

HCA Healthcare Magazine

SUMMER 2021



**That family feeling:
Nurses are helping
to shape the future
of healthcare**

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HCA Healthcare colleagues,

As I have said many times, at HCA Healthcare we do more than say we care like family — we show it. Our culture is built on always striving to do what is right for others.

Our colleagues show up in extraordinary ways to provide for the needs of our patients, each other, and the communities we serve.

In this issue of *HCA Healthcare Magazine*, we spotlight some of the many ways our colleagues go above and beyond to show up throughout our organization. Whether that means opening doors for our future nurses (page 4), standing up the COVID-19 vaccine (page 6), consistently striving for the best possible patient experience (page 10), or expanding our community partnerships (page 16),

our colleagues truly exemplify what it means to be a family and to take care of others.

These inspirational stories of hard work, dedication, and triumph are taking place across the organization every day.

Though we continue to weather the challenges of an ever-changing healthcare landscape, I remain encouraged by your perseverance and commitment to the pursuit of our mission to care for and improve more lives.

Sincerely,


Sam Hazen
CEO, HCA Healthcare

On the Cover

HCA Healthcare nurses (*from left*) Ashley Mize, Nicole Audette, Nicole Benkert, Joseph Young, Emily Hernandez and Macey Felix exemplify what it means to care like family — for their patients and for one another.

(Photographed at North Florida Regional Medical Center, Gainesville, Fla.)

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SCAN ME

Visit [Magazine.HCAhealthcare.com](https://www.HCAhealthcare.com) for more stories about our incredible colleagues.



Nursing in a New Landscape

HCA Healthcare's more than 93,000 nurses are helping to shape the future of healthcare.

As the medical and healthcare fields undergo seismic changes, the landscape for nurses continues to evolve and has the potential to look dramatically different in the years to come.

You won't meet a more effusive proponent of the nursing field than HCA Healthcare's Jane Englebright, Ph.D., RN, CENP, FAAN, chief nurse executive and a senior vice president. In her 28 years with the organization, starting as a staff nurse at Lewisville Memorial Hospital (now Medical City Lewisville in Texas), Jane has seen it all. She now leads more than 93,000 nurses and is enthusiastic about the vital role that they continue to fulfill.

"The importance of good nursing care has never been clearer or more appreciated by our

patients, our communities and this nation," says Jane, noting the opportunities within the field today are almost limitless.

"I've been a direct-care clinician, an educator, a manager and now an executive. My career has included both acute care and post-acute care," she says. Her professional arc — which includes stints in school nursing and parish nursing — illustrates the many opportunities available today.

Mark Vogt sees the same breadth of possibilities. As chief executive officer of Galen College of Nursing, he's reminded almost daily of the wide range of career choices that graduates can pursue. "Nursing is professionally and personally rewarding," he

says. "There are so many opportunities to take on greater responsibilities.

"Nurses interact with patients more than any other healthcare profession does. They are the largest population of healthcare employees," says Mark. "Job security and the options for career entry and progression will continue to grow. And it's not just hospitals, but education; insurance companies; medical device and pharmaceutical companies; and, of course, long-term care, hospice and so many more." No change or challenges could ever undermine the importance of nurses in their communities.

Our nurses can make an impact at an unparalleled level, with the organization representing roughly 5% of all hospitalized

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Our key to nursing education is that we focus on the overall experience, not just the education. We look at students and their needs holistically, not just what they need to learn and how best to teach it. But they also need to feel supported during their education experience, to know they have many resources to support them personally and as students.

— Mark Vogt, CEO
Galen College of Nursing

care in the United States, says Jane. "Clinical teams across HCA Healthcare have become the differentiator for our organization within each community we serve."

"We have the ability to change nursing practice across our 2,000 sites of care and lead change for the nation," continues Mark. "Examples include early adoption of bar code medication administration; reducing catheter-associated urinary tract infections through nurse-driven protocols; and, most recently, the Universal Protection Framework for keeping staff, patients and visitors safe during a global pandemic."

Mark says he's often reminded that, despite the near-continuous evolution of the nursing field, there's a bedrock foundation that remains a constant.

"As a nurse, you have the opportunity every day to affect the life of another human being. That's why we talk about nurses being called to the profession. For many, it's also a way to take their compassion for others and turn that into a rewarding career."

HCA Healthcare's recent acquisition of Galen College of Nursing represents a special symbiosis of leading institutions in their respective fields. The winners are the patients, as well as Galen's students and HCA Healthcare nurses who are looking to further their careers by way of new educational opportunities. "Galen's mission has always been focused on expanding access to quality nursing education," says Mark. "Quality is a given. There is no other option but excellence when it comes to nursing education."

The reality of the nursing field today is that traditional programs, or existing programs, may not be capable of building to the scale necessary to address both current and anticipated nursing shortages.

