

HCA Healthcare Magazine

FALL 2024

HCA 
Healthcare®



**Investing in
Our Impact**
page 2

**Quality Care Made
Possible by Scaled
Resources**
page 4

**Awards of
Distinction**
page 6



Dear HCA Healthcare colleagues,

As I visit our hospitals, I see firsthand the positive impact you have on our patients, each other, and our organization. As a comprehensive healthcare network, we have the unique ability to enhance the patient experience by ensuring a safe environment, improving quality outcomes and efficiency, and expanding our clinical capabilities. None of this, however, would be possible without our people.

This fall, we celebrate our annual HCA Healthcare Awards of Distinction – the highest honor our organization bestows on our colleagues, physicians, and volunteers. The nominees and recipients highlighted in this issue of *HCA Healthcare Magazine* are inspiring individuals and a reminder of who we are at our core – people taking care of people. Keeping our patients and community at the heart of what we do is what our Awards of Distinction and HCA Healthcare are all about.

Our award recipients also represent some of the most important work taking place across HCA Healthcare. From our investments in quality (pg. 4) to our focus on colleague advancement (pg. 8), our organization remains driven by the care and improvement of human life.

Thank you for all the ways you are bringing our mission to life. I am grateful for the positive impact you continue to make on our patients, our people, and the communities we serve. Your efforts and dedication make a difference.

Sincerely,


Sam Hazen
CEO, HCA Healthcare

02

A Look Back at Our Impact

From advancements in technology to supporting the communities we serve – patients are at the center of all that we do.

04

Quality Care Made Possible by Scaled Resources

HCA Healthcare's access to resources makes quality care possible at the bedside.

06

Awards of Distinction

Our colleagues' commitment, dedication and service, both on and off the clock, are recognized and celebrated.

08

Creating Workforce Solutions and Advancing Healthcare Professionals

How creating access to education and development is investing in the future workforce.

12

Colleague Q&A: A Nontraditional Journey in Administering Care

Yasmene McDaniel, CEO of HCA Houston Healthcare Southeast, thrives on connections.

On the Cover

Front cover – Jonathan Jacobs, MD., of Menorah Medical Center in Overland Park, Kansas, received the Frist Humanitarian Physician Award for his service with Care Beyond the Boulevard. As a volunteer physician, he works with a team of volunteers to provide medical care via a mobile bus clinic for those who are unhoused and underserved. Read more about our Awards of Distinction winners and finalists on page 6.

Back cover – Lisa Fregoso of HCA Healthcare's TriStar Division enjoys HCA Healthcare Magazine in the shadow of Paris' Eiffel Tower!



Visit [Magazine.HCAhealthcare.com](https://www.hcahealthcare.com/magazine).
Read more online.

Our Impact in Review 2023

The HCA Healthcare annual Impact Report presents the various ways the organization and our colleagues deliver for our many stakeholders and positively impact the communities we serve.

From our advancements in technology that improve patient care to supporting the communities we serve, our accomplishments this past year would not be possible without the commitment of our colleagues, physicians and partners.



To learn more about our collective impact, visit HCAhealthcareImpact.com.

Our 186 hospitals were supported by approximately 2,400 ambulatory sites of care in 20 states and the U.K., including:



1,646
physician practices



124
surgery centers



38
home health and hospice agencies



157
freestanding emergency rooms



51
behavioral health sites of care



326
urgent care clinics

2023 ECONOMIC IMPACT

\$29.5B
in payroll and benefits

\$43M+
in enterprise giving to community organizations

\$4.7B
in capital investments

\$3.7B
estimated cost for the delivery of charity care, uninsured discounts and other uncompensated care

\$5.9B
federal, state and local taxes incurred in 2023

All data is current as of Dec. 31, 2023, unless otherwise noted.

Environmental Sustainability

HCA Healthcare's dedication to improving more lives in more ways is directly connected to the impact we have on the environment. Our environmental strategy includes short- and long-term sustainability plans, and centers on incorporating the following key pillars into our operations:

- **Managing energy and water responsibly** by striving to reduce use of energy and water, decarbonize energy, and manage water quality.
- **Sourcing and consuming efficiently** by focusing on decreasing emissions from purchased goods, sourcing responsibly, reducing consumption and reusing where possible.
- **Managing the environmental impact of our capital programs** by trying to reduce carbon emissions, waste and other adverse environmental impacts from new construction, retrofits and expansions.

