

HCA Healthcare Magazine



Special Edition:

Showing up for our colleagues





HCA Healthcare colleagues,

At HCA Healthcare, we are part of something unique in the healthcare industry. Our mission-driven work puts people at the center of every decision we make. There is power in our purpose, power in our people, and power in our plan. Our company isn't perfect, but our purpose is.

I am always inspired by your compassion and dedication to our patients, communities, and each other. You show up for those you serve, and we are committed to showing up for you.

In this special edition of *HCA Healthcare Magazine*, we outline the many people-centered initiatives taking company precedence in 2022. You will see how we equip our teams with the resources, partnerships, and programs they need. From talent attraction and staffing needs to workplace experience and benefits, this year's enterprise-wide strategies and objectives concentrate on supporting and sustaining you and your families.

These strategies lay the groundwork for colleagues to advance personally and professionally, remain resilient, and provide industry-leading care for their patients.

The overall health and well-being of our colleagues remains a top priority. As we continue to pay close attention to your evolving needs, we strive to create pathways for individual growth and opportunity. Thank you as always for the incredible work you put in every day to further our mission and provide high-quality care to our patients.

Sincerely


Sam Hazen
CEO, HCA Healthcare

On the covers

Front cover — In this special edition of *HCA Healthcare Magazine*, taking the place of our usual summer issue, we are pausing to spotlight how the year ahead is focused on caring for and equipping our colleagues. When we say, “We show up,” this is what we mean. Inside this edition, you will find the many ways we are here for your success. Visit us online for more.

Back cover — Kelsey Harrison, R.N.
Inpatient Nursing
TriStar Horizon Medical Center
Nashville, Tenn.

A previous Colleague Q&A (*HCA Healthcare Magazine*, spring 2022, pg. 19) contained an error. The article stated that HCA Healthcare has more than 625 robotic surgeons operating in 105+ facilities. In fact, HCA Healthcare has more than 625 robots operating in 105+ facilities.

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Accelerating Recruitment Efforts to Meet Demand

Our approach to recruiting industry-leading talent

For years, the healthcare industry has been experiencing the growing challenges of labor shortages, especially in clinical care areas. The demands of COVID-19 put additional strain on caregivers, causing even greater pressure.

As a result, HCA Healthcare has been laser focused on ramping up efforts to recruit and retain top talent. Equipping our teams with innovative solutions and advancement opportunities continues to unlock possibilities for our colleagues and for the healthcare industry as a whole.



Building a diverse talent pipeline

In May 2021, HCA Healthcare announced a \$10 million investment over the next three years to Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) across our footprint.

This commitment supports our goal of a diverse pipeline of future healthcare professionals and leaders, ultimately helping us to deliver more equitable, culturally competent care.



New Graduate Specialty Training Apprenticeship for Registered Nurses (StaRN)

Our year-long nurse residency program starts with StaRN, a 10- to 12-week onboarding and training program for new graduates. It allows new graduate nurses to move with confidence from the classroom to the bedside and allows existing nurses to move into other specialties. The program also provides education, support and guidance as new graduate nurses begin their careers in HCA Healthcare hospitals.



Identifying and recruiting talent

Our Talent Acquisition teams proactively search for quality candidates across the nation and throughout our HCA Healthcare family.

Candidates are offered opportunities to learn more about HCA Healthcare and to connect with recruiters. This approach helps build talent pipelines, promote brand awareness and cultivate relationships with prospective colleagues.



Recruitment marketing

Our Talent Acquisition team drives marketing campaigns through multiple channels — from social media to job boards and display advertising — promoting our brand and message to professionals throughout our communities.

Our recruiters help tell our story to prospective candidates by highlighting the many benefits of being a part of HCA Healthcare.

These recruitment and marketing campaigns helped generate more than **1.7 million applications**



Improving the application and onboarding process

HCA Healthcare has begun the migration to GHR, which includes a mobile-optimized, more user-friendly application process for candidates.

