

HCA Healthcare Magazine

SPRING 2023



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Like No Other**
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A Conversation With the CEO

In the spring of 2023, 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 are coming up on the three-year anniversary of COVID first coming to the United States and to our hospitals. I've heard you [talk] a few times about the aftermath of COVID. What exactly do you mean by that?

Sam: For our industry and for our company specifically, we've had some major events that have developed as a result of [COVID-19]. The first is clearly we have our own supply chain shock, as I like to say. The labor market has been incredibly disrupted during this time period, and it's created a lot of pressures on our organization.

The second thing that's happened as a result of the pandemic, in my estimation, is inflation. Our company has not had to deal with inflation since the early 2000s. But the third thing, which is positive, is there's a lot of demand still for healthcare, and our opportunity is to figure out how to resolve our labor situation, navigate through inflation, and really serve the demand that's needed by our patients and our communities.

Deb: One of those longer-term parallel issues is the labor shortage. We really feel it in our nursing and our clinical, but we're seeing it in all areas. What did HCA Healthcare put in place to help address those?

Sam: We've approached it with four major initiatives. One was how do we increase the capabilities for recruitment in our company? We have almost doubled the capacity of our recruiting function. We're starting to see success with recruiting and hiring more people. It's not just nurses, its techs. Its administrative personnel.

The second thing is something around retention. I'm really encouraged, again, by the efforts across the company to improve our retention. We've invested in compensation programs. We've adjusted benefits in certain situations. We've tried to respond to the needs of our employees in a way that allows them to be successful and feel good about what they do.

The third thing for us is something we're calling capacity management. If we can manage our capacity and our throughput effectively, we can lessen the burden on our workforce, and I think that's had a positive impact as well.

And then the last area, and it's an area I'm really excited about, is something we're calling alternative models of care or advanced models of care. And by that, I mean, how do we use different skill mix? So we're bringing LPNs back into the mix of how we staff our facilities. We're using paramedics in the emergency room to help our emergency room nurses deal with the flow of patients in our emergency rooms. So really getting creative around different models, different mix of workforce. I'm really encouraged by what our teams have done and where I think it's positioned us as we continue moving.

Deb: You've alluded to this a couple of times in our conversation – how we show up for our communities,

whether that be during COVID-19, during a natural disaster, during a human made disaster. And it's kind of become a mantra for our employees. We show up. What does it mean to you personally?

Sam: We have a sacred responsibility [as a part of the] community infrastructure. You can be a first responder — that's community infrastructure. Utilities are a community infrastructure. Healthcare systems are community infrastructures, and there's a sacred responsibility that comes with that, to be there for the community when the community needs you.

So during the early part of the pandemic, I made a comment that we all signed up for this. I didn't necessarily want to deal with a pandemic. I know our caregivers didn't, our physicians didn't. And there were a lot of anxieties in parts of our organization that I'd never seen before. But we all rolled our sleeves up; we went to work; and we took care of people in need. We took care of our communities, we took care of our organization. And to me, that's what we show up means. We showed up when others needed us, we did it in the right way, and I think we delivered results that are very positive.



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

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Sheila McMorrow, MD, pediatric emergency medical director at The Children's Hospital at TriStar Centennial Medical Center in Nashville, Tenn, cares for children of all ages and all stages of development.

Find out how our caregivers are delivering sensory-friendly services to our youngest patients on page 10.

Back Cover:

Our Virginia-based medical helicopter team read up on the latest HCA Healthcare news while preparing to celebrate their second anniversary of 24/7/365 operations. Thank you to our medical transport teams for all you do!

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Caring for Our Youngest Patients

An innovative pilot program improves care for those with sensory processing sensitivities

Making an Impact in 2022

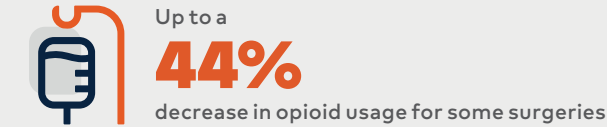
Our annual *HCA Healthcare Impact Report* presents the many ways HCA Healthcare and our colleagues served our communities and delivered for our stakeholders.