793,000+
pounds of devices diverted from landfills for reprocessing

34.12M+
pounds of construction waste recycled

30.4M+
pounds of shredded paper diverted from landfills for recycling

23.6M+
pounds of waste diverted from landfills for recycling

Research Helping to Advance Patient Care

At HCA Healthcare, research helps unlock insights into real-world data and treatments to advance patient care. In 2023, the HCA Healthcare Research Institute expanded support to 36 sites throughout our network and participated in more than 300 industry-sponsored studies.

Also in 2023, HCA Healthcare and Sarah Cannon Cancer Institute announced a partnership with GRAIL, LLC, a healthcare company focused on pioneering new technologies to advance early cancer detection.

36
Research Institute sites

300+
industry-sponsored studies

30
years of conducting clinical trials through SCRI

HCA Healthcare's Lakeview Hospital in Bountiful, Utah was named a top small community hospital by Fortune/PINC AI for excellence in patient outcomes and experience, operational efficiency, financial health and community impact.

Quality Care Made Possible by Scaled Resources

HCA Healthcare's access to resources makes quality care possible at the bedside.

With more than 36 million annual patient encounters, quality care and patient safety remain top priorities for HCA Healthcare. Our unique ability to bridge large-scale resources across the enterprise creates value for our facilities — helping to continuously improve quality and deliver the best possible patient outcomes. Leveraging our industry-leading resources is part of what sets HCA Healthcare apart.

“We are trying to impact healthcare from a scaling perspective in terms of providing exceptional quality to the patients and communities we are privileged to serve,” says Pranav Mehta, MD, who has been with the organization for a dozen years and is chief medical officer for the American and Atlantic groups. “Across HCA Healthcare’s 43 diverse markets — urban, suburban and rural — we utilize our scale to enhance capacity and throughput. We are harnessing our scale for efficiencies, ultimately connecting this to the best possible outcomes for our patients.”

As a global, highly equipped institution, HCA Healthcare is not paralyzed by changing tides in the healthcare space or the economy. Our strong foundation and strategic use of resources enable us to keep our sites of care open and engaged, even under pressure, in service to communities that would otherwise be stranded without care.

Delivering reliable, high-quality care starts with ensuring that colleagues and caregivers are equipped with necessary tools and training. Our resources and capabilities at every level ultimately exist to support our local patients. Our patients in communities across the nation are connected to the advanced abilities, innovations and resources made possible by our scale.

The narrative of HCA Healthcare’s enduring success extends beyond mere statistics. It encompasses the meaning behind those figures. HCA Healthcare achieves the goal of “best possible outcomes” by optimizing workflows, streamlining processes and investing in technologies that enhance patient care, states Dr. Mehta.

Innovation and leveraging data

HCA Healthcare’s strategy of utilizing its scale to innovate healthcare delivery enterprisewide involves adopting new technologies, implementing evidence-based best practices and exploring care models that can transform bedside care, says Dr. Mehta.

Many of these initiatives, including enhancing patient safety, quality of care, risk management and regulatory compliance, are driven by industry-leading, data-informed decision-making.

“When we leverage data to make decisions, we’re better informed in terms of our resource allocation decisions and how we analyze patients in terms of the demographics, disease patterns and treatment outcomes. Then [we’re] getting

all of that in front of our physicians, nurses and clinicians so that they can impact care in real time,” says Dr. Mehta. “That’s really been the change in paradigm. Leveraging data in a very different way at the bedside is how we can, in the moment of care, provide the best possible care.”

The COVID-19 pandemic showcased HCA Healthcare’s ability to leverage its extensive resources, fostering creativity and data utilization to support patients with COVID-19-related respiratory failure who required mechanical ventilation and intubation.

“We were able to analyze our data and develop real-time tools for our [teams] and nursing leaders to use in our intensive care units to effectively manage ventilated patients,” says Dr. Mehta. “This approach facilitated seamless communication among the entire care team, including intensivists, nurses, respiratory therapists and other disciplines such as pharmacy, physical therapy and occupational therapy, depending on the patient’s condition.”

“We continuously adjusted and optimized ventilator settings to ensure the best outcomes for our patients,” he adds. “Our size and scale, coupled with our ability to leverage data in a patient-centered manner, enabled us to provide our clinicians with tools that supported real-time adjustments, leading to better outcomes.”

HCA Healthcare’s comprehensive response to COVID-19 underscored its commitment to collecting and sharing research data, even as many organizations had to pause such efforts to address the immediate demands of the pandemic. According to Dr. Mehta, these collaborative efforts were extraordinary.

“We established several partnerships with leading national healthcare systems, including Harvard and the Mayo Clinic, to share data for the benefit of patients,” he says, noting that these

partnerships facilitated quicker access to new and emerging treatments.