We have also added a “quick apply” capability to our job board application process on Indeed, resulting in a major increase in applicants. We are leveraging technology to improve our candidate outreach and accelerate the recruitment and onboarding process.



Hiring at a glance

Total positions filled:
122,725
67% external
33% internal

24%
increase in external
R.N. hiring from 2019

32%
increase in non-R.N.
hiring in all lines of
business from 2019

12,323
new graduate
positions filled

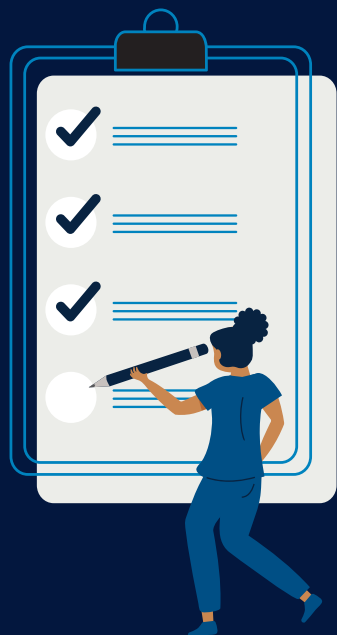
35%
In 2021, we hired 35% people
of color in management and
supervisory roles, a 10%
increase from the prior year.

Numbers related to total internal, external and HealthTrust contract hires, as well as hiring growth, 2021



“The HCA Healthcare mission is to improve patients’ lives, and I thought, yes! That’s what nursing is about — improving peoples’ lives by helping them and empowering them with the knowledge and the skills they need. That’s what I find most satisfying.

— Teresa Nguyen, R.N., BSN
MountainView Hospital, Las Vegas, Nev.



Your Experience, Your Expertise

Feedback channels and colleague engagement opportunities are here to improve the work lives of our colleagues.

We strive for a safe, engaged and inclusive workplace, which wouldn't be possible without the people of HCA Healthcare. Open channels of communication and the active participation of each of our colleagues shape the way we function as a family. Through advanced communication tools, engagement initiatives and development resources, our colleagues play a key role in enhancing the workplace experience.



Colleague feedback

HCA Healthcare offers a variety of ways to collect colleague feedback.

- **Colleague rounding:** Leaders visit with their direct reports regularly to develop a personal connection and learn how they can better support their teams. These conversations can lead to recognition, issue resolution and growth opportunities for colleagues.
- **Vital Voices:** This engagement pulse survey captures feedback from colleagues throughout their employment life cycle, prompting meaningful change and enhancing the colleague experience.
- **Employee Advisory Groups (EAGs):** This forum is an opportunity for select colleagues and leaders to work together toward improvements that directly impact our people: safety, workplace culture and community engagement.
- **Colleague Networks:** These communities enable colleagues to convene around commonalities or experiences (e.g., Hispanic/Latinx, LGBTQ+, veterans, etc.). Colleagues can safely and openly connect and engage in meaningful discussion and learn from others across the enterprise. To date, 2,300+ colleagues are members of one or more networks.



Colleague engagement and retention

Training and equipping leaders with tools to improve engagement and retention helps colleagues feel more involved, supported and cared for at work.

- **New leader onboarding:** A suite of onboarding resources is available to prepare new leaders and colleagues for their roles, enabling them to immediately better support each other. Research shows that the first 90 days of a new colleague's experience are critical for overall satisfaction and retention.
- **Professional Practice Councils:** Front-line colleagues and their leaders collaborate to enhance the quality of care and patient outcomes.
- **Engagement and Retention site:** Related to Vital Voices and other key colleague feedback programs, our hub of resources on Atlas includes tools and templates for leaders to strengthen colleague engagement and retention.



Issue resolution

Several processes are in place to help colleagues identify issues and trends and resolve them more efficiently. Our colleagues have access to enhanced systems to facilitate innovative solutions.