At HCA Healthcare, we have a responsibility to improve the health of our patients, colleagues and communities. From innovative care models to healthcare-leading partnerships, 2022 was a year of investment and advancement.

HCA Healthcare by the Numbers



Reducing Opioid Usage and Improving Surgical Outcomes



HCA Healthcare's Enhanced Surgical Recovery (ESR) program is a patient-centered, research-based, multidisciplinary approach to surgical recovery that allows patients to play an active role in managing their own care and recovery plan. Based on data collected from more than 140,000 joint replacement, gynecologic oncology, colorectal and bariatric surgeries in 2021, the ESR protocol has shown to be a proven road map for helping improve surgical results.

- Up to a 44% decrease in opioid usage for some surgeries.
- A 54% decrease in 30-day readmissions for joint replacement surgeries.
- A 45% decrease in 90-day readmissions for gynecological surgeries.

Increasing Access to Affordable Care



In order to best serve both uninsured and underinsured patients, HCA Healthcare applies either a full charity write-off or a sliding scale discount to what a patient pays, based on federal poverty guidelines (FPG) and household income. In addition, our Uninsured Discount Policy offers patients with no insurance, or limited/exhausted insurance benefits, an average discount of 90% for emergency services.

In 2022, HCA Healthcare provided an estimated cost of **\$3.5B for the delivery of charity care, uninsured discounts and other uncompensated care.**

HCA Healthcare also cares for more Medicaid inpatients than any other health system in the U.S.

Advancing Sustainability Initiatives

At HCA Healthcare, our dedication to improving more lives in more ways is directly connected to the impact we have on the environment, as well as our understanding of how the environment impacts overall health and well-being. Our current environmental strategy enables us to prepare and execute short- and long-term sustainability plans within our four key themes:

- Managing our energy and water usage responsibly.
- Enhancing climate resilience throughout our communities.
- Sourcing and consuming efficiently and responsibly.
- Managing the impact of our capital programs and carbon footprint.

Advancing Equity of Care

We believe excellence in healthcare starts with a foundation of inclusion, compassion, and respect for our patients and colleagues, and we are dedicated to ensuring equitable access to high-quality care. HCA Healthcare is concentrating on key focus areas, including equity of care, access to services, web and digital accessibility, and pastoral and spiritual care.

To this end, we developed and deployed new trainings to support our facilities and hosted a forum to discuss the latest health equity trends, challenges and opportunities. Our Ensuring Access to Services educational resource has remained highly utilized, with more than 125,000 downloads in 2022.



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



Recruiting Remarkable Talent

The blueprint for success includes a mix of tools and programs that bring teams together.

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Healthcare is a demanding and competitive industry, highly dependent on an engaged workforce dedicated to providing and supporting quality patient care, yet very sensitive to higher turnover and caregiver burnout.

— Michael Andrus, vice president of shared operations, Human Resources Group

Like many industries nationwide, healthcare is facing a global labor shortage, presenting new challenges to clinical care settings. Meeting these challenges head on is at the forefront for HCA Healthcare’s local and enterprise leaders. We remain committed to supporting our teams by recruiting the best talent and ensuring that our patients continue to receive high-quality care.

Recruitment and retention both play important roles in developing a workforce of unrivaled ability. Advanced technology, improved processes, compensation and leadership development are several strategic

priorities taking center stage for HCA Healthcare’s talent acquisition teams.

“Recruiting is a sport where everybody participates,” says Rachel Hawksworth, HCA Healthcare’s vice president of talent acquisition. “We own the process; we own the technology by which we hire talent, but there are a number of key players we have to partner with to ensure successful hiring.”

Increasing recruitment capabilities and investing in retention practices have become critical aspects of navigating the current climate. The ability to recruit is in itself constrained by the labor market

and the availability of talent – particularly nursing talent. More employers than ever are posting jobs, but they’re being sought by a limited pool of candidates, which makes proactive strategies even more essential.

HCA Healthcare’s mission comes to life when the right people are in the right seats. Staying front and center with job seekers ensures that our offers are top of mind for anyone who may be actively seeking a role in our organization. The enterprise strategy of investing in tools and programs to help us attract the very best requires buy-in from teams across HCA Healthcare – for the sake of those we serve.