Making investments to resolve workforce shortages

The COVID-19 pandemic underscored issues such as access to care, health disparities and workforce shortages, particularly among nurses, says Dr. Mehta.

“It brought attention to the need for better infrastructure, advanced technology, financial sustainability and, most importantly, community engagement. Collaboration and stakeholder engagement are crucial to addressing common challenges and developing scalable solutions,” he explains.

To tackle ongoing workforce shortages, HCA Healthcare has expanded its affiliated lines and partnerships, including Parallon, Surgery Ventures, Sarah Cannon Research Institute, HealthTrust Performance Group and Galen College of Nursing.

“We faced a nursing workforce shortage and are addressing it proactively through our Galen College of Nursing,” says Dr. Mehta. “Within the next few years, we will be the largest provider of nursing education in the country. Recognizing the challenge, we have invested in our nursing workforce to meet it head-on.”

“On the physician side, we are training the physicians of the future, providing them with real-world experience in our community hospitals,” he adds.

Meeting diverse patient needs

Whether serving an urban, rural or suburban community, HCA Healthcare is uniquely resourced to deliver the kind of care each patient can rely on.

Quality patient outcomes are at the heart of how we show up, no matter where the need arises.

“Rural healthcare is essential for ensuring equitable access to healthcare and faces unique challenges due to geography, limited resources and workforce shortages,” says Dr. Mehta. “We offer rural hospitals the ability to network and build relationships with us, ensuring that if their patients require a higher level of care, we can provide it and partner with them through various mechanisms.”

This outreach, combined with patient logistics and a national network of transfer centers, helps connect rural hospitals with services such as telemedicine and telehealth. ♦



“

When we leverage data to make decisions, we’re better informed in terms of our resource allocation and how we analyze patients.

— Pranav Mehta, MD, chief medical officer for the American and Atlantic groups



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HCA Healthcare® Awards of Distinction

Honoring those driven to serve selflessly with compassion and integrity

Our colleagues and volunteers demonstrate their commitment to patient-centered care in numerous ways every day.

Our annual HCA Healthcare Awards of Distinction ceremony recognizes individuals throughout the organization who have dedicated their lives to serving others. These colleagues and volunteers are directly impacting patients by innovating what it means to deliver care. Their compassion, generosity and dedication to others extend far beyond the bedside. This year's recipients include veterans, scout leaders, mentors and healthcare professionals who are using their skills for medical missions, rescue

efforts and nonprofit organizations in their communities. Our colleagues are advocates for our patients and their families, exhibiting care beyond the hours of their shifts or the responsibilities connected to their job titles. HCA Healthcare Awards of Distinction offer a meaningful opportunity to recognize our colleagues who have gone above and beyond to care for and improve human life.

Meet this year's class of finalists and recipients.



HCA  Healthcare®
Awards of Distinction

Jedediah Vivio

INNOVATORS AWARD



Nashville, Tenn.

Jedediah's contributions as lead analyst for medication order entry automation were piloted during North Central Florida's rollout of the Expanse program. This automation replaced repetitive tasks and reduced human error, and it remains the most time-sensitive and critical automation effort across a portfolio that saved more than 240,000 human hours in 2023 while providing \$19 million in cost avoidance to date.

Jedediah's foresight and dedication have been pivotal in establishing scalable processes that meet the evolving needs of the program. Early in this assignment, he created an environment of collaboration and camaraderie across six different project teams. His focus and orchestration of complex medication and patient data enabled the teams to deliver a solution that reduced manual medication entry by 40%.

"Jedediah has the unique ability to see beyond the status quo and bring forth creative ideas that break the mold and expand upon what is possible for our team," says Krischan Kray, vice president, Expanse Implementation.

Outside of Expanse, Jedediah is an active member of HCA Healthcare's Veteran Colleague Network and volunteers through his church in the Nashville community. His upbeat attitude and ability to solve problems with a smile have earned him respect across teams.

HCA  Healthcare®
Awards of Distinction

Paulette Bennett

FRIST HUMANITARIAN AWARD, VOLUNTEER



Ogden Regional Medical Center, Ogden, Utah



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Awards of Distinction

Samantha McClelland

FRIST HUMANITARIAN AWARD, EMPLOYEE



BS, RRT, CES-A
Portsmouth Regional Hospital, Portsmouth, N.H.



Paulette, a 13-year volunteer with more than 2,000 hours of service at Ogden Regional Medical Center, serves at the front desk and was instrumental in starting therapy dog visits.

Earlier this year, staff were having difficulty administering medication to a patient who was having a panic attack. Paulette was at the hospital with her therapy dog, Miss Sophie, and was able to calm the patient immediately.