- **Integrated issue tracking, resolution and reporting:** Many enhanced tools are in development, aimed at making it easier for leaders to identify and resolve issues while giving colleagues insight into progress.
- **Closing the loop:** Leaders always look for the best way to document and respond to colleague input. Resolution tools such as Orbit and Service Central help ensure issues are acknowledged and resolved and are becoming more streamlined and user-friendly.
- **Supply chain integration:** Merging issue management systems with additional service lines allows colleagues to directly log their issues, which are then routed to the right source for a faster resolution.



A sense of belonging and well-being

We deeply value your mental health and well-being. We're here to support those needs in the ways that are most meaningful to you.

- **Thrive Forward:** This digital wellness toolkit was developed to provide assessments, articles, videos and other tools to help leaders and their teams reduce stress and create healthier habits for overall well-being.
- **Employee Experience site:** Atlas, HCA Healthcare's intranet, offers a central space for colleagues to gain knowledge about HCA Healthcare and access offerings that enrich their work lives, including our Wellbeing Hub.

Visit the Atlas homepage from an HCA Healthcare provided computer and enter keywords *Our Employee Experience*.



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We know that the best way to make a difference for our patients is to make a difference for our people. Every day, we are committed to finding new ways to better equip you with the tools and resources you need to do your best work. It's an ongoing effort, but one that is strengthened by your voice and ongoing feedback.

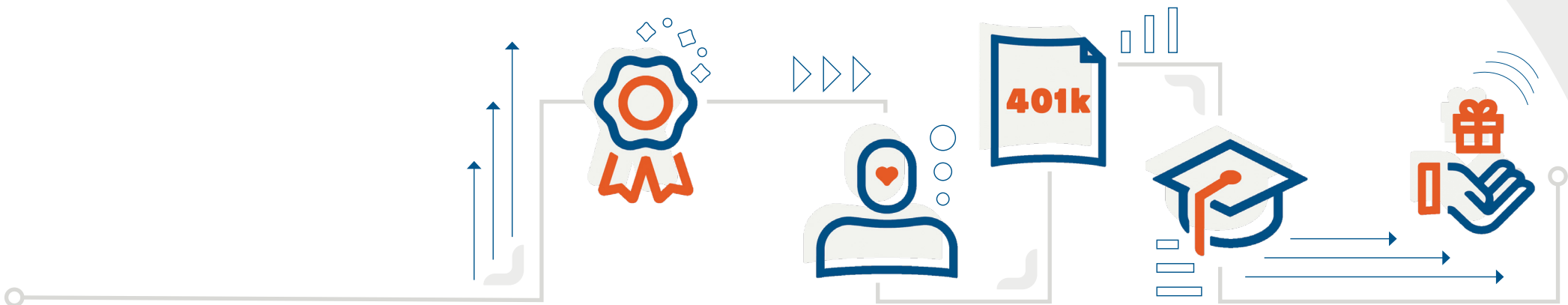
— Jennifer Berres, Senior Vice President & Chief Human Resources Officer

Benefits and Resources

We are here to support and maintain your health and well-being — in the ways that matter most to you.

Wherever you work, whatever your role, you are a part of the HCA Healthcare family. Supporting you in the ways that matter most is what caring like family looks like. The benefits and resources available to our colleagues provide a firm foundation for professional development,

financial stability, future preparedness and overall well-being. Whether a colleague needs crisis assistance or mental wellness support, HCA Healthcare is here to help — and hope — in many ways.



Compensation

- Our pandemic pay program provided 70% of base pay to colleagues in care settings with reduced hours. To date, more than 126,000 colleagues have benefited.
- The quarantine pay program provided 100% of base pay to those working in a patient care setting who quarantined due to exposure or a positive COVID-19 test result.

