

# HCA Healthcare Magazine

WINTER 2024



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Dear HCA Healthcare colleagues,

2024 was another strong year for HCA Healthcare. It was marked by progress in the quality outcomes that we provide to our patients, record levels of positive engagement with our colleagues, and continued growth as an organization. These achievements would not have been possible without the unwavering commitment and professional capabilities of our colleagues. I am grateful for the work you do to make this possible.

As we look ahead to 2025, I am excited about the opportunities before us as we continue to invest in our strategy to drive more value for our stakeholders. Our plan includes significant investments in workforce development to create opportunities for our people, technology to drive innovation, and capital expenditures to increase capacity and access. The stories in the winter issue of *HCA Healthcare Magazine* represent the great work that can be done when quality and community go hand in hand.

Building a world-class workforce requires intentional development and local investment. And doing what's right for our communities begins with delivering easy to access and high quality care to our neighbors. From meaningful partnerships with Emergency Medical Services (Pg. 10) to investments in innovative treatment (Pg. 2), we are committed to elevating healthcare across the communities we serve.

Every day, I'm inspired by the people of HCA Healthcare, and again I want to thank you.

Sincerely,

  
**Sam Hazen**  
CEO, HCA Healthcare

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Our integrated network and laser focus on patient-centered care drives results.

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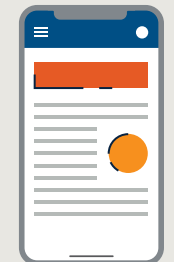
### Colleague Q&A: From Military Service to Strategic Management

Special forces veteran, Terry Pevehouse, Jr., brings skills to HCA Healthcare's Center of Excellence.

### On the Cover

*Front cover* — Across our 15 divisions, HCA Healthcare colleagues of particular training and expertise may be called on to join Incident Response Teams - formed to be at the ready when crisis or casualty events take place in our communities. Jon Snider (right), a military veteran and HCA Healthcare director overseeing our Military Affairs program, was deployed to HCA Florida Pasadena Hospital in September of 2024 to help the facility establish a portable dam system and evacuate the hospital in anticipation of Hurricane Helene. Dr. Tim Carlson (left), a medical director at the facility, partnered with Jon to ensure safe, high-quality continued care at the accepting facility prior to medical transport.

*Back cover* — Stann Tate, CCE at Menorah Medical Center in Kansas City, catches up on the Fall 2024 issue of *HCA Healthcare Magazine* featuring Menorah's own Dr. Jonathan Jacobs.



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# Scaled Innovation Drives Industry-Leading Care

Our expansive network, the drive to innovate and a laser focus on patient-centered care deliver results that consistently surpass industry standards.

Histotripsy uses high-intensity sound waves to destroy unwanted tissue in the liver. This procedure is non-invasive, which means it does not require incisions, needles or anything to be inserted through the skin to treat the targeted liver tissue.



HCA Healthcare is consistently recognized as a leader in patient safety and delivering high-quality care. In 2024, 93 HCA Healthcare hospitals were recognized with the Healthgrades Patient Safety Excellence Award, and 54 hospitals were recognized in the Top 250 hospitals on Healthgrades' "Best Hospitals" list.

These accolades are achieved by leading the way in research, continuing to innovate and always striving to put patient-centered care above all else.

## Always seeking new and innovative treatments to advance patient care

Healthcare is an ever-changing field, with new treatments and technologies always evolving to improve patient outcomes. HCA Healthcare took the lead in one very new technology this past spring, when HCA HealthONE Presbyterian St. Luke's became the first facility within the HCA Healthcare system — and only the eighth in the country — to offer an innovative, noninvasive treatment for patients with liver tumors.

The procedure, called histotripsy, uses a collection of high-powered sonar beams to target and eradicate tumors. Eric Liu, MD, a surgeon affiliated with HCA HealthONE Presbyterian St. Luke's, specializes in neuroendocrine cancer. He has been following advances with this treatment, which has been examined and refined for over 25 years.

"I watched as they continued to improve the procedure, and saw that this could be an amazing tool for my patients," Dr. Liu says. "I began building relationships with the researchers and scientists so I could learn more about it. At the same time, I talked with my colleagues at HCA Healthcare, presenting the benefits of this treatment and pushing to be an early adopter."