“We are so grateful for the time and effort Paulette has put into training and certifying her dogs for the therapy program,” says Mark Adams, CEO of Ogden Regional Medical Center. “It takes a lot of work, talent and dedication to train these dogs to bring comfort to others. We have so many stories of the positive impact they have had on our patients.”

Outside the hospital, Paulette is renowned for her work and has been featured in many publications for her wilderness expertise and for search and rescue efforts with her dogs. She and Miss Sophie are also certified volunteers for the juvenile court system, helping children testify.

“I could go on and on about the many humanitarian efforts Paulette is involved with on a daily basis,” says Trudy R. Peterson, volunteer director at Ogden Regional. “She sees a need and acts on it. She is always the first to offer service.”

Described as a passionate advocate for both patients and colleagues, Samantha currently serves as ECMO coordinator for the hospital’s cardiovascular department.

She is recognized for her significant contributions over 20 years both in the hospital and throughout the community. Since 2011, she has volunteered with Apraxia Kids, which helps children with motor speech disorders. She also helps children newly diagnosed with asthma learn how to use their inhalers and navigate their daily lives. She’s a dedicated Girl Scout troop leader and advocate for children with special needs, too.

“She shows up to make everyone’s life a little bit brighter,” says Dean Carucci, CEO of Portsmouth Regional Hospital. “Her presence in our hospital and our community makes them warmer and more welcoming places to be.”

Kristin Laberis, the hospital’s vice president of operations, adds that Samantha is always first to volunteer for extra shifts when additional help is needed.

“I have witnessed multiple encounters where Samantha has provided compassion and understanding during difficult conversations,” Kristin says. “She has a unique ability to put patients at ease.”

Samantha excels as an ECMO coordinator and is known to be an innovative leader, playing a pivotal role in the development and advancement of her hospital’s ECMO program.

HCA  Healthcare®
Awards of Distinction



The Frist Humanitarian Award

Jonathan Jacobs, MD

FRIST HUMANITARIAN AWARD, PHYSICIAN



Menorah Medical Center, Overland Park, Kan.

Dr. Jacobs' care for people extends beyond the clinical setting of Menorah Medical Center. Since 2022, he has volunteered more than 180 hours, providing direct patient care to the unhoused and underserved populations of Kansas City. The effort, called Care Beyond the Boulevard, aims to help those who may lack housing, transportation and money — factors which may keep people from seeking healthcare. Dr. Jacobs also serves as its medical director and president of the board of directors. Healthcare volunteers deliver mental and physical healthcare directly to patients anywhere in the city via a mobile bus clinic.

“With the help of Dr. Jacobs, Care Beyond the Boulevard has helped thousands of patients seek both medical and mental healthcare,” says Katie Bruels, chief operating officer at Menorah Medical Center. “This is the true personification of a humanitarian and honors Dr. Frist's legacy to care for those in need.”

One of Dr. Jacobs' patients went from homelessness and drug addiction to having a home and a job and becoming drug-free. That patient is now an advocate and board of trustees member for Care Beyond the Boulevard.

Jaynell Assmann, APRN-C, Care Beyond the Boulevard founder and CEO, says Dr. Jacobs “does not work above, but alongside nurses, medical students and nonmedical volunteers.”

“He is truly one of the most humble people I have ever encountered,” she says.

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The Excellence in Nursing Award

Heather Hurlburt

EXCELLENCE IN NURSING AWARD, COMPASSIONATE CARE



RN
Sunrise Hospital and Sunrise Children's Hospital,
Las Vegas, Nev.

Heather has been lauded for her heroism as a lifesaver both within the hospital setting and outside of it. In October 2023, she and another Sunrise colleague helped save a man's life after finding him bleeding extensively.

At Sunrise, she is known for her unwavering commitment and consistent performance, often taking on the most-challenging cases with grace and professionalism, says Todd Zimmerman, MD, medical director, Pediatric Emergency Medicine at Sunrise Children's Hospital.

“Heather's depth of knowledge is truly impressive, evident in her thorough approach to patient care and her ability to recognize subtle changes in patient conditions,” he says. “Her efficiency and foresight ensure that she is always one step ahead, providing the highest standard of care to those she serves.”

Heather is also dedicated to helping children experiencing abuse or neglect. She played a pivotal role in developing the SCAN program at Sunrise Hospital, forging crucial partnerships with law enforcement and the Children's Advocacy Center, where she also volunteers, assisting with sexual assault exams.

“Her passion for her work shines through in everything she does, and her dedication to providing compassionate care to her patients is truly commendable,” says Tiffany Pabst, BSN, RN, clinical professional development educator, Pediatric ER.