“It’s vital. I tell my team all the time that we are the engine that’s fueling the company,” says Rachel. “We are on the front lines of ensuring that the hospitals can achieve their outcomes by bringing great talent to them.”

Attracting Talent

Attracting great talent in a competitive market often requires a multifaceted approach. This is where HCA Healthcare shines, says Rachel. Successful recruiting efforts are achieved by employing a variety of tactics.

HCA Healthcare’s scale and reach cast a wide net when it comes to talent pools. And advancements in technology, innovation and patient care agendas set us apart within that search.

“All of those things work in our favor because, behind the scenes, we have a lot of resources working on the things that are most important to the talent that’s going to come and work with us,” says Rachel. “Some of our smaller competitors don’t have the same offerings that we have when it comes to process, innovation or care models.”

At the end of the day, mission-driven colleagues with a passion for people-first care are the ones who innovate and inspire, and who keep HCA Healthcare’s promise alive. Inviting great talent onto our teams is the first step in growing HCA Healthcare.

Internal Efforts: Retention and Advancement

Recruitment opportunities are also an

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— Rachel Hawksworth, HCA Healthcare vice president of talent acquisition



important part of the journey for colleagues who are already employed at HCA Healthcare. Currently, roughly 30% of the enterprise’s open positions are filled internally.

There are opportunities to increase this percentage by encouraging colleagues to check internal career websites and sign up for job alerts if they’re seeking advancement or even a lateral move to broaden their HCA Healthcare experience.

HCA Healthcare’s presence across the globe allows for a tremendous amount of opportunities at a variety of locations. Our 182 hospitals and areas of specialty among more than 2,300 ambulatory sites of care create a broad reach that enables HCA Healthcare colleagues to grow and advance in unique ways.

Rachel says leaders are committed to keeping vested colleagues by ensuring the organization lives up to the standards that initially drew them to HCA Healthcare.

“We get a lot of feedback that the reason they’re attracted to HCA Healthcare is truly our mission, the care and improvement of human life,” says Rachel.

The care and compassion that are demonstrated in our facilities are not only adopted and valued by our colleagues, but also by our leadership.

(Cont. on page 6)

Dr. Thomas F. Frist, Sr., is quoted as saying, "Good people beget good people." Delivering on our purpose means as much to those who join HCA Healthcare as it did to those who founded it.

Technology's Role In Recruiting

Retention remains at the core of HCA Healthcare's Human Resources Operations Center (HROC), says Michael Andrus, vice president of shared operations, Human Resources Group. The team devotes their energy to maintaining an environment of continuous improvement as they manage complex processes designed to ensure consistent and positive colleague experiences.

This requires that they become experts in all aspects of services provided, which leads to a high degree of continuous training.

The team of more than 250 HROC colleagues constantly pursues technology improvements, such as leveraging cloud-based platforms, robotic process automation or advanced analytics. Additionally, they provide onboarding support and technology

to newly hired HCA Healthcare colleagues, plus license, certification and education verification services; internal movement support; and personal-data administration.

Simply put, they create processes and platforms that are easy to use and that help colleagues perform their jobs more efficiently.

The team regularly seeks feedback, which is an essential part of HCA Healthcare's Vital Voices program. Vital Voices determines colleague satisfaction through semiannual pulse surveys on engagement.

Michael's team creates action plans from the feedback to address concerns raised, monitoring progress monthly. Such programs have become even more important since the onset of the COVID-19 pandemic, with so many colleagues now working remotely. Recruiting and retaining top talent becomes a constant balancing act.

"Healthcare is a demanding and competitive industry, highly dependent on an engaged workforce dedicated to providing and supporting quality patient care, yet very sensitive to higher turnover and caregiver burnout," he says. ♦

More Online:

Learn about how HCA Healthcare recruits and supports military veterans online at



Doug Goodman, market vice president of human resources for our Gulf Coast Division, (third from right), walks in the world of colleagues at Corpus Christi Medical Center Bay Area in Corpus Christi, Texas.