The new histotripsy procedure improves patient care in a number of important quality measures, including:

- Reduced risk of complications. By eliminating the need for surgical incisions, the risks of infection and other complications are significantly lower.
- Precision targeting to spare surrounding healthy tissue. Histotripsy enables surgeons to accurately target only tumor cells.
- Reduced recovery time. Without undergoing surgery, patients can return to daily activities more quickly.
- A safer alternative for more patients. The enhanced safety profile of histotripsy allows this to be an option for patients who might not be candidates for surgery due to other health concerns.

"As a surgeon, I'm always looking for ways to improve the care we provide, whether that's enhanced quality of life, reduced risk of infections, reducing the amount of antibiotics we have to use, or providing patients with different treatment options," Dr. Liu says. "It's exciting to be able to add this to our toolbox of ways we can improve quality."

## Establishing unified protocols and best practices

Collaboration across disciplines, facilities and industry leaders also plays a key role in enhancing quality measures and improving patient care. For Dr. Liu, working with doctors, researchers and other hospitals currently using the new histotripsy technology will enable him to continue to learn ways to improve outcomes and expand the program. The same philosophy applies across HCA Healthcare.

"Our ability to see the care being provided at all our hospitals, benchmark it and communicate with each other, allows everyone to benefit," says Michael Cuffe, MD, executive vice president and chief clinical officer, HCA Healthcare. "If one hospital has an issue they're trying to improve, there's a good chance someone out there already has a policy or process in place, and being able to share those best practices helps raise the level of care across the board."



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I'm always looking for ways to improve the care we provide, whether that's enhanced quality of life, reduced risk of infections, reducing the amount of antibiotics we have to use, or providing patients with different treatment options.

— Eric Liu, MD, a surgeon affiliated with HCA HealthONE's Presbyterian St. Luke's



For example, HCA Healthcare has created an obstetrics playbook to improve mother and baby outcomes. The resource guide provides best practices around:

- How emergency departments can be better prepared for pregnant mothers, as well as their new babies
- The resources that should be provided in obstetrics units
- When it's appropriate to hire obstetric hospitalists, and how many
- Escalation pathways to improve outcomes for mother and baby

“Our mother-baby outcomes at HCA Healthcare are strong,” Dr. Cuffe says. “By taking time to understand the infrastructure and best practices that lead to those outcomes, and putting it together into this playbook, we have a tool we can provide hospitals that they can choose to adopt and improve outcomes on a local basis.”

Trauma programs are another area where hospitals can access a wealth of resources. An internal website offers everything from guidelines to stand-up plans and a proposed organization for strategic operations.

“Not every hospital has a trauma program, but when they do set one up, there’s a process in place that can be followed,” Dr. Cuffe says.



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Our ability to see the care being provided at all our hospitals, benchmark it and communicate with each other, allows everyone to benefit.

— Michael Cuffe, MD, executive vice president and chief clinical officer, HCA Healthcare

All new trauma centers are not only accredited, they are also rigorously tested by HCA Healthcare.

“We follow the trauma centers closely, and they all collaborate and do research together,” Dr. Cuffe says. “In a way, our trauma programs together act as one, which only helps improve the quality of care provided at each individual location.”

### Enhancing knowledge to improve quality care

Technology, treatments, policies and procedures are all important parts of healthcare, but nothing can be accomplished without human interaction and an exchange of knowledge. Doctors, nurses, support staff and every single colleague within the HCA Healthcare system play a pivotal role in providing quality healthcare to all patients. Providing resources for continuing education as well as disseminating new findings quickly and efficiently is another area where HCA Healthcare capitalizes on scale.

