this amazing team.

In January 2020, our Supply Chain team began working around the clock to source more personal protective equipment (PPE) for our frontline workers. We distributed nearly 1.2 billion pieces of PPE to colleagues last year, and we assigned stewards to monitor the supply and usage of PPE at our facilities, all to ensure our caregivers received the resources they needed, when they needed them most.



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