"With Galen now being part of the HCA Healthcare family, we have formed the largest academic-practice partnership in healthcare," says Mark. "There simply aren't enough nursing programs to fill what is a steadily growing need, only intensified from the stressors being put on the country's healthcare systems with the pandemic, and nurses bearing

an immeasurable brunt of the impact."

Jane says the Galen acquisition was "specifically designed to bring quality education to our HCA Healthcare colleagues, both those who want to be nurses and those who already are.

"Combined with the HCA Healthcare tuition reimbursement program, education becomes accessible to all," she says. "For those who are already RNs, the Galen-HCA Healthcare grant is a way to complete a Bachelor of Science in nursing with very little out-of-pocket expense, and a master's of nursing with a focus on leadership that was co-designed by Galen and HCA Healthcare." The new nursing landscape will invariably be impacted greatly by a pandemic that still hovers over our healthcare system, creating a lingering uncertainty. What is certain is that nurses will continue to courageously provide frontline care.

"For our current nurses, we are so appreciative of the tremendous work they do, especially the heroic actions of so many during this pandemic," says Jane. "Our expectation now is that these colleagues pay special attention to their own well-being, that they recharge their batteries and consciously rewire their hearts and minds to prepare for life in an environment with 'smoldering' COVID-19.

"We will never be the same. Our profession has been forever changed. So, what is our new normal? We need nurses to define the future of patient care."

Galen Is Growing!

Aspiring nurses and those currently working in the field who want to advance their careers should look into what Galen College of Nursing has to offer. Acquired by HCA Healthcare in 2020, Galen offers students the option of online-only degree programs as well as in-person classes at its six regional campuses in five states — with plans to open nine new campuses over the next two years. Info: galencollege.edu or call 877-223-7040.



Jane Englebright, HCA Healthcare chief nurse executive and senior vice president, administers a COVID-19 vaccine to colleague Angela Novak.

Hope Delivered

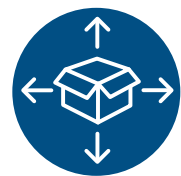
It's taken extraordinary collaboration and commitment to deploy the COVID-19 vaccine.

At HCA Healthcare, distribution of the COVID-19 vaccine to all colleagues was an extensive effort requiring collaboration with partners both inside and outside the organization. Multiple teams within the enterprise played key roles.

It was our most ambitious emergency-management deployment ever. Planning for vaccine distribution began long before it became available, according to Dr. Kenneth Sands, chief epidemiologist for HCA Healthcare. The systemwide effort stretched across 20 states, all adhering to different regulations and vaccine-specific considerations.

"The initiative required making the vaccine available as quickly as possible because that was imperative," says Dr. Sands. Also key: "not wasting any and making sure people were prioritized appropriately," he adds. "Those are three competing priorities."

How It All Came Together



Distribution, Allocation and Delivery

Before vaccines were shipped, extensive research was conducted to ensure compliance with federal and state guidelines. Vaccine deployment was based on individual state distribution systems, which meant 20 states managed individualized plans for determining vaccine allocation, distribution and tracking. Strong partnerships with HCA Healthcare divisions across the enterprise helped in navigating these nuances and complexities. Allocation was determined through state projections and colleague surveys.



Colleague Tiering Process

Phased rollout of the vaccine was mandated by the government. Before colleagues began scheduling appointments, Human Resources at HCA Healthcare identified colleagues who matched each tier, according to the government guidelines.



Establishing Clinics and Operations

Clinics were set up, requiring all hands on deck to recruit, train and manage clinic volunteers. Many of our corporate-based nurses who previously worked in direct patient care helped to register recipients and give vaccines. Some clinic volunteers even came out of retirement to assist. Community service teams, along with HR, helped organize volunteers. Meanwhile, the Information Technology Group (ITG) team built a software platform to effectively track vaccine inventory and administration (scheduling, number of doses and any adverse reactions).



Data Reporting (Local, State and Federal)

Vaccine administration — including reports of adverse reactions — was reported to government officials. While states adhered to different rules of data reporting, ITG updated the platform to help pharmacists track inventory and chain of custody.

Vaccine Distribution Highlights

Clinics: Implementation of standup clinics throughout the divisions worked extremely well, as some locations vaccinated up to 1,000 colleagues per day. The average time for the entire process was 25 minutes, including the required 15-minute observation period after vaccination.

Digital appointments: After being notified that they were eligible for the vaccine, colleagues could make an appointment at the clinic of their choice. They could also check in through the app. In addition, the system allowed informed release of the vaccine in relation to job prioritization. This ensured that ICU clinicians and others on the front lines were vaccinated first, because they were at the highest risk of exposure to the coronavirus.

Follow-up: A new code option was created that listed the vaccine as a reason for missing work. "We were able to see a very low percentage of serious reactions and also a very low frequency of people having to take a sick day after receiving the vaccine," says Dr. Sands.