Colleague awards and recognition

- The HCA Healthcare Colleague Recognition Program is an online platform designed to recognize our most important asset — our amazing colleagues! It allows colleagues to recognize anyone across the enterprise and earn points that can be redeemed for rewards from a catalog of options. Learn more at colleaguerecognition.isrewards.com
- Since September 2021, there have been 1.5 million recognition touch points both from leadership and peer to peer — plus an additional 700,000+ organization recognitions.
- In 2021, 265,000+ rewards were redeemed for 550 donations to the HCA Healthcare Hope Fund, as well as items such as scrubs and gift cards.

HCA Healthcare Hope Fund

- The Hope Fund is a 501(c)(3) charity operated and supported by our own colleagues. It provides emergency funds to colleagues when significant hardships arise.
- More than 1,300 colleagues financially impacted by the COVID-19 pandemic received grants totaling \$1.9 million.
 - In 2021, more than \$10.4 million in assistance was distributed, helping more than 4,800 HCA Healthcare families.
 - Since the Hope Fund's inception 16 years ago, more than \$80 million has been given to more than 45,000 colleagues and their families.

Retirement and financial planning

- Our Employee Stock Purchase Plan provides discounted HCA Healthcare stock purchasing options to our colleagues.
- HCA Healthcare has partnered with Remotiv to help colleagues evaluate their retirement readiness. You can find ways to increase your 401(k) plan savings, get help with your personalized investment strategy and take the stress out of retirement planning.
- Take advantage of waived fees, consumer loans, mortgage discounts, and financial well-being and wealth management counselors by using our preferred banking partners: Bank of America and HCA Healthcare Credit Union.
- We have partnered with Abenity and Corporate Shopping to deliver special offers from some of the world's most popular retailers.
- Optum Wellbeing offers up to two 30-minute calls per topic per year with a financial professional to discuss budgeting, debt reduction, retirement, estate planning, taxes and more. Call 877-950-5075 to get started.

Your future

- Thriving in the workplace starts with development and career opportunities. But it doesn't end there. For all of us at HCA Healthcare, knowing you're supported during your employment and beyond is important, too.
- Tuition assistance: We provide up to \$5,250 annually in tax-free reimbursement for eligible higher education tuition expenses. Additional education discounts for more than 220 accredited schools are also available.
 - Student loan assistance: HCA Healthcare provides a monthly \$100 benefit for eligible full-time colleagues and \$50 for those who are part time. In total, HCA Healthcare has assisted with more than \$59.2 million in student loan payments since 2018 (as of Dec. 31, 2021).

Colleague well-being

- We know that your dreams — and your struggles — don't just stay home when you show up for work. Whether you need to focus on your mental, physical or financial health, HCA Rewards provides resources and tools to support all aspects of your life.
- Nurse Care (800-480-1234) is a free, confidential program that provides hospital-based nurses 24/7 access to licensed psychologists, social workers, alcohol and drug counselors, and marriage and family therapists. In 2021, the line received more than 24,000 calls.
 - Free, confidential counseling services are available to colleagues and members of their households through Optum Wellbeing Services (877-950-5075). Eight free sessions per topic per year are included, and they are available in person or online.
 - The HCA Rewards Wellbeing Hub is a one-stop site for all the resources available to you and your family. To access, go to HCAhrAnswers.com, click Benefits: HCA Rewards and select the Wellbeing Hub link.



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In healthcare, to provide empathy at 100%, you must have an outlet to help you refill your cup. You cannot give what you don't have. HCA Healthcare is here for you.

— Angel Romero Jr., MSCIS, BSN, R.N., Vice President of Quality, HCA Houston Healthcare Mainland, Texas City, Texas
(See page 15 for more about how our resources helped Angel in a time of need.)

Patient Throughput

Making each patient’s journey — from admission to discharge — exceptional in every way

What matters most to us is giving people the absolute best healthcare possible. From caregiver cross-training to nurse advocacy and best practices, every innovation at the bedside directly impacts every piece of the patient care experience. And we are here to champion that innovation.