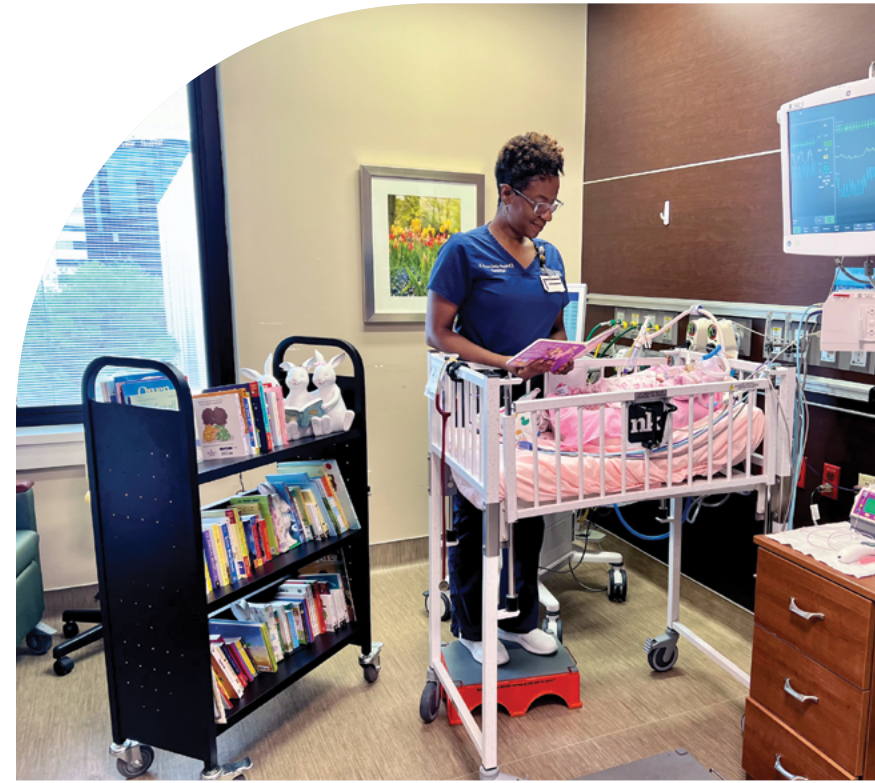
“If you consider an independent hospital, it might be hard to find the budget to put together a training program for a medical assistant or other clinical education,” Dr. Cuffe says. “But at HCA Healthcare, we’ve developed training and clinical education that can be accessed and used throughout the system.”

Sharing best practices for patient care is a key element of enhancing knowledge to improve quality outcomes. For example, during the early stages of the COVID-19 pandemic, doctors found patients had better outcomes when they were lying on their belly instead of on their back. HCA Healthcare put together educational programs about how to execute prone ventilation for in-services and other training.

“Unlike unaffiliated hospitals that each have to test and learn in isolation, we have deliberate ways of communicating with each other that help spread information quickly,” Dr. Cuffe says.

Quality care encompasses a wide range of metrics, from reduced infection rates to good communication with patients. Sharing best practices and learning from others throughout HCA Healthcare ensures that the local care given in each community is the best possible care, and by extension it elevates the overall system.

“If you’re a small community hospital within HCA Healthcare, you’re not just a hospital of one,” Dr. Cuffe says. “You’re a part of a [family] – with all the resources and best practices of a large healthcare system at your disposal.” ♦



Top: Colleagues at The Woman’s Hospital of Texas participated in the hospital’s fifth annual NICU read-a-thon to promote early literacy and provide bonding opportunities for NICU families, colleagues and physicians.

Bottom: At the 2024 March of Dimes Walk sponsored by HCA Florida Healthcare, colleagues from HCA Florida Kendall Hospital showed up to spread the word about proven safe sleep practices for new babies. Together, we are making a difference for NICU babies, their families and our Women’s Care Services.

## Innovation From the Inside Out

HCA Healthcare Research Institute is the multispecialty clinical research arm of HCA Healthcare focused on advancing care through our affiliated network of providers and sites. Through the Research Institute, we are committed to propelling innovation and advancing medical knowledge from within.

43

Research Institute programs

416

Total active studies in 2024

3,001

Patients enrolled/impacted in 2024



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Jon Snider (center) joins HCA Healthcare colleagues to *Stop the Bleed*. Developed in the wake of rising mass casualty situations, *Stop the Bleed* is a national community campaign focused on preventing victims from bleeding to death, which is the number one preventable cause of death after an injury.



# Military Colleagues Remain Service Oriented, Mission Driven

HCA Healthcare’s veteran colleagues draw from their military careers in the healthcare space.