Inclusivity throughout the enterprise: According to Dr. Sands, the definition of "HCA Healthcare colleague" was broadened to include employees classified as contractors, students and volunteers so they could be protected while working or volunteering. A database of roughly 450,000 colleagues was created. "We erred on the side of inclusivity so that we were sure no one was denied an opportunity to get a vaccine if it was appropriate that they get one," Dr. Sands says. "It was logistically complex, but I think it was important given the nature of the clinical work environment where you want to protect everyone in the building."

What's next: Vaccination continues to be available to colleagues as we remain focused on ensuring a healthy and safe workplace.

Dr. Bravein Amalakuhan, who was the first physician to care for Texas' first documented COVID-19 patient, gets vaccinated by Chillon Montgomery, RN, division director of Trauma/EMS, at Methodist Healthcare in San Antonio, Texas.



Once a Nurse . . .

It had been eight years since Leslie Gevedon last provided patient care. But after hearing about staffing shortages due to the pandemic and the emerging need to support the COVID-19 vaccination effort in a way that didn't pull clinicians from the bedside, she left her job with the clinical informatics team to help out. Leslie took on the role of implementing and coordinating the vaccine clinics not only for her base facilities, but also for the greater Nashville and Middle Tennessee communities.

Brushing up on her bedside nursing skills, she plunged headfirst into this effort, gathering volunteers, nurses, pharmacists and even physicians. She gave refresher courses to volunteers who also hadn't provided patient care in some time. She worked with the vaccine team on the innovative effort to centralize the access location. This allowed clinicians needing vaccinations to go to one main location instead of further burdening the facilities they supported.

Leslie hosted her first clinic on Dec. 17 and, in the first few weeks, averaged about 1,000 patients daily — and one day they vaccinated as many as 1,500. Her clinics were so efficiently run that vaccinations were even extended to area first responders, including police, firefighters and paramedics. From there, they partnered with the state to extend vaccinations to private and parochial school teachers, and they coordinated small joint ventures to host community clinics across Middle Tennessee.

Leslie gathered nearly 500 volunteers representing corporate and facility-based locations. As of the end of March, more than 20,000 vaccinations had been administered throughout the Middle Tennessee region.

A special thank you to the HCA Healthcare teams that made this special effort possible: Corporate Communications and Marketing; Emergency Operations; Employee Health; Environmental Services; Federal, State and Local Governmental Affairs; Government Relations; Human Resources; Infection Prevention; ITG; Internal Audit; Pharmacy; Physical Security; and Supply Chain.

Vital Information Strengthens Critical COVID-19 Research

An advanced new data consortium makes innovative use of COVID-19 metrics.

155,000+

Patients admitted for treatment of COVID-19 at HCA Healthcare facilities (as of March 2021)

HCA Healthcare has treated more suspected and positive cases of COVID-19 than any other health system in the nation.

When we think of healthcare, we often think of hospitals, nurses and doctors. But knowledge is an undeniably powerful tool in the medical field. And the more knowledge — the more data — that healthcare entities, research organizations and academic institutions can share, the more effective medical professionals can be in caring for patients.

The latest example of this vital synergy between medicine and research is our COVID-19 data consortium known as CHARGE (Consortium of HCA Healthcare and Academia for Research Generation). Launched just this year, the partnership of public and private research institutions is designed to use HCA Healthcare's vast amount of data on COVID-19 hospital care not only to improve patient outcomes, but also to increase public knowledge.

"We believe [CHARGE] has the potential to both rapidly produce new evidence to improve the safety and quality of care for people with COVID-19 and serve as a model for the development of a national

learning health system," says Dr. David Meyers, acting director of the federal Agency for Healthcare Research and Quality (AHRQ).

The CHARGE institutions — including AHRQ, HCA Healthcare's own Sarah Cannon Research Institute, Columbia University, Johns Hopkins University, Duke University and Harvard Pilgrim Health Care Institute — will have access to the COVID-19 data in a research program directed by the HCA Healthcare Research Institute.

"Access to [our] vast data repository will greatly accelerate the pace of discovery of new knowledge," says Dr. Shoshana Herzig, director of Hospital Medicine Research, Beth Israel Deaconess Medical Center in Boston. "To put it succinctly: This initiative will help save lives."

"Patient care needs to be focused on data when available, and the data needs to be made easily available to practitioners for their use," says Dr. Russell E. Poland, Ph.D., Clinical Operations Group, and assistant vice president



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— Dr. Russell E. Poland, Ph.D.,
Clinical Operations Group

of HCA Healthcare's Extramural Research and Collaborative Partnerships. "Unfortunately, many decisions are not based on data but on 'feelings' — or even worse, bad data."