Delivering the best patient experience not only depends on the operations in place, but also on the caregivers who bring our purpose to life. At our facilities, the roles and responsibilities of each colleague are being carefully aligned to deliver excellence and the highest quality care available.

We are also leveraging the expertise of our current care teams to elevate creative solutions and instill people-first practices. Providing access to industry-leading education and evidence-based operations sets our teams and their patients up for the best outcomes possible.

Patient outcome priorities

Our ability to provide safe and effective care starts with our trusted care teams. By means of communicating efficiently, offering next best actions and coordinating these actions across teams, we seek to solve delays, inform the full care team and automate many administrative functions to allow the time spent with patients to be more meaningful.



Diversifying and optimizing the workforce:

We leverage and scale alternative care-delivery methods to ease the burden on nurses and manage staffing shortages. New roles help support nursing workload, including those of LPNs, nurse externs and paramedics.

- Alternate model care practices (LPNs, paramedics)
- Market float pools
- Patient safety attendant (sitter) reduction
- Nurse externs (LPN, paramedic)



Enhancing nursing communication:

We are improving access to patient data via digital platforms that boost communication efficiency and provide real-time visibility to critical medical records.

- Swift and accurate shift handoff
- Digital safety huddle information at a unit level
- R.N. results review via PatientKeeper software



Optimizing technology:

We invest in the latest, most innovative technologies to promote the best outcomes for our patients and improve patient safety.

- Wound care imaging**
- TeleTracker*: real-time patient tracking
- Next-Gen Analytics for Treatment and Efficiency (NATE)
- MobiLab specimen collection tool*
- Medication management and Pyxis integration

*Dependent on key partners

**Dependent on funding approval

Innovative technologies

Our Care Transformation and Innovation (CT&I) teams constantly pursue improvements across patient flow and operational practices. This allows nurses to spend more time at the bedside to efficiently move patients toward the care they need. Advancing care models and skill mixes means that facility leadership, direct care providers, and patients and their families will experience new innovative technologies. This includes machine interoperability, shared data usage after individual input, and core documentation elements.

Patient care opportunities:

Prototype solutions that bring all labor data together in one system are under development in labor and delivery units. The one system describes the current state of labor and the baby’s condition, sharing the information with all team members. This allows real-time awareness and enables machine learning to predict labor progress for the next four hours.

Caregiver training:

An environment of shared training produces consistent competency, proficiency and mastery of new technologies. By expanding our focus to the care team and the ways in which teams work together in a new digital space, we are developing inter-professional collaborative competencies, shared decision-making and side-by-side/at-the-bedside incorporation of new AI-informed data.



Staffing assistance:

A newly embedded Digital Care Team member (a software solution like Alexa or Siri) can now partner with human care team members. This organizes workflow, finds data, and supports communication and collaboration among care team members. It can even complete some simple tasks like documentation on behalf of the team.

Technology development:

Our Innovation Hubs (two hospitals training to be sites for CT&I work) are alpha testing new models and technologies, and are becoming skilled at serving in the role of clinician innovators. An Emulator displays our alpha test products within the natural workflow of the leader or provider. This allows us to test new technologies and models of care alongside the current method. The goal: to continually improve our computation models, build trust with the care team and identify concerns early in the development cycle.



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At other hospitals where I’ve done rotations, everything is on paper. But at Good Samaritan, I can input information [digitally] through easily accessible quick links. I can do my charting, make requests and write reports – all electronically. It’s quicker and more efficient. Because of this process, I have more time to spend with my patients, and it helps greatly with throughput.

— Tiffany Ehlers, R.N., Good Samaritan Hospital, San Jose, Calif.

A Future of Opportunities

How we are supporting our colleagues’ career growth and professional development

At HCA Healthcare, people are our greatest asset. By investing in our current and future leaders — developing leaders who embrace our culture, grow our organization and lead the industry — we can fulfill our purpose of giving people a healthier tomorrow.