A Walk in Your World

Last summer, executive leaders shadowed med-surg nurses to learn how to better support care teams.

The first step in implementing effective operational change is listening to those it will impact most. Seeking out the voices of those closest to our patients is what sets up HCA Healthcare for successful change management and progress.

Last summer, hundreds of executives and senior leaders throughout HCA Healthcare spent time with medical-surgical (med-surg) nurses through the shadowing experience A Walk in Your World. The inaugural event was developed to provide authentic insight into some of the challenges nurses face.

"The purpose was to allow dedicated time to walk in [a nurse's] world," says Sammie Mosier, senior vice president and chief nurse executive. "Not only to follow them and see direct patient care, but to do so through the lens of determining how we can help support our nursing workforce."

Leaders who are outside of HCA Healthcare hospitals are eager to hear from and understand our nurses and the unique dynamics they are up against. Appreciating the day-in and day-out care being provided lays the groundwork for meaningful process improvement.

(Cont. on page 8)



Participating nurses represented a range of experience levels, from novice to veteran. Executives selected a facility to visit and spent a minimum of four hours with their nurse partners. Afterward, they met with hospital executive teams to discuss what they had experienced. All in all, the program became a true problem-solving activity.

By bringing in a fresh set of eyes and ears, nurses were able to think about their own workflow in a new way. Partnering with those eager to learn resulted in an opportunity to reflect and ultimately identify any areas of need.

Addressing Opportunities to Improve

More than 200 participants also completed a survey about their experience. Executives responded to questions about any issues that nurses encountered and elevated them if there were any process, technology or procedural updates to be considered. They were also invited to recognize nurses and their incredible work. The experience made such an impression that some leaders continued to visit the hospitals they were matched with. The impact of the visits has set in motion lasting change.

As a result of the feedback, one major development has been the creation of a corporate resource council. The council is composed of nurses and partners who directly support them, such as supply chain and pharmacy team leaders. The council helps ensure that nurses have everything needed to do their jobs so they can focus on caring for patients. They also discuss colleague satisfaction comments related to resources.



In the summer of 2022, HCA Healthcare Chief Nurse Executive Sammie Mosier (right) shared a day in the life of HCA Florida Brandon Hospital's Jenny Cavanagh, RN.



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— Sammie Mosier, senior vice president and chief nurse executive



Hiral Patel, CEO of MountainView Hospital (left, with Ryan Glazier, RN, MountainView Hospital) and Sam Hazen, CEO of HCA Healthcare (right, with Kelsy Hahn, RN, TriStar Hendersonville Medical Center), spent the day with some of our remarkable caregivers.



Another improvement prompted by the experience is equipment management. Ron Powell, National Group and Atlantic Group supply chain CEO, says efforts were underway prior to the nurse-shadowing event. But when hospital leaders witnessed firsthand how misplaced equipment can be a roadblock in a nurse's day, new plans were set in motion.

A pilot program devoted to better equipment management was tested in four facilities — two in Florida and two in Nashville — in March 2022.

A supply chain coordinator is now responsible for managing equipment through existing multidisciplinary resources. Surveys now indicate significant improvements in equipment availability.

“The entire focus is around keeping a nurse on the unit so they can care for the patients, versus having inefficiencies that take them away from that,” Sammie says.

Improved equipment management also led to major rental savings for facilities. The pilot program saw the recovery of 182 pieces of equipment in the first four months and a 73% reduction in daily rental costs. The annualized savings for the four pilots exceeded \$700,000, Ron reports.

The pilot program's success supported an expansion to 42 additional facilities this spring. ♦



More Online: Sammie and Michael Cuffe, MD, executive vice president and chief clinical officer, describe their shadowing experience

Caring for Our Youngest Patients

A pilot program offers best practices and resources to help improve care for young patients with sensory processing sensitivities.

Scattered across Kelsey Bryant’s workspace are items you may find on the desk of a pre-school or elementary school teacher.

A light spinner. Buzzy bee. Vials of cupcake and bubble gum scents. A rainbow Pop It. Sometimes she finds a tube of glitter in her pocket.