Dr. Poland is in an ideal position to assess the benefits of these collaborations. His vast experience in medicine includes two decades as a faculty member at the David Geffen School of Medicine at UCLA, where he was involved in basic clinical and translational research in areas ranging from brain development to pharmacogenetics. He later served as president of the Texas Health Research and Education Institute. He joined HCA Healthcare in 2016 as president and chief research officer of the nonprofit research institute known as PACE: Partners for Accelerating Clinical Excellence.

"The data consortium came about because HCA Healthcare had more COVID-19 data than the researchers could analyze," says Dr. Poland. "In addition, some of the academic medical center researchers have cutting-edge approaches to data analysis. The consortium is a form of collective intelligence or crowdsourcing that hopefully will help us to better understand COVID-19 and its treatments. A win-win for all."

As a learning health system, HCA Healthcare collects and analyzes data from more than 32 million annual patient encounters. At the outset of the pandemic, we created a COVID-19 registry that has captured data from more than 110,000 suspected and positive COVID-19 patients.

Because HCA Healthcare is committed to sharing data, physicians engaged in research can generate findings that apply not only to their own patients, but also to patients everywhere, Dr. Poland explains. That research leads to improved medical practices, and, ultimately, even better patient care.

COVID-19 Versus the “Five S” Formula

In the fall of 2020, Dr. Jonathan Perlin, chief medical officer and president of clinical operations for HCA Healthcare, told the industry publication *Modern Healthcare* that our organization is committed to the “five S” formula for managing COVID-19:

Spikes

Analyzing community trends to help meet the demands of a surge in the disease

Space

Increasing bed capacity by managing space in our facilities

Supplies

Maintaining adequate personal protective equipment and lab testing supplies

Staffing

Ensuring hospitals have enough nurse, physician and respiratory therapist coverage

Support

Having enough life-support equipment, such as ventilators

Key to that analysis of community trends, according to Dr. Perlin, is reliable data — the use of which is considered operational, or putting the results of the research into action.

"We hope that everything we're doing has immediate practical results and implications," he says. "The COVID-19 study is an important area because of the nature of COVID-19 and how it came upon us.

"This whole consortium, and the way it's been set up, will allow research into a host of other areas, other types of surgeries, behavioral health and other hospital-related service lines. It's important by itself, but it's also a pathway to the future."



Mike Francoeur, PPE Steward at JFK Medical Center in Florida, prepares and distributes personal protective equipment for colleagues at the hospital.

Faces of Care

The complete patient experience is made possible in often-unseen ways.

While you may not see these colleagues at the bedside, their work impacts patient care. Whether it's ensuring that a room is clean and sanitary, that a door closes properly, or that technology is available to communicate with family members, these HCA Healthcare colleagues never forget the purpose behind their work: patients.

Here are just a few faces representing the continuum of care across the enterprise.



Ash Drake
Market Manager
CareNow Urgent Care
Kansas City, Mo.

“My role is to take great care of patients.”

— Ash Drake

behind the scenes, her reason for getting into healthcare is simple. She is known for saying that her role is “to take great care of patients.” “It’s the simple, cheesy answer,” she says. “I felt like urgent care was a great complement to all of my skills. I did the work before, so there are times when I step in and do some patient care, especially as an X-ray tech, if they don’t have a tech that day.”

Serving patients is also a good stress reliever that reminds her of her purpose, she says. “Sometimes if I’ve had stressful calls or meetings, I’ll step in and do some drug screens just to get that patient interaction to remind me that this is why I’m here,” she says.

Early in the pandemic, patient volume at CareNow dropped significantly, but Ash recognized the great need for COVID-19 testing. “We quickly got on board with doing rapid testing, which we still do today,” she says. The undertaking required extensive preparation and staff training, establishing new collection procedures and ensuring that supplies were well stocked. “Hospitals were seeing the really, really sick, so we took on that patient whose child was exposed to COVID-19 and wasn’t sure if they had it themselves. We could help provide that peace of mind.”

Ash started her healthcare career when she was just 15, helping her mother answer phones at a small internal medicine clinic in Mexico, Missouri. Two years later, she was working at a hospital X-ray lab. She’s been with HCA Healthcare’s CareNow Urgent Care for about seven years. Although her day-to-day responsibilities as a leader often have her



Marlin Sams
Senior IT Director
Research Medical Center
Kansas City, Mo.