HCA Healthcare Leadership Institute mission statement:

“Building leaders who embrace our culture, grow our business and lead the industry.”

Nursing advocacy and development

Nursing is our differentiator. Investments in education, technology, capital improvements, infrastructure and well-being resources let our nurses spend more time at the bedside and see a clearer path for career advancement.

- Our Centers for Clinical Advancement (CCA) bridge the gap between the classroom and bedside care, providing highly interactive, practice-based instruction.
- In 2020, HCA Healthcare acquired majority ownership of Galen College of Nursing, one of the largest educators of nurses in the U.S. We work together to bring nursing programs to colleagues and the larger community, which will help in addressing the nation’s nursing workforce needs.
- The HCA Inspire app offers nurses a secure method to chart a path for professional growth, connect with a mentor who can inspire and challenge them, and recognize the excellence of their nursing colleagues.
- The Excellence in Nursing Award, including a cash gift and charity donation, is presented at the facility, division and organization levels. It recognizes outstanding nurses for their professional mentoring and compassionate care.

HCA Healthcare Leadership Institute

This extensive portfolio of development programs for leaders builds strategic and operational capabilities, while allowing leaders to network with colleagues.

357
graduates from the Leadership Institute Academy (LIA) for directors in 2021

86%
retention rate for LIA graduates since 2018

Our professional impact

210,287
hours of training delivered

78,610
participants

1,398
in-person classes

540
virtual classes

4.7/5.0
overall value score (5 = excellent)

420
Signature Series program graduates

4,113
leadership wellness resources downloaded from the Thrive Forward digital toolkit

13,942
colleagues completed the Conscious Inclusion workshop (recognizing, embracing and leveraging differences), including 8,272 at the director level and above

85%
of all workshops used both in-person and virtual delivery platforms

Harvard Spark

The Leadership Institute also offers Harvard Business Publishing and Leadership Institute content, videos, tools and articles through Harvard Spark. The mobile-enabled learning platform provides curated, on-demand content to your laptop, desktop or mobile device.

9,540
unique participants accessed the content

200,000+
Harvard Spark resources in 2021

Harvard ManageMentor

Harvard ManageMentor provides access to 42 modules of flexible, self-directed learning options including high-quality content, videos, tools, discussion guides and on-the-job activities for leaders at all levels.

23,000+
participants

Signature Series Programs

The Executive Development Program, the Director Development Program for ER/OR/Critical Care and the Leadership Excellence Program are service-learning programs that candidates can either apply to or be nominated for.

New Leader Orientation (NLO)

This equips new leaders with resources and high-impact leadership practices to drive performance. Orientations are facilitated by leadership and organizational development colleagues, division leaders and subject matter experts.

1,571
participants in 2021

Training Days

The HCA Healthcare Leadership Institute, in partnership with the Information Technology Group, hosts an annual Training Days event. It is held over three days and is open to all colleagues. Attendees can choose from 75 professional and technical development workshops.

The Nursing Leadership Certificate (NLC)

This consists of 32.5 hours of development for front-line nursing leaders.

Nearly **5,000**
graduates since 2016

197
graduates in 2021

74%
retention rate among 2019 graduates

Leadership Essentials (LE)

This nine-month virtual program for managers and supervisors includes Harvard ManageMentor modules, case studies developed by HCA Healthcare leaders and the opportunity to network virtually with peers across the organization.

254
graduates in 2021

731
current participants

The Why

This special edition of *HCA Healthcare Magazine* is for you because, quite simply, you *are* healthcare. Your actions, hard work and dedication continue to fulfill our mission by serving our patients and communities with compassion and dignity.

Critical to our success: Your involvement and ability to consistently communicate who and what we are. You exhibit compassion and courage, kindness and perseverance, and, of course, the foundation of the healthcare field: caring.

We're a comprehensive healthcare network in which 283,000+ diverse and talented colleagues across approximately 2,300 sites of care are committed to creating a positive impact every day. Our scale enables caregivers to deliver great outcomes for patients.