Kelsey, however, isn’t a teacher. She is a certified child life specialist at HCA Healthcare’s The Children’s Hospital at Tristar Centennial Medical Center in Nashville, Tennessee — the hospital where she was born. It’s also where pilot programs and best practices for delivering sensory-friendly care are transforming the way that young patients with such sensitivities are cared for.

In her role, Kelsey helps patients — especially young ones — and their families and staff members adapt to how foreign a hospital environment can feel.

“Our job allows us to be in very unique situations, to be a resource for not just patients and families, but also for staff,” says Kelsey. “Our job is to be out-of-the-box thinkers.”

Replacing Fear with Familiarity

Hospitals can be stressful places for patients of any age, especially for young patients or those with sensory processing issues, such as an autistic child. For these patients, a hospital can be frightening, particularly in the emergency department/ER. Kelsey’s goal, and that of all child life specialists, is to reduce those fearful aspects and make hospitals more familiar and welcoming.

When patients with autism or sensory processing disorders enter the hospital, the first step is to avoid overstimulation.

“It’s this fine balance. Everything about the hospital is overstimulating — the sounds, the smell, the different food or the medicines — it can just be too much to process,” Kelsey says.

Her job is to provide procedural prep and support to ensure that children understand what’s happening.

“I tell my kids, this is your body, and you have every right to know what’s happening to it,” she says.

Identifying the Need

The program that Kelsey oversees mirrors the pioneering work of Donna Perlin, MD. Dr. Perlin, a specialist in pediatric emergency medicine for more than 30 years, was first drawn to the work because of her son, who is autistic and high functioning.

Discussions with another medical colleague who also has an autistic child with autism convinced Dr. Perlin that more could be done for patients with sensory processing sensitivities. They knew from their own experiences that emergency room visits were challenging for all involved — an autistic patient, their caregivers and the hospital staff.

Autistic children or those with sensory processing sensitivities can tend to like structure and are very

Building a Toolbox

Dr. Perlin created a program that gives caregivers a toolbox of skills for assisting young patients with sensory issues. Not only is an ER an unfamiliar place, but, from the moment patients walk in, there can be loud noises, monitors, new people and a lot to take in.

This scenario can also be difficult for family members who are in a waiting room with children who may be in a state of distress. In these situations, it is also hospital staff, ranging from technicians to nurses to physicians, who may feel out of their depth. It can be overwhelming if a child is experiencing sensory overload.

Once Dr. Perlin created a blueprint for improving treatment for these patients, she discovered that the medical community was supportive and eager to participate. Leaders at The Children’s Hospital at Tristar Centennial Medical Center wanted to adopt it throughout the hospital, not just in the emergency department.

“The more we started talking about it, the more people would come out of the woodwork — ‘I have a child with autism; I have a nephew with autism; I have a grandchild with autism,’” says Dr. Perlin. “Our team was formed by staff members who all understood why this was important.”

Small Changes, Huge Impact

The program recognizes and details the challenges that caregivers may face and offers commonsense solutions that are relatively inexpensive.

Dr. Perlin says it’s mainly about teaching people about autism. The program teaches individuals how to do things differently and how to make a situation better.

All-inclusive instructional sessions are offered to nurses, laboratory and radiology technicians, and registration staff. Those sessions were eye-opening. Representatives of Autism Tennessee reviewed the program and helped with training.

“There’s a huge variety of perceptions,” Dr. Perlin says. “So many people don’t really know what autism is. They don’t really understand that the sensory issues are huge and that just mild changes can make a huge impact on the kids.”

Participating hospitals began providing questionnaires for incoming patients and their parents to determine any special needs and set aside rooms with special lighting, or beds with tents designed to limit sensory overload and provide a soothing environment.

Staff visits were “bundled,” keeping interruptions to a minimum, and signage was changed to notify staff of a patient’s condition without violating confidentiality guidelines.

“We empowered the staff to be able to take care of these kids,” Dr. Perlin says. “It was incredibly positive from the nursing standpoint as well as from the family standpoint.” ♦



sensitive to different stimuli. The wide range of autism indicators can include being nonverbal.