The bulk of Marlin’s responsibilities keep him within the IT department, but it was his time as a PPE runner and vaccine clinic volunteer that significantly informed how his team supports frontline care workers. In the early days of the pandemic, his team’s work was crucial in an uncertain and ever-changing landscape. “We were all scared, especially with [our facility] being the hub for all of the COVID-19 patients. We went from having COVID-19 patients just in our medical intensive care unit to having them almost hospitalwide. Just going through that process, working with IT and keeping my team calm, and understanding the barriers and risks. Things were changing weekly and almost daily,” he recalls. Marlin had to ensure his team stayed healthy and safe, because the impact of their department shutting down for two weeks would

be significant across the facility. Protocols were established to limit their risk and exposure. “The logistics of all of that could have been a nightmare if it had happened, but it didn’t,” he says. “Once you organize your support model, it’s patient care [that is the focus].” Their early work included providing iPads so frontline colleagues could help connect patients with family members. Each unit had at least two of the devices reserved for their use to prevent cross-contamination. His team also ensured that nurses had enough keyboards and other tactical equipment. They also identified specific team members to assist the frontline staff, limiting their exposure to the rest of the IT team. Those colleagues worked in their own separate offices. Marlin proudly reports that, because of their PPE training and careful measures, none of his team of 10 contracted COVID-19. “Collaborating in that fashion was the right thing to do. If they [nurses] had issues on the weekend or overnight, they had the hardware they needed. We didn’t want those nurses dealing with the stresses of COVID-19 to worry about needing something from IT,” Marlin says. After several months of working through the pandemic, Marlin exchanged his suit and dress shoes for sneakers and a hospital gown to volunteer as a PPE runner.

“That really shed a light on how critical PPE is,” he says. “It helped me to connect with nurses who see me in a suit every day, but when I donned a gown, it allowed the connection with IT to get even stronger. “A lot of leaders in the hospital did that. I didn’t want the hospital or leadership to think that we were not in this with them as well. Not just from a technology standpoint, but we’ll be there, arm in arm, side by side, to do whatever we’ve got to do.” It also helped him to better understand what the frontline staff needed from IT. “I wanted to understand how I can help more from the IT perspective in a way that I can’t see from sitting in my office or looking at tickets,” he says. Despite the fear and uncertainty of those early days of the pandemic, Marlin says he feels better prepared to support frontline caregivers. “I never thought in a million years I would have witnessed and lived through something like this, but I’m happy I did. It’s something that I’ll be able to take throughout my career with HCA Healthcare.”

“Collaborating in that fashion was the right thing to do. If they [nurses] had issues on the weekend or overnight, they had the hardware they needed. We didn’t want those nurses dealing with the stresses of COVID-19 to worry about needing something from IT.”

— Marlin Sams



Irene Salazar

Housekeeper
Environmental Services
HHS West Valley Medical Center
Caldwell, Idaho

Irene had an established career as a cosmetologist when she put it on hold to care for her husband, who had suffered a stroke. She was his caregiver until he was well enough to return to work. But instead of rebuilding her former career, she joined the environmental services team at West Valley.

She's come to love her new role for many of the same reasons she enjoyed her previous work: people.

"I have a service-oriented heart," says Irene, an active church member who tries to model her Christian faith. "It's not just housekeeping. It's not just a job. It just blesses me that I get to go around and say, 'Good morning. Good morning. How are you?' I get to bring love and joy to people, and they delight in it."

Irene says the most rewarding aspect of her job is when she gets to interact with patients in their rooms. "They ask me to pray with them. They want hugs or just to be listened to. During the pandemic, they couldn't have visitors, so they were so happy to see me. Even on my lunch break, I would visit with them because they were really missing family. Here at West Valley, we always say, 'Care like family.' For me, that's the highlight of my day, seeing patients. Honestly, that's why I'm here. I love it."

An additional unexpected outcome of her career switch came in the form of emotional healing. The heavy burdens of caring for her ill husband and the loss of her job as a cosmetologist were very difficult to bear, and Irene found herself struggling with depression. When she began working at West Valley two years ago, she was assigned to the hospital's mental health unit where she at first felt challenged, but where she soon found a sense of purpose.

"It was the hardest thing for me to see — but I had to. I couldn't let depression become my crutch," she says. "I'm actually finding the freedom to speak about my depression because I was embarrassed about it. But I'm overcoming that."

She tries to inspire her fellow colleagues with her encouragement and positivity. "I always tell them, look for the opportunities that you're missing. I'm a housekeeper, but I understand how important it is that everything is clean and sanitized for patients. I really tell them how much it means to me that I get to clean their rooms."

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When you're not feeling good or you've been in surgery, you don't need the TV not to work or the faucet to drip. They need everything to work properly.

— David Fleury



David Fleury

Carpenter
Rapides Regional Medical Center
Alexandria, La.

For 36 years, David has been a constant fixture at Rapides Regional Medical Center. "It's what I like to do," says the lifelong carpenter and jack-of-all-trades. "We have a good team here, and that's why I've been here for so long. We're a family."

From his vantage point, a hospital is a complex and comprehensive system that requires great teamwork to keep things running.

"It's a big world. It's a lot more than carpentry," he says of his job. "If a door latch gets old or a door squeaks, we need to take care of that. The cabinets in the rooms, the drawers — all of that needs to work. These people who are here, they're patients. When you're not feeling good or you've been in surgery, you don't need the TV not to work or the faucet to drip. They need everything to work properly, from the door to their room opening all the way to the elevators working on their way to X-ray or surgery."