Reginald “Reggie” Destin, assistant vice president of Talent Acquisition, spent half of his professional life – more than 22 years – serving his country as a member of the United States Air Force, specializing in recruitment. He has spent the last two decades continuing a career of service, working with HCA Healthcare. Reggie sees first-hand the parallels between the military and healthcare fields.

“The goal is that no one’s left behind, right? You know the military motto, ‘No man left behind.’ We want to do the same thing at HCA Healthcare – no veteran left behind,” says Reggie.

HCA Healthcare meets community needs and clinical demands by employing and leveraging the skills of military veterans like Reggie in healthcare careers. The *Military Times* has recognized HCA Healthcare for five consecutive years as a Best for Vets employer. The recognition highlights our efforts to recruit, retain and support current and former service members, their spouses and caregivers.

## Drawn to scale and saving lives

Reggie embodies the notion that members of our armed forces are a valued resource not only during their active duty, but also when they enter the civilian workforce. After leaving his post as a master sergeant at Lackland Air Force Base in San Antonio in 2004, he was quickly hired for Talent Acquisition with HCA Healthcare’s Methodist Healthcare System. Reggie was attracted to the scale of the company and the opportunity to work at any HCA Healthcare facility in the country.

With 186 hospitals and more than 2,400 sites of care across the U.S. and the United Kingdom, the variety of location options reminded Reggie of the military. He has since moved to corporate headquarters in Nashville, Tennessee, and stays with HCA Healthcare because of how he and other veterans are supported. It’s a smart move, he explains, because veterans often make excellent employees.

“We bring that strong determination and ability to focus on the need at hand. It’s about doing what we can for the country to save lives,” says Reggie.

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**We bring that strong determination and ability to focus on the need at hand. It’s about doing what we can for the country to save lives. Coming to HCA Healthcare, it’s all about that – saving lives.**



— Reginald “Reggie” Destin, assistant vice president of Talent Acquisition

“Coming to HCA Healthcare, it’s all about that – saving lives. Especially being in recruitment, we hire people who save lives. It’s so important to me to be a part of a company that does that.”

“The mission of Methodist Healthcare System is ‘Serving Humanity to Honor God.’ That was important to me,” he says. “At HCA Healthcare, above all else, we’re committed to the care and improvement of human life. That’s huge for me.”

## Mission-first culture in healthcare

Since the inception of HCA Healthcare’s Military Affairs in 2012, the enterprise has hired more than 65,000 veterans, military spouses and colleagues currently serving in the National Guard and Reserves.

The strategic program is committed to supporting military-affiliated colleagues, patients, and business partners of HCA Healthcare, says Jonathan “Jon” Snider, MSHQS, director, DEI workplace programs and engagement, overseeing the Military Affairs program.

“Both the U.S. military and HCA Healthcare are mission-centric organizations. So everything that we do supports a centralized mission,” says Jon.



(Cont. on page 8)



“Our servicemen and women are coming from a culture where they’ve put mission first and put the mission before even themselves and their family. Our colleagues here continue that mission-first culture and putting the patients and their families even before themselves.”

“We all felt this call to serve, and when folks transition out of the military, they’re still looking for a way to serve,” Jon adds. “Here at HCA Healthcare, you can continue to serve in multiple capacities, whether that’s at the patient’s bedside, delivering direct patient care, or in a support-type function such as leading one of our service lines or being an accountant, in marketing or an HR professional.”



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— Jonathan “Jon” Snider, MSHQS, director, DEI workplace programs and engagement, overseeing the Military Affairs program

## Remembering and honoring colleagues who served

HCA Healthcare’s Military Affairs office was reenergized in May 2022, when Jon took the reins. A U.S. Army veteran who served for seven years, Jon first joined HCA Healthcare in late 2016 as a senior continuing medical education coordinator before advancing to a curriculum manager role in the graduate medical education service line. Like Reggie, he is an example of the opportunities afforded to veterans at HCA Healthcare.

“The thing I’m most proud of, since I’ve been in this role is the transformation of the overall culture or the integration of our military talent into the culture of HCA Healthcare, really highlighting the value that our veterans and military spouses bring to this organization, ensuring that we remember that two of our three founders at HCA Healthcare were veterans themselves,” he says.