The Excellence in Nursing Award

HCA Healthcare®
Awards of Distinction

Roni S. Hutson

EXCELLENCE IN NURSING AWARD, PROFESSIONAL MENTORING



BSN, RN, CCRN-CSC
Methodist Hospital, San Antonio, TX

Throughout Roni's 35-year career, she has improved the lives of not only her patients, but also untold generations of nurses.

She has served as a mentor, preceptor and leader of nurse practitioners, supporting more than 200 nurses of diverse backgrounds and generations. She's even mentored physicians throughout her career. She's known for creating a safe space for nurses to ask questions and for preparing them to think critically in her absence. Roni also pioneered the development of the Heart Rotation program 20 years ago. It's become a cornerstone of cardiac care in her facility's critical care units, revolutionizing services and providing hands-on experiences for nurses, students and residents.

Fellow colleagues say she possesses a distinct talent for communicating effectively and positively with providers, especially when identifying opportunities for improvement or addressing knowledge gaps. She's been instrumental in ICU expansions and the development of career ladder programs.

"Roni's generosity in her work has always been limitless, but she has never limited her generosity to the confines of Methodist Hospital. She is an active member of the local chapter of the American Association of Critical-Care Nurses, and she has regularly done charitable volunteer work for our local community," says Sueyon Dodd, nurse manager, Cardiovascular Intensive Care Unit 2.

Finalists

*Frist Humanitarian Award Finalist
Employee Category*

Tiffany Crabtree

Social Worker, MSW, Overland Park Regional Medical Center, Overland Park, Kan.



Compassionate and tireless advocate for NICU families, Circle of Hope NICU Foundation champion, supportive colleague and mentor to fellow social workers.

*Frist Humanitarian Award Finalist
Volunteer Category*

Lyn Harris

NICU Cuddler, St. David's Medical Center, Austin, Texas



Amassed 2,300+ hours over 15 years as a NICU cuddler, "Uncle Lyn," is a Vietnam War veteran passionate about human connection.

*Excellence in Nursing Award Finalist
Compassionate Care Category*

Laurie Regehr, RN

Clinical Nurse Educator, MSN, Wesley Medical Center, Wichita, Kan.



Pioneered the first nurse residency program at WMC, supported hundreds of new nurses in the transition from student to RN.

*Frist Humanitarian Award Finalist
Employee Category*

Jessica Sneddon, RN

Critical Care, BSN, Southern Hills Hospital/Medical Center, Las Vegas, Nev.



Takes time to ensure that families experiencing the death of an infant feel cared for, makes special mementos for parents.

Innovators Award Finalist

Nicole Follansbee, RN

Director Neonatal ICU, MBA, BSN, Memorial Health University Medical Center, Savannah, Ga.



Set feeding protocols for preemies, led multiple unit expansions, Angel Eye advocate, allowing families to view their babies 24-7 via web-based cameras.

*Excellence in Nursing Award Finalist
Compassionate Care Category*

Young Oak Mun, RN, BSN

St. David's North Austin Medical Center, Austin, Texas

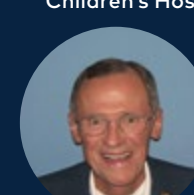


Started a clothing closet for patients without clothes at discharge, collected funds for a colleague unable to afford medication.

*Frist Humanitarian Award Finalist
Volunteer Category*

John Ruhly

Volunteer, Surgery Waiting Rooms, Medical City Dallas Hospital, Medical City Children's Hospital, Texas



First volunteer to return post-COVID-19, also volunteers with Meals on Wheels and Special Olympics.

*Frist Humanitarian Award Finalist
Physician Category*

Curt Stock, MD

Chief Medical Officer, Lakeview Hospital, Bountiful, Utah



Spearheaded fundraising efforts for teen center and raised \$150,000, additional volunteer roles include Operation Smile, NAMI and youth soccer coach.

Innovators Award Finalist

Kim Gardner, RN

Program Coordinator, Thoracic Oncology ACNP-BC, MSN, Henrico Doctors' Hospital, Richmond, Va.

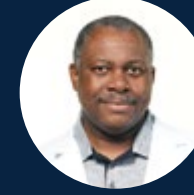


Collaborates with IT teams for earlier cancer detection and improved patient outcomes, supports the Center for Early Detection and Diagnosis.

*Frist Humanitarian Award Finalist
Physician Category*

Stephen Patterson, MD

Emergency Physician, FACEP, BC-EMS, Riverside Community Hospital, Riverside, Calif.



Served 19+ years as reserve deputy sheriff, mentors at-risk youth in the criminal justice system and youth interested in medical careers.