David says the team stays busy because of ongoing transportation within the hospital. "Handrails get knocked loose; walls get scuffed; and corners get damaged," he says.

Working through the pandemic last year was unlike anything he ever imagined he would experience, he says. The hospital's

team of carpenters, plumbers and general maintenance crew members united to solve sometimes unique challenges they had never encountered before. For example, they took extra measures to ensure the automatic doors in the ICU stayed closed because the air from the added HEPA filter machines pulled negative pressure, forcing them open.

"But I was glad to be a part of it, to be able to see that what needed to get done got done. I was worried, and it was stressful, but I felt like I was doing my part by staying here and doing what was needed," he says. "It was scary, but the hospital provided us with education and enough personal protective equipment to do our jobs, which was great. I never felt unsafe."

Although David's direct contact with patients may be fleeting, he says seeing them makes his job extremely rewarding.

"I like seeing people get better and leave feeling good, and I like that they've been taken care of and to know that we've done our best to make them comfortable."

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They ask me to pray with them. They want hugs or just to be listened to. During the pandemic, they couldn't have visitors, so they were happy to see me.

— Irene Salazar



Nancy Maldonado, Medical Lab Technician, and Bonita Calloway, Clinical Lab Assistant, show their support arm in arm during Lab Week at Biltmore Park Lab in Asheville, N.C.

Support Starts Here

These benefits and resources help take care of the colleagues we work with every day.

It can be valuable for companies to see their relationship with employees as that of a family. At HCA Healthcare, we don't just see it that way. We live it that way.

The well-being of our colleagues is paramount, not only in times of crisis, but also every day. "The pandemic helped us recognize that we needed to approach well-being benefits and resources from a different perspective," says Charlene Jones, SPHR, SCP, assistant vice president for Benefits Operations.

"We've really had to use a new lens to determine how we can increase awareness of what's available and to find new ways to deliver support and take care of colleagues and their families.

"We're committed to the care and improvement of human life, including the lives of our colleagues. For the Benefits team, our theme for well-being in the past year has been Take Care."

A nourishing environment encourages growth, but it also furnishes a sense of comfort and a safe haven during turbulent times.

Mental Health

Programs designed to counter the stresses of everyday life — including the workplace — became even more important when the pandemic affected the healthcare field so deeply. But steps were already being taken to improve many of these resources. The Nurse Care service, for example, provides hospital-based nurses with free and unlimited confidential phone access to a counselor, 24/7.

"In early 2020, we had a plan for a phased rollout of Nurse Care over a nine-month period," says Charlene. "Once the pandemic hit, we quickly introduced the program in just a few weeks across the organization. It has received a tremendous response." Last year, the Nurse Care line received more than 20,000 calls.

HCA Healthcare also transitioned the Employee Assistance Program to Optum Wellbeing Services, "which offers so much more than a traditional EAP," Charlene says. Any member of the household can use Optum's free counseling and referral services to speak to a professional therapist in person,

by phone, online or via text message for up to five sessions per issue, says Charlene. If more support is needed, Optum can direct colleagues to assistance in areas such as financial and legal matters, couples counseling, mental health, and substance abuse.

Virtual Care

Opportunities for virtual delivery of care continue to be embraced by patients and colleagues alike during this time.

"Our partnership with Doctor On Demand offered free telemedicine services to all colleagues and their dependents in 2020," explains Charlene, adding that those groups used the remote service for more than 15,000 visits last year. "And we've continued free behavioral health visits through 2021 for colleagues and their dependents enrolled in an eligible HCA Healthcare medical plan."

Also available is Talkspace — an application that allows you to speak to a licensed therapist by text or live video — and the Sanvello app, which offers self-guided resources to manage

stress, anxiety and depression. "Most therapy visits now are handled virtually because colleagues can get help in a more efficient and convenient way," says Charlene.

Language Skills

In the midst of the hardships of the pandemic, colleagues have had access to some new and improved resources as well. "We've repackaged how we communicate our well-being benefits to increase awareness and help colleagues find the support they need at the moment they need it," Charlene explains.

Language can present a formidable obstacle, especially given the broad demographic that HCA Healthcare both reaches and represents. "We want to make sure all colleagues are equally informed and have access to the information they need," says Charlene. "All of our benefits vendors, including BConnected, have language

services so colleagues can call and speak to a representative or translator about their benefits questions. Optum Behavioral Health can also help HCA Healthcare medical plan participants find providers who speak their language."

There's Always Hope

Our independent, nonprofit, colleague-supported HCA Healthcare Hope Fund provides another layer of protection and an additional resource.

"For 16 years, colleagues have turned to the Hope Fund to help one another in a time of need," says Hope Fund President Joe Flynn. "It has helped over 41,000 colleagues with a total of more than \$70 million after a sudden illness, injury, or death in their family, or when disaster struck."