“But what ties these people together is their communication,” Dr. Perlin says.

She recalls witnessing a child with autism who had been injured in a drive-by shooting. The ER nurses’ remarkable care for that child confirmed her belief that there was a way to best serve these patients.

“The pediatric nurses were just incredible,” Dr. Perlin says. “I watched them adapt to this kid who was nonverbal ... I thought, why don’t all ERs adapt to the child to make it easier?”

She believed there was a way to help innovate and improve the care experience.



Nurses at The Children’s Hospital at TriStar Centennial serve young patients with a variety of needs in the ER’s sensory-friendly space.

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We're constantly learning as an organization. Every time there's an event, such as a hurricane, we benefit from what was learned in previous experiences.

— Michael Ehrat, CEO
HCA Florida
Fawcett Hospital



Meeting Disaster With Courage and Spirit

The HCA Healthcare network pulls together when it matters most.

On Sept. 28, 2022, Hurricane Ian made landfall on the coast of southwestern Florida and grew into one of the five worst hurricanes in the country's recorded history. The storm surge and winds brought flooding and damage to the region, leaving parts of Fort Myers and the surrounding area unrecognizable.

Two HCA Healthcare facilities – HCA Florida Fawcett Hospital and HCA Florida Englewood Hospital – sat directly in the late path of the storm. Throughout the event, patients were cared for and kept safe. In the aftermath, HCA Healthcare teams rallied to assist colleagues as everyone worked to return to normal operations.

The scale, capabilities and experience within the HCA Healthcare network enabled colleagues in the West Florida Division to confront the natural disaster with poise. The HCA Healthcare emergency preparedness team's playbook gave each hospital clear procedures, while supplies and equipment were stocked days in advance to ensure caregivers had what was needed. Volunteers from HCA Healthcare facilities across the country arrived to assist during and after the storm.



HCA Healthcare's Enterprise Emergency Operations Center (EEOC) supported HCA Florida Healthcare hospitals impacted by Hurricane Ian's catastrophic floods and storm surges.

Past Experiences Inform Future Preparations

At each HCA Healthcare facility, colleague participation plays an important role in emergency preparedness. Each location establishes two teams ready to provide the highest-quality care possible, protect patients and caregivers, maintain business continuity, and return to normal operations quickly. In the hours leading up to Hurricane Ian's landfall, staff at Fawcett and Englewood adjusted as needed once they saw they were in the direct path of the hurricane.

“Emergency preparedness is something we work on all year long,” says Michael Ehrat, CEO, HCA Florida Fawcett Hospital. “As we move into hurricane season, we conduct refreshers on our playbook, which is regularly updated by the emergency response team at HCA Healthcare. We're constantly learning as an organization. Every time there's an event, such as a hurricane, we benefit from what was learned in previous experiences. Because of that, we were well prepared to handle Hurricane Ian, specifically with things like staging supplies nearby, such as ice, which was desperately needed in the storm's aftermath and nearly impossible to get from conventional sources.”

Ensuring that colleagues are equipped with the resources and support they need to continue providing critical care is one of the first logistical priorities in the lead-up to a storm. Across HCA Healthcare, each department is analyzed to determine the number of staff required to shelter in place for 72 to 96 hours. Those colleagues make up a Care Team A, while caregivers on Team B relieve Team A when the time comes.

When caregiver teams arrive at the hospital, they are provided with welcome packets containing important information about things like accommodations, food, schedules and other basic needs. The leadership team also takes time to thank them for their sacrifice and commitment to serving patients and fellow colleagues.

As Ian made landfall, Englewood lost its community water supply, while Fawcett experienced significant wind damage and lost power during the height of the storm.

StormGeo updates from meteorologists allowed teams in the facilities to monitor the situation closely. They even received calls from local community leaders who didn't have access to such resources, asking for help in keeping informed.

Expertise at every level means that no patient or process is overlooked, even in the eye of the storm. For Gina Pencic, administrative assistant at HCA Florida Fawcett Hospital, Hurricane Ian was one of many instances when the HCA Healthcare family showed up in unique and meaningful ways for those who needed them. She was one of many colleagues at both locations who stepped outside of their roles to do what was necessary for patients.