*Excellence in Nursing Award Finalist
Compassionate Care Category*

Lora Shaffer, RN

RNC-LRN, CBC, C-EFM, BSN, HCA Florida St. Lucie Hospital, Port St. Lucie, Fla.



Advocate for families experiencing the death of an infant and supports colleagues caring for them, makes memory boxes for grieving families.

*Excellence in Nursing Award Finalist
Professional Mentorship Category*

Hermes Troche, RN

Surgery Director, MSN, CNOR, CSSM, HCA Houston Healthcare Tomball in Katy, Texas



Increased colleague engagement index from 25% in 2022 to 84% today, reduced OR turnover from 43.37% to 12.37% since joining Tomball.



HCA Healthcare is a proud partner of Metro Nashville Public Schools' Academies of Nashville (AON), career-based, small learning communities embedded in 12 of Nashville, Tennessee's public high schools and designed to provide students (pictured) advanced technical training and early post-secondary opportunities.

Creating Workforce Solutions and Advancing Healthcare Professionals

HCA Healthcare makes big investments in educating and developing colleagues and future industry leaders.

With widespread workforce shortages across the healthcare industry expected to persist through the next decade, HCA Healthcare leads the way in training workers and opening doors to lifelong, fulfilling careers.

Our expansive reach and abundant resources allow us to do this in numerous ways. We have a significant stake in a rich and thriving healthcare workforce. We invest in programs that help people build high-impact careers through education assistance and training programs, financial assistance like tuition reimbursement, and accelerator programs that help individuals take the next steps in their healthcare careers. While many of these programs are available to colleagues, many are also available to individuals in the communities where we provide care and are specifically designed for those in underserved areas to unlock new career and financial possibilities.

Through these efforts, HCA Healthcare impacts the current — and future — state of healthcare. It's an exciting time for colleagues and anyone who desires a career in healthcare, says Laura DeMotte, American Group vice president of Human Resources and lead for HCA Healthcare's Workforce Development Center of Excellence.

"We are investing more in workforce development than we ever have," she says. "We are very strategic in how we leverage education assistance and training programs to strengthen the healthcare workforce and pour into our colleagues. We believe that HCA Healthcare is uniquely positioned to offer a career of a lifetime, and our investment in broadening our support of academic and community partnerships is a powerful example of that vision in action."

Making big investments in nursing

The Bureau of Labor Statistics projects 193,100 openings for RNs annually through 2032. According to the American Association of Colleges and Nursing, there are two key factors contributing to the shortage:

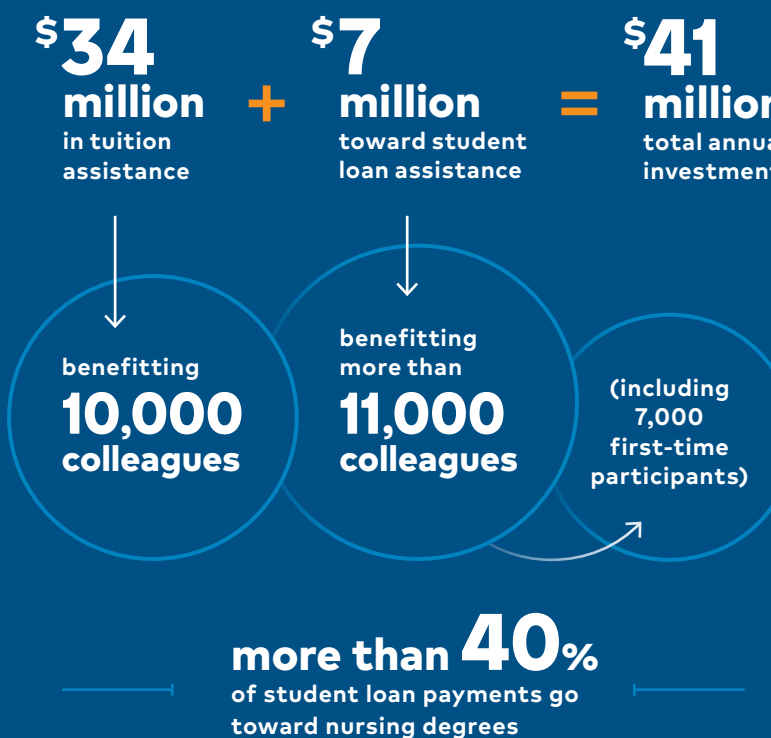
- An aging baby boomer population and their anticipated healthcare needs
- Nursing schools across the country that are struggling to expand in order to meet the rising healthcare demands

HCA Healthcare's proactive approach to these industry and community challenges has included becoming a majority owner in Galen College of Nursing in 2020. This endeavor marked our single largest investment in nursing, enabling individuals to access high-quality nursing education in new ways. In 2021, Galen established a partnership with Fisk University to help their students obtain degrees that can lead to advancement and growth in nursing. Partnerships with historically Black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs) aim to help diversify the workforce and to help hospitals reflect the communities they serve.