HCA Healthcare founder Dr. Thomas F. Frist, Sr., was an officer in the Army Air Corps during World War II, while his son, Dr. Thomas F. Frist, Jr., served in the U.S. Air Force during the Vietnam War.

“A lot of the values that they acquired during their own military service have been pillars and continue to be values that we hold here within the organization,” he says. “It’s just making sure that all colleagues remember our history and the value that our military service members bring to this organization.”

## Supporting military spouses

Military Affairs also aims to meet the needs of military spouses. The importance of accommodating spouses was clear to Reggie from the early stages of his Talent Acquisition career.

“I retired in San Antonio, and it’s a huge military community. We had Fort Sam Houston, Lackland Air Force Base and Randolph Air Force Base,” he says. “We had tons of military in that area, but it’s also a huge healthcare community. We were able to do a lot of work hiring military veterans and their spouses, because a lot of spouses are healthcare professionals.”

“As these military members move to town, we want to be able to attract their spouses and help them find jobs, which helps us even more,” he adds. “They may only be there for three to four years, but that’s going to help us from a clinical perspective.” ♦

## Direct Outreach Makes a Difference

HCA Healthcare’s Military Affairs and Talent Acquisition departments strengthened their partnership in 2022 by identifying a “military liaison” within each of the enterprise’s 15 divisions.

“It helped catapult our hiring, having someone there that Jon could depend on and support his team’s efforts,” says Reggie.

Those efforts led to a 12% increase in veteran hiring in 2023. And based on trends dating to Labor Day 2024, HCA Healthcare is on track to hire more than 4,800 veterans this year.

Last September, HCA Healthcare added to its Military Affairs/Talent Acquisition arsenal by hiring three military talent sourcers — Brenden Lata, Jamie Blackshear and Rikke Kalkstein — to work alongside the 15 military liaisons and bolster veteran recruitment efforts.

“The military talent sourcers are going to be the ones to take a more proactive approach to helping our military talent candidates find job opportunities within HCA Healthcare,” says Jon. “They’re going to be the advocates for our military spouses and veterans.”

Talent sourcers will help hiring managers see the value that candidates bring, not only to this organization, but to their team. Each talent sourcer will manage the military talent pool for their specific group — Atlantic, National and American — and act as lead advocate for open positions.

“They’re going to be the ones who are going to be leveraging our military liaisons across the enterprise to help get talent in front of hiring managers,” Jon says.



HCA Healthcare attracts and retains qualified veterans by offering purpose, community and development, in addition to a career opportunity.

## Proud to be a Military-Friendly Employer

- HCA Healthcare has been recognized as a military-friendly employer for 13 consecutive years by VIQTORY and by Military Times’ Best for Vets for the past four years.
- Disabled American Veterans® has recognized and awarded HCA Healthcare the Patriot Employer award for demonstrating an unwavering commitment to hiring and supporting military talent through employment policies, hiring practices and community outreach.
- In 2023, we received a Military Friendly Employer Gold designation from VIQTORY.



Meet more of our military veteran colleagues online.





# EMS Partnerships Are Crucial to Providing Patient Care

Close collaboration with EMS agencies elevates HCA Healthcare's care and presence in our communities.

HCA Healthcare strives to be patients' and care providers' choice when they make a life-or-death decision about where to go for patient care. In 2023, HCA Healthcare served 9.3 million emergency room patients. More than 1.6 million of those patients were delivered by emergency medical services (EMS).

Erica Rossitto, senior vice president and assistant chief nursing executive based in Nashville, helped lead emergency room revitalization efforts, which became a companywide priority initiative in early 2023.

"EMS has always been a key partner in our emergency rooms and a critical part of our emergency care team," Erica says.

In addition to valuing EMS as external care partners, HCA Healthcare compliantly supports continuing education for EMS providers in their communities. HCA Healthcare also employs EMTs and paramedics in emergency rooms as part of ER care teams.

"We've done a lot of work to enhance the role of the paramedic in our ER so that they can function at the top of their license and be a valued part of that care team alongside nurses and physicians," Erica says.

## Revitalizing ERs

The COVID-19 pandemic significantly changed ERs across the country. As COVID cases surged throughout the pandemic, emergency rooms often became alternative care spaces to accommodate overflow and inpatients, in addition to caring for ER patients. Erica says the pandemic dismantled many of the systems of control and processes that were used to manage emergency rooms.