Most importantly, as a part of HCA Healthcare, we're all connected to something bigger. This means more resources, solutions and opportunities for everyone who walks through our doors. And to provide those, we must be steadfast in our guiding principles.

Our mission:

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

Our purpose:

We exist to give people a healthier tomorrow.

Our values:

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

We treat all we serve with compassion and kindness.

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

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

Colleague Q&A: The Courage of Compassion

Working through loss

As with many colleagues, Angel Romero Jr.'s workload increased when the pandemic started. Patient treatment, combined with the loss of his father-in-law to COVID-19, led him to "compassion fatigue." He found help through HCA Healthcare's behavioral health services. This past March, Angel lost his father, Angel Romero Sr., in a single-vehicle accident. Using the same tools he acquired through his previous losses, Angel handled it by focusing on life's gifts.

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Through our smiles, laughter and even our faults we make an impact on others. Do not waste a moment to share yourself. We cannot be successful in isolation, but through intentional acts of goodness, kindness, charity, patience and self-control.

— Angel Romero Jr.

Angel shares more about how the available tools help him both manage his stress and provide better patient care.

**A Conversation With
Angel Romero Jr.**
MSCIS, BSN, R.N.
Vice President of Quality
HCA Houston Healthcare Mainland
Texas City, Texas



Q: Your facility was one of the first HCA Healthcare hospitals significantly impacted by COVID-19. What was that like?

A: The weekend before March 5, 2020, I heard a podcast that included what we could anticipate with the impending outbreak. It was both unnerving and very helpful to understanding the alternative care sites, vital PPE [personal protective equipment] and nursing care we would soon need. We identified and informed our nursing teams of what to expect and immediately [started] planning to become one of three Hero Hospitals in Houston to receive COVID-19 patients.

Q: The pandemic and its impact, plus losing a family member to COVID-19, must have taken a toll on your emotional well-being.

A: As a healthcare provider, I give support unceasingly. But I didn't have an outlet. Daily prayer and asking for understanding helped me ask for help. I also learned of other providers taking their lives during the pandemic. I didn't want to become a statistic by isolating myself. HCA Healthcare provided everything for me. I talked to a counselor who helped me align my thoughts about my family and those I cared for.

Q: Did you use HCA Houston Healthcare's free behavioral health services and its employee assistance program?

A: I used the Nurse Care hotline and still do to this day. My church and weekly men's group for prayer get me through.

Q: How have you been cared for by those resources?

A: It made the difference in being able to let go of what I experience on a daily basis as an associate chief nursing officer and now VPQ. There are many difficult things we witness in healthcare — even the difficulty our own colleagues are experiencing and share with you as a leader. It has to be shared, and I'd rather share them with our counselor.

Q: What are some other tools or techniques you've learned?

A: In healthcare, to provide empathy at 100%, you must have an outlet to help you refill your cup. You cannot give what you don't have. You have to prepare and build up your resilience. Good sleep, good food, and good mental and physical health are most important.

Q: What advice do you have for colleagues struggling with compassion fatigue?

A: Take a deep breath and just call the Nurse Care line at 800-480-1234. HCA Healthcare is here for you. Tomorrow is a new day. We have hope with each sunrise that we have each day to make a difference.

Need help? Call the HCA Nurse Care hotline: 800-480-1234.

Enjoy reading *HCA Healthcare Magazine?*



Share a photo of yourself reading *HCA Healthcare Magazine* and include the hashtag #HCAHealthcareMag for a chance to be featured in the next issue and on our social channels.*

#HCAHealthcareMag

We'd love to hear from you.

Submit your story ideas for consideration at Magazine@HCAhealthcare.com.

*All HCA Healthcare colleagues are to abide by social media guidelines as outlined further in EC.026 (Atlas Keyword: Social Media). No images will be used in the magazine without colleague consent.

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