Gina observed how backup generators helped provide continued patient care and allowed them to maintain communication with their West Florida Division team.

(Cont. on page 14)



HCA Florida Fawcett Hospital caregivers (above) often worked outside their normal assignments to ensure safe care during transfer of patients after Hurricane Ian. Ice trucks (below) were one of many services on hand at our impacted facilities to make sure colleagues and members of the community had access to necessities.

“While we watched the path of the storm, staff notified the team that there was water coming into the building,” she recalls. “That’s when I switched over to patient-care mode, and as a trained PCT I was able to go out to the second floor to help move patients out of the wing experiencing water intrusion.”

Support in the Aftermath

Once the hurricane passed and travel was safe, the power of HCA Healthcare’s network became immediately apparent. Volunteers from across the country — as far away as Texas and Utah — traveled to Florida, ready to help.

They began showing up at midnight as soon as the winds started dying down, working throughout the night so by morning they could start evacuating patients.

Clinical staff assisted with moving patients. Colleagues trained in maintenance and construction immediately helped mitigate any structural damage and water leaks. They began showing up as soon as the winds started dying down, working through the night so that, by morning, they could continue evacuating patients from the impacted areas.

Volunteers helped organize and distribute emergency resources for days and even weeks after the hurricane.

“We had caregivers who were working at Fawcett in a very stressful situation, and these volunteers provided much-needed relief,” Gina says.

“I can’t even imagine the amount of time it would have taken our team to do everything without the support we received from others in the HCA Healthcare network.”

In addition to the deployment of volunteers, supplies were distributed to Fawcett and Englewood as soon as roads were safe for travel. The emergency response team established tractor-trailers with laundry facilities, showers and mini-marts. Colleagues without power and water at home had access to what they needed, even gas and portable generators.

“The supplies just flowed in,” Michael says. “Things like that don’t just happen by accident; it was well-thought-out, and we benefited from the experience of others.”



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I can’t even imagine the amount of time it would have taken our team to do everything without the support we received from others in the HCA Healthcare network.

— Gina Pencic, administrative assistant

From tarps to plywood, water and ice, provisions had been planned for, and teams across the enterprise were able to respond. Across the south market, HCA Healthcare distributed 80,000 pounds of ice and 20,000 cases of food, and Fawcett had 1,300 visits to their free fueling stations to gas up cars and generators.

The Hope Fund Delivers Quick Assistance

Jeremiah Chapman, a CT tech, has worked at HCA Florida Poinciana Hospital since it opened in 2013. He is no stranger to hurricane staffing and served on Team A, the group of colleagues who stayed at the hospital during Hurricane Irma in 2017.

So he reported to work on the morning of Wednesday, Sept. 28, 2022, on Team A once again, while his wife, Mai, and their youngest son sheltered in place at home. They took shelter in a bathroom as Hurricane Ian bore down on central Florida. As the weather intensified that night, they heard the wind rip the roof from their home, and the ceiling caved in. Although they survived the storm, the family was devastated by the destruction.

Jeremiah turned to his director, Sherry-Kay Bennett, who suggested he apply for assistance from the HCA Healthcare Hope Fund immediately. By the time he left the hospital at the end of that day, the money from the Hope Fund was already in his account to help begin the recovery process.

“I had heard of the Hope Fund, but I would never have thought of it had my director not printed off the forms for me,” says Jeremiah. “I couldn’t believe the funds came so quickly! This support is very helpful, and I am very appreciative to all of my HCA Healthcare colleagues who contribute to the Hope Fund each year.” ♦

Hurricane Season by the Numbers

Approximately **2/3** of all HCA Healthcare hospitals are currently in hurricane zones.

Since 2017 HCA Healthcare has responded to **16** named hurricanes.

Over the last six years, HCA Healthcare has provided **\$5M+** in financial support to the Red Cross for disaster relief efforts.

Jeremiah Chapman, a CT tech at HCA Florida Poinciana Hospital, and his wife, Mai, relied on assistance from the HCA Healthcare Hope Fund in the wake of Hurricane Ian.