"We utilized the geography of our emergency rooms for different purposes in the pandemic," Erica says. "It completely changed where supplies were located, how care teams were organized, how process flows were mapped, how technology was used. It impacted the stability of our leadership teams, our workforce. Our ERs didn't function as pure HCA Healthcare ERs through the pandemic. We had to rebuild our teams and systems."

At the close of 2022, HCA Healthcare leaders began discussing ways to stabilize ERs and reinstate the level of operations that were in place pre-pandemic.

## A focus on throughput

After extensive work and collaboration, the HCA Healthcare ER and EMS playbook now helps guide emergency room teams to their pre-pandemic efficiencies.

"It addresses things like how we receive and greet EMS when they arrive, how quickly we assume care of the patients they are transporting. How do we close the loop with them on the care that we provided to the patients entrusted to our care?" Erica says. "It guides how we create space conducive to their workflow so that they can quickly return to serving the community."

Included in the playbook are key metrics and expectations. The EMS Implementation Plan offers a chronological list of tasks for building relationships and monitoring staff performance related to EMS partners. An EMS staffing tool calculates the need for dedicated or shared resources within a facility or division to support EMS relationships. The playbook even includes EMS lounge standards.

Respect and responsiveness are key to successful ER and EMS

partnerships. Erica says HCA Healthcare ER teams understand the importance of collaborating with the EMS provider's role.

"We make sure we're responsive. We make sure that we're ready when they show up, and we make sure that they are greeted and treated with respect in our emergency rooms," she says.

One area of focus is what's called the assumption of care, or the time it takes



**“EMS has always been a key partner in our emergency rooms and a critical part of our emergency care team.”**

— Erica Rossitto, Senior Vice President and Assistant Chief Nurse Executive, Chief Nurse Executive, HCA Atlantic Group, HCA Healthcare, Clinical Services Group

to transfer the care of a patient from the EMS provider upon arrival to a nurse or HCA Healthcare provider. As of July 2024, HCA Healthcare emergency rooms showed the average time of transfer to be about eight minutes.

"That's a badge of honor for us that you, as a critical EMS provider, can show up in an HCA Healthcare facility and we will get you in and out in under eight minutes, allowing you to help someone else," Erica says. "That's a key differentiator for us. That we are highly clinically capable, paired with our ability to get you back out in the community as soon as possible."

HCA Healthcare has more than 80 EMS directors and liaisons across the company. Some HCA Healthcare hospital CEOs and other executives also ride along with EMS providers to get firsthand experience of what their day is like.

Focused efforts to strengthen EMS partnerships have seen success. Last year, HCA Healthcare composed a standardized EMS survey for the first time and distributed it to more than 3,000 agencies. The surveys were directed to EMS and leadership

teams and elicited more than 3,800 responses. Results from 10 of 15 divisions showed that 82% of EMS providers would recommend an HCA Healthcare ER to a friend or family in need of care. Additionally, 88% rated their interactions with HCA Healthcare physicians and nurses favorably.

"It shows that they trust us, and they trust the care we provide. They also have a positive experience when they interact with an HCA Healthcare nurse or physician in one of our ERs," says Amy Casseri, SVP of Physician and Provider Relations.

"We work closely with EMS teams through ongoing training, collaborative protocols and open communication channels to ensure seamless transitions of care. By maintaining this strong partnership, we not only improve patient outcomes but also continue to uphold the trust that our community places in us," says Todd Sklamberg, CEO Sunrise Hospital and Medical Center.

"Together, we are dedicated to saving lives and enhancing the health and well-being of those we serve." ♦





**A Conversation With Terry H. Pevehouse, Jr.**

Operations director,  
Project Management Center of Excellence,  
HCA Healthcare, Information Technology Group

**Colleague Q&A:  
From Military Service to Strategic Management**

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The biggest thing we've done here with our veterans is educate them on available careers inside HCA Healthcare. No matter what job you did previously, there's something that aligns with that here.