One distinguishing factor about Galen is that its older student population requires some nontraditional support. For example, the average age of a Galen student is 30, and some students are juggling parenthood while pursuing a second career. Students can find flexible schedules and online options to meet their needs while at Galen.

Peter Lindquist, HCA Healthcare's chief clinical learning officer, says a lot of consideration is given to supporting the learning and training of these students. Galen also offers more tuition assistance options and improved pathways for job placement and advancement upon graduation.

Nursing Investments at a Glance



Galen's Tuition Assistance Differentiator

- **Direct billing:** Galen bills HCA Healthcare directly, so eligible colleagues do not pay upfront or out-of-pocket tuition expenses.
- **Career coaching:** HCA Healthcare provides coaches who guide colleagues in learning how to finance their educations and plan their career tracks.

By the end of this year, Galen is expected to be the industry's biggest producer of undergraduate nurses.

66



We've been able to reinvent education, onboarding, etc., not just for HCA Healthcare, but for the industry. And we're doing it in a way that is really allowing our nurses to get competent in a much quicker manner. We're not only helping fill our needs, but also the industry needs for nursing.

— Peter Lindquist, chief clinical learning officer

HCA Healthcare and HCA Healthcare Foundation Investments

- Engaged local high school students in every division throughout the 2021–2022 school year, offering healthcare career programming, guest speakers, job shadowing experiences and field trips.
- In Nashville, supported the Academies of Nashville, connecting students and teachers with HCA Healthcare experts and volunteers, funding special projects and supporting partnerships.
- Established the Patricia Frist Memorial Scholarship to support dependents of colleagues pursuing postsecondary education.

Advancing colleagues, promoting their growth

HCA Healthcare also recruits nurses internally by providing ways for entry-level colleagues to train for roles quickly. The upskilling program known as FastTrack targets environmental and food service professionals, as well as patient care technicians, and was designed to meet critical needs in nursing, radiology, surgical and respiratory care specializations.

HCA Healthcare provides a full range of support for FastTrack participants, including education, training, clinical rotation experience and financial assistance to aid their advancement.

“Our workforce development programs fill critical needs by strengthening and expanding our talent pipelines and creating opportunities for career growth and professional development. Most importantly, they improve the lives of our colleagues as well as those in the communities we serve through training and upskilling, which opens doors to higher-level, higher-paying roles,” says Laura.

Nearly 500 colleagues are in the FastTrack program, half of whom are patient care technicians providing bedside care. Most of them are pursuing nursing.

To the bedside and beyond

In addition to HCA Healthcare’s investment in strengthening the nursing pipeline, the organization also invests in nurses’ ongoing growth and development, including support for earning advanced degrees.

For example, in 2023, more than 800 nurses received upward of \$3 million in nursing leadership development. Of those nurses, 75% use those funds to earn their Master of Science in Nursing degrees. This is where HCA Healthcare’s relationship with Galen continues to be an advantage. Galen offers two master's degree programs in nursing leadership, allowing colleagues the flexibility to juggle work and learning while receiving highly valuable financial assistance.

“That’s the great thing about having a career nurse,” says Erica White, assistant vice president, Benefits Center of Excellence. “They can start as an LPN, and we will graduate them to get an associate degree, give them a BSN and then turn them into a nurse leader.”



Leveraging an Untapped Market

The shortage of healthcare workers in American hospitals is expected to reach 10 million by 2030. Since 2020, 1 in 5 front-line healthcare workers across the industry has left their job. The role of patient care technician (PCT), an essential front-line role, reached a 32.3% turnover rate last year.

In Utah, hospital leaders are leveraging an untapped labor market — right under their noses — to address this challenge. HCA Healthcare’s Mountain Division partnered with Aprende Health Careers Institute to create a curriculum to help their Spanish-speaking colleagues in nonclinical roles get the training needed to become PCTs.

Nearly 20% of adults in Utah are native Spanish speakers. Blake Nemelka, PhD, vice president of Academic Affairs, HCA Healthcare Mountain Division, says the program is extremely popular. Twenty spots were initially offered, but when the number of applicants hit nearly 200, hospital leaders added more openings for the first cohort (pictured above).

“There were a lot of people who have been interested in pursuing the PCT route but

didn’t because it seemed daunting to go into a program in their second language,” he says.