During the pandemic, the Hope Fund expanded assistance to address needs

related to child care and remote learning.

"Most of the COVID-19 assistance has been for illness, past-due rent or mortgage, and even funerals," says Joe. More than \$3.6 million in pandemic grants have been made to over 2,100 colleagues, and 2020 set a new record for the Hope Fund, as it provided more than \$10 million when our colleagues needed it most.

HCA Healthcare and Hope Fund administrators say the key is awareness of what's available. "We want to get the word out to colleagues that they are not alone," Charlene emphasizes. "We encourage them to take that first step to see what's on the Wellbeing Hub and find what they need. We are here to help."



Much More Than Just a Place To Work

HCA Healthcare offers the following to support colleagues and their families:*

- Free counseling and referral services, including for mental and emotional well-being
- Free tobacco-cessation program
- Free preferred generic drugs and in-network preventive care services
- Free legal and financial counseling
- Adoption assistance
- Paid leave for family and maternity
- Referral services for child care, tutoring, elder care, pet care, help with special-needs children and other household support
- College-planning resources
- Consumer discounts
- Weight-management and healthy-living tools

*Not all benefits are available in every facility.

To ease financial pressures and ensure that colleagues are able to manage the family budget, HCA Rewards offers:

- Optum financial resources: tools for setting a budget, building savings, eliminating debt and more; includes two free 30-minute calls per topic
- Student loan assistance: monthly benefit of \$100 (full-time) or \$50 (part-time) to help colleagues repay student loans for a degree already completed, plus free sessions with a financial wellness coach
- Financial Soundings: personalized Retirement Readiness Scores and expert financial advice to find ways to increase 401(k) plan savings and take the stress out of retirement planning

HCA Healthcare's education assistance program includes the following resources for eligible colleagues:

- Tuition reimbursement: up to \$5,250 each calendar year for eligible higher education tuition expenses
- Galen College of Nursing: online registered nursing to Bachelor of Science in nursing program with no out-of-pocket tuition expenses, to make nursing education more achievable and eliminate the need for student loans
- Clinical certification support: prepaid vouchers, test fee reimbursements and bonuses for achieving specific, nationally recognized clinical certifications
- College coach: free sessions with an academic and college finance advisor to discuss school considerations and career-relevant education options
- Family education resources: scholarships for dependent children, discounted tutoring services, access to tools for locating or starting a local learning pod, and support for children with learning disabilities

Nurse Christy Browning,
Rocky Mountain Hospital
for Children
Denver, Colo.



Purposeful Partnerships

Care comes in many forms as we expand our reach in the communities we serve.

Our unyielding mission to care for and improve human life doesn't stop at the walls of our facilities. Through volunteer commitments, targeted investments and strategic partnerships with charitable organizations, HCA Healthcare has remained dedicated for more than 50 years to the communities where we serve.

Now, with generous colleagues numbering more than a quarter-million — working at more than 2,000 sites of care in 20 states and the United Kingdom — we have the opportunity to create an even greater impact in our local communities by leveraging our network, scale and values. We've expanded long-standing partnerships while establishing new connections to improve our impact.

Disaster Relief: American Red Cross

This renowned humanitarian organization is synonymous with disaster relief around the world. Since 2019, thanks to a \$500,000 contribution to the Annual Disaster Giving Program (ADGP), HCA Healthcare has reiterated our support, helping to meet the needs of people affected by disasters of every description, nationwide.

"We know firsthand the help the Red Cross provides to people and communities during the most difficult times," says HCA Healthcare CEO Sam Hazen. "HCA Healthcare's culture is built on a deep-rooted belief in taking care of others while taking care of each other, and

we are privileged to continue our support of disaster-relief efforts by the Red Cross."

Through an employee match program, HCA Healthcare and our colleagues share a long history of joining with the Red Cross in providing disaster relief. Over the past three years, HCA Healthcare has provided \$2.5 million in financial support for hurricane relief, including for Hurricane Harvey in 2017 and hurricanes Florence and Michael in 2018.

Moreover, HCA Healthcare has contributed more than \$1 million to help the Red Cross fund capital campaigns such as bloodmobiles for mobile blood donations, the Home Fire Campaign to put smoke detectors in homes and Together We Prepare disaster training. Contributions to the ADGP provide a reliable

funding base and enable the Red Cross to provide services to people in need at no cost.

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

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

"Every day, people turn to the American Red Cross for help," says Trevor Riggen, senior vice president, American Red Cross Disaster Cycle Services. "With the advance support of HCA Healthcare and its employees, the Red Cross can prepare individuals and communities for the unexpected and provide relief whenever and wherever disasters strike."

Maternal and Infant Health: March of Dimes

Our partnership with March of Dimes is another way HCA Healthcare demonstrates our commitment to the health of all moms and infants.