— Terry H. Pevehouse, Jr.  
Operations director,  
Project Management Center of Excellence,  
HCA Healthcare, Information Technology Group

Special forces veteran brings a lifetime of skills to HCA Healthcare's Center of Excellence

At 57, Terry H. Pevehouse, Jr., operations director with the Project Management Center of Excellence for HCA Healthcare's Information Technology Group, has squeezed more into two careers than many people do in a lifetime. Born in Missouri, he grew up in Amarillo, Texas, before joining the Army after high school.

Terry served in Germany for two years, then went through Special Forces selection and assessment. In 1993, he was assigned as a Special Forces weapons specialist.

"I wanted to be in Special Forces, which is considered to be the best of the best," he says. "I enjoyed what I did."

During his military career, Terry earned his bachelor's degree and a master's in business

administration. In 2018, Terry joined HCA Healthcare as a project manager, advancing quickly to a senior project manager role, then program manager and senior program manager positions.

In his current role, Terry directly supports more than 220 interns, as well as project and program managers, in the Project Management Center of Excellence where he's focused primarily on recruiting, training and providing support to senior leadership.

"People here care like a family," says Terry of HCA Healthcare. "That was one thing that I knew that I wanted. I wanted to be part of a team again."

**Q: What kept you in the military for 30 years?**

**A:** The people I worked with. Special Forces is a very tight-knit community. We're a small organization – 1% of the military. We had the opportunity to go into these other countries and actually have an impact. It wasn't just necessarily fighting a war. It was trying to improve an economy, help better people's way of life, getting to build schools and divert water and irrigate farmlands to assist communities so they could sustain themselves and thrive in today's modern world.

**Q: Are there military milestones that really stand out?**

**A:** Becoming a team sergeant, which is the senior noncommissioned officer on the team, and being in charge, being able to develop that team at that level, and be able to do that for about 2½ years, was amazing.

**Q: When did you know HCA Healthcare was the right fit?**

**A:** Once I was able to understand that our mission is our patients. I appreciated that kind of drive and that type of focus, because that's where I came from. I was a retiring sergeant major coming out of 5th Group, known by quite a few people, and I was getting introduced all around Nashville. Everybody said: "Hey, if you can ever get a chance at HCA Healthcare, that's a place you should really check out." That piqued my interest.

**Q: What are your responsibilities at HCA Healthcare?**

**A:** Overall, I'm responsible for managing our open positions, which means overseeing our recruiting, our interview process, our candidates coming into our organization. I have responsibility over our training program, as well as all of our tools and the contracts for the tools that we oversee.

**Q: How did the military prepare you for this career?**

**A:** I equate what we do as project managers to things I did in my [military] life. We take a small group of very specialized individuals, and we get them to focus on a task, and then we accomplish the goal set forth by the leadership and within the capabilities of the team. The leadership education that I got and the opportunities in the military really helped me out and set me up for success on this side.

**Q: Conversely, what benefits do veterans bring to HCA Healthcare?**

**A:** They bring in a certain level of problem-solving skills and a level of maturity. They've had a variety of different tasks or problems that have been thrown at them, and they're able to calmly pick through them. The way the military ingrains how to follow orders and accomplish tasks – it definitely serves veterans well in the corporate world.

**Q: How is HCA Healthcare helping to bring veterans into the fold?**

**A:** A lot of it has to do with education. When you're getting out of the military, that may be all you know. "The biggest thing we've done here with our veterans is educate them on available careers inside HCA Healthcare. No matter what job you did previously, there's something that aligns with that here." It doesn't have to just be in the facilities as a clinician. We have pretty much everything that you could have done before, whether it's military police, we've got security. We've got ambulances, we've got maintenance, we've got helicopters.

**Q: How important is it for you to be a mentor?**

**A:** That continues to be one of my top jobs here. We've brought on several transition veterans or family members over the last couple of years into our department, and I make sure that I've got time to talk them through difficult times. There are fears. Helping calm those fears, and helping them understand that, "Hey, you've got this. You've got the skills you need to see you through the end." Odds are that 60% or 70% of veterans, when they transition out, don't stay in that first job. They take the first thing that's available, and it might not be the right thing for them. We're doing really well in keeping a lot of our veterans here inside of our organization.



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*We show up*  
for our patients    for our communities    for each other

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