Courses are taught in Spanish, allowing students to learn more quickly. Although they still must get certified in English, the process is more attainable.

“If we can approach that talent pool, we’re going to expand our potential PCT population pretty significantly,” Blake says.

He estimates there are about 600,000 native Spanish-speakers in their market and believes that more healthcare roles could get a boost from that demographic.

“This is an amazing pool of healthcare talent, and we are excited to work together on a strategy to give more people a pathway to becoming caregivers,” he says.

PCT training can be a springboard for further career advancement. As PCTs, colleagues will have access to fully or partially subsidized tuition at Galen College of Nursing, which now also has a campus in Utah. College advisors can help guide career plans and secure financial aid.



Visit the magazine online to read more.



A Conversation With Yasmene McDaniel

MBA, MHA, CEO, HCA Houston Healthcare Southeast

Colleague Q&A:

A Nontraditional Journey in Administering Care

The CEO of HCA Houston Healthcare Southeast thrives on connections.

Inspired by her grandmother Eva Moses, HCA Houston Healthcare Southeast CEO Yasmene McDaniel, MBA, MHA, enrolled in Baylor University's premedical program intending to become a physician. During her junior year, she discovered a new passion, pivoting from clinical training and obtaining postgraduate degrees in business and healthcare administration at Texas Woman's University.

Prior to joining the HCA Houston Healthcare Southeast team, Yasmene worked for HCA Healthcare affiliate Corpus Christi Medical Center in Corpus Christi, Texas. She served in executive roles with Sparks Health System in Fort Smith, Arkansas, and Jackson Health System in Miami, Florida. In June 2021, the

Texas native joined the HCA Houston Healthcare Southeast network, which comprises an acute care hospital, a freestanding rehabilitation hospital, freestanding emergency rooms and medical access points throughout southeastern Harris County.

Yasmene's incredible impact extends beyond her role with HCA Healthcare. In addition to receiving a Houston Business Journal Diversity in Business Award, she was named chair of the 2024 Houston March For Babies: A Mother of a Movement™.

Last summer, Yasmene traveled to Ghana to help open a 40-bed hospital through Ghana's One Heart Medical Center.

Q: What inspired you, growing up?

A: I'm from a very small town in Texas, Dime Box. The population is less than 500. My senior class had 12 people. My grandmother was a nurse, and since it was a small town, she made house calls, doing glucose checks and blood pressure checks and making sure everyone was OK. She was the intermediary for those who didn't have access to the healthcare they needed. I followed her as she went to neighbors' and community members' homes to check on them.

Q: What was appealing about healthcare administration?

A: We get that amazing opportunity to go into a community and say, "What this community needs is a hospital," or "This community really needs a surgery center." If your community needs a specialized service, then we have the opportunity to bring that to fruition. We connect all the dots between healthcare delivery, the physicians and community needs.

Q: What is your personal mission?

A: My purpose is aligned to helping others in need and bringing forth that connection. I've been blessed to know some amazing people and had the opportunity to work and be associated with some awesome, kind, talented, skilled people. I can connect or be the liaison. That's the same thing I do in my job every day. I talk to our nursing teams, and they express the concerns that they're having, and I try to find the resources to get them what they need. I talk to the physicians and the surgeons we partner with, and, again, I try to be that connector to help them to do their best work.

Q: What are you most excited about at your facility?

A: We're providing awesome services that this hospital has never done before. In the three years that I've been here, we've opened two specialty units in our hospitals. We've opened another rehab hospital on a separate campus. We have other projects on the horizon that are advancing technology, advancing the care and the services that we're able to bring to this community. At my hospital right now, we are transforming the health of the population in southeast Harris County. The thought that I would even be part of that is mind-blowing.

Q: How has HCA Healthcare helped you fulfill your mission?

A: There have been a lot of opportunities, starting with my first introduction to HCA Healthcare as a practice manager. A physician practice in Houston was closing its doors, and that would have caused a lack of physicians in that community. HCA Healthcare offered the physicians employment, providing care for those patients. When I worked in Corpus Christi, the Rockport community was without access to healthcare. The nearest emergency room was 40 miles away. Time matters when you're having a stroke or a heart attack. I was part of the team that opened a freestanding ER in Rockport to provide care for that community. And now I'm expanding and elevating services in the Pasadena, Texas, community.

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Whenever anyone asks me about my journey or how or why or the next steps, I tell them my journey has never been linear. Be open to opportunities and think of others before you think of yourself. If you're thinking of others before you think of yourself, you'll be just fine.

— Yasmene McDaniel, MBA, MHA, CEO, HCA Houston Healthcare Southeast



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