More than 215,000 babies are delivered each year at our hospitals — more than at any other healthcare provider in the nation. Our support of March of Dimes extends through participation in the March for Babies events, as well our use of NICU (neonatal intensive care unit) Family Support materials in our facilities, helping the organization have an even greater impact on those they serve.

"The March of Dimes family support system is extremely valuable," says Shawntay Gadson, lactation consultant at affiliate Memorial Health in Savannah, Georgia. "Most parents in the NICU are feeling a sense of loss, in addition to mourning the loss of their planned birth experience. My goal has always been to help the parents' loss feel like a gain. In the NICU, our parents gain a family — a

support system that will be here throughout their journey. Seeing the parents find joy and strength through one of the most challenging times in their lives gives me purpose."

For HCA Healthcare nurse Christy Browning, March of Dimes' focus on cutting-edge research and funding for advanced NICU care fuels her own passion for infant care at Rocky Mountain Hospital for Children in Denver, Colorado. Christy appreciates the March for Babies campaign and sees it as a powerful opportunity for families, healthcare providers and the community to come together.

"One of the more moving parts of the event is how welcoming it is to all families, even those who have known loss," says Christy. "The Remembrance Gardens help keep people present in the realities of what some families face."



Tomorrow Gets a Boost Today

For more than 50 years, HCA Healthcare has been caring for communities. One of the latest examples: the Healthier Tomorrow Fund, a \$50 million impact resource that supports partnerships focused on addressing high-priority community needs and health equity.

Established by the HCA Healthcare Foundation, the fund will initially provide grants to nonprofits in 25 communities where HCA Healthcare has a presence, with plans for expanding to other markets. Up to \$5 million will be distributed in its first year.

According to Joanne Pulles, HCA Healthcare vice president of community engagement, the fund will focus on five main areas: mental wellness, healthcare careers, maternal and infant health, heart health, and cancer care.

The fund, says HCA Healthcare CEO Sam Hazen, "will provide opportunities to make a lasting, meaningful impact in the communities where our colleagues live and serve."

**A Conversation
With Rachel
Hawksworth**
Vice President of
Talent Acquisition
HCA Healthcare
Nashville, Tenn.



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We’re looking for people who have a passion for serving others, who are compassionate and who bring the right skills to the position.

— Rachel Hawksworth

Colleague Q&A: Getting Personnel

Hiring the right people takes a special talent — especially in a large organization. That’s where experience pays off.

Rachel joined HCA Healthcare in the fall of 2020 after two decades working in a variety of corporate retail positions, including operations management, human resources and recruitment. The Western Illinois University graduate now oversees a department that is responsible for roughly 80,000 hires annually. Here she discusses what it means to join the HCA Healthcare family.

Q: You have a strong retail background. What attracted you to healthcare?

A: I was looking for a change from retail to an organization that had a higher purpose, and healthcare was a target industry as I explored new opportunities. The mission of HCA Healthcare spoke to me from the day I heard it. I was sold and couldn’t wait to learn more.

Q: What makes HCA Healthcare a good fit for you? Is your retail experience helping you?

A: Believe it or not, there are a lot of similarities — mostly operational — that resonate with my retail background. I’ve had a sharp learning curve, but I can rely on my experiences as a guide. As a recruiter, you develop an appreciation for the art and science of making a great hire.

Q: What are your current goals, and what recruitment strategies are you working on right now?

A: Our No. 1 goal is to acquire the right talent at the right time. We’re focused on attracting high-quality, diverse talent, and our strategy has been a big focus for 2021. This encompasses how we attract candidates, which includes branding and marketing to prospective applicants, creating an engaging experience on our careers site platform, and improving our technology to make it easier to apply.

Q: Have you developed a vision for nursing recruitment?

A: This is the most critical position we recruit for, so we’re focused on hiring experienced RNs as well as new graduates. We’re in the process of refining our vision, which includes providing a signature experience to our candidates. We want them to be engaged and feel great about joining HCA Healthcare. Our vision is rooted in ensuring we have a process that is seamless and fast, delivering quality talent in a fair and consistent way.

Q: What are the qualities you look for in nursing candidates?

A: In general, we’re looking for people who have a passion for serving others, who are compassionate and who bring the right skills to the position. We’re in the people business, so ensuring that the talent we hire will contribute well in our culture is important. There are so many options; we offer everything from bedside nurse positions to case management to leadership. Depending on your career goals, I’m certain you won’t find more options anywhere else.

Q: Can you comment on how HCA Healthcare creates a family atmosphere for colleagues?

A: At HCA Healthcare, we “care like family.” I haven’t seen this in any other organization I’ve worked for. In my short time here, I’ve personally witnessed genuine displays of this value with colleagues who need some additional level of support. I continually hear about our family commitment through mission moments that we share regularly.

Q: Closing thoughts?

A: Being a recruiter is a special job. We work with candidates during very important — and in some cases life-changing — decisions for them and their families. I am proud that I get to represent this organization.



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