More Online:

Read more about the Hope Fund and how it helped another colleague last year.





A Conversation with Toni Laughlin-Imbimbo
director of supply chain
HealthTrust
HCA Healthcare Florida
St. Petersburg Hospital

Colleague Q&A: Lifesaving Supply Chain Solutions

HealthTrust's, Toni Laughlin-Imbimbo continues to weather the unprecedented ebb and flow of essential supply chain needs.

Though both of Toni Laughlin-Imbimbo's parents, Kelly and Michael Imbimbo, were working for HCA Healthcare when Toni started thinking about her own career, she hadn't planned to pursue healthcare herself. But as she was earning her bachelor's degree, Toni's mother encouraged her to apply for a supply chain tech role. The part-time position set Toni's path in a new direction, and she advanced quickly.

Last May, still in the midst of the ever-changing COVID-19 pandemic, Toni was

promoted once again. At 27 years old, Toni is currently the director of supply chain for the 215-bed HCA Florida St. Petersburg Hospital.

From antiseptic swabs and gauze to surgical gloves and gowns, Toni's team is ensuring that physicians, nurses and staff have the supplies and equipment they need to provide lifesaving care.

That care requires another critical resource – teamwork. "Communication is definitely key," she says. "Especially when there are so many changes going on."

Q: What is a hospital's supply chain?

A: I like to describe supply chain as "little fairies in the night." People don't necessarily see us doing our job. But then they come back the next morning, and the bins are full. That's essentially what the supply chain techs do. They make sure all the end users are fully stocked and prepared to take care of our patients. All the stuff that comes in through our loading dock – every person in our department touches it. Our receiver will touch those packages and then distribute them to our techs, and then our techs will bring them to the appropriate places on the floor.

Q: Though you don't provide direct patient care, how would you say your role affects patients?

A: In the HCA Healthcare West Florida Division, and within Supply Chain, we've adopted a motto: "It's not a package – it's a patient." Sometimes, when you're in that tech role, you don't always feel like you're doing the most fulfilling job. But then you're reminded that you are touching the patient by doing your job, your day-to-day stuff, and it really helps you understand why you're doing what you're doing. I really like that slogan because it helps us just refocus on why we're doing this.

Q: Healthcare seems to require certain critical but behind-the-scenes roles. Would you categorize supply chain in that way?

A: Supply chain is a huge key to healthcare. It's not always first on people's minds, but without our supply chain techs, I wouldn't be able to do my job, and the nurses wouldn't be able to [do their jobs] either. It's such an underrated role, but in my mind it's the most important.

Q: What are some of the challenges for your team in the current healthcare climate?

A: Currently, everyone in supply chain is facing the same big challenges – back-order problems and supply chain issues, though not on the facility end. It's more from the manufacturers. Manufacturers are reducing their profiles, and they're no longer making certain products that they've always made. We're constantly having to find different vendors or substitute items. We have contracts with hundreds of vendors, and we're constantly building new relationships.

Q: Are there economies of scale at HCA Healthcare that help you deal with those challenges?

A: Those [economies] speak for themselves when you see things like Hurricane Ian and HCA Florida Fawcett Hospital last September. There were things we wouldn't have been able to get done if not for HCA Healthcare. We were able to pull resources from everywhere and help them out. It was amazing. Even during the pandemic, we were able to keep supplies on the shelf because of HCA Healthcare's bandwidth.

Q: How would you describe your current role?

A: I'm in a supporting role. I'm supporting my staff, and I'm supporting my facility, from the administration and the other directors to other departments. I'm here for several different entities.

Q: What are the most rewarding aspects of your job?

A: There's a lot to be thankful for. What keeps me going every day are the people here – my staff and the people that I help day to day at the facility. When they come to me and I can help them solve their problems and they're appreciative of that, and they see the work that we put in, that really brightens my day. It's like, "OK, why do I do this every day? Well, it makes me happy to help people."

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It's not a package – it's a patient. You don't always feel like you're doing the most fulfilling job. But then you're reminded that you are touching the patient by doing your job.

– Toni Laughlin-Imbimbo,
director of supply chain



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