



HCA Healthcare Magazine Spring/Summer 2026

Purpose





A Conversation With the CEO

In June 2026, CEO Sam Hazen sat down with HCA Healthcare’s senior vice president and chief nurse executive, Erica Rossitto, to discuss our organization’s vision for the future, including investments in nursing strategy, leadership development, technology, and growth. They share how HCA Healthcare is preparing our company to meet the evolving healthcare needs of our patients and the communities we serve, while building on our strong foundation: people taking care of people.

ERICA: We have so much opportunity when we look forward, especially with our nursing strategy. Tell us a little bit about how we’re approaching 2026.

SAM: It is an exciting time for our company, and for healthcare in general. HCA Healthcare is incredibly well poised to deal with macro challenges; we’ve done that in the past. What I’m excited about is the agenda of the company. It is more robust and more comprehensive. It’s going to benefit our employees, our physicians, and ultimately our patients in a really positive way. The centerpiece of our digital transformation agenda is to create a better work environment for our nurses, a better work environment for our physicians, a better work environment for our leaders and

everyone connected to the process. My strong belief is that a better work environment is ultimately going to help us produce higher quality outcomes.

ERICA: That is exciting. After 26 years with the company, I really appreciate what I’m seeing in the chair I sit in now — the thoughtfulness in building us up so that we can accelerate and we’re not starting from scratch. But I also recognize that it is going to require us to lead differently. What advice would you have for our leadership teams?

SAM: It is a moment, not only for our colleagues to benefit from the change, but for our leaders to embrace what it takes to get to the other side, including myself. We are investing in leadership development as significantly as we are in other initiatives. I am so confident in our leadership across this company; I speak to it all the time. It’s cultural in our company to be high performers, and that’s because we have great leaders. I think the ultimate responsibility for leadership is to put their teams, in my case, the organization, in a position to succeed in achieving our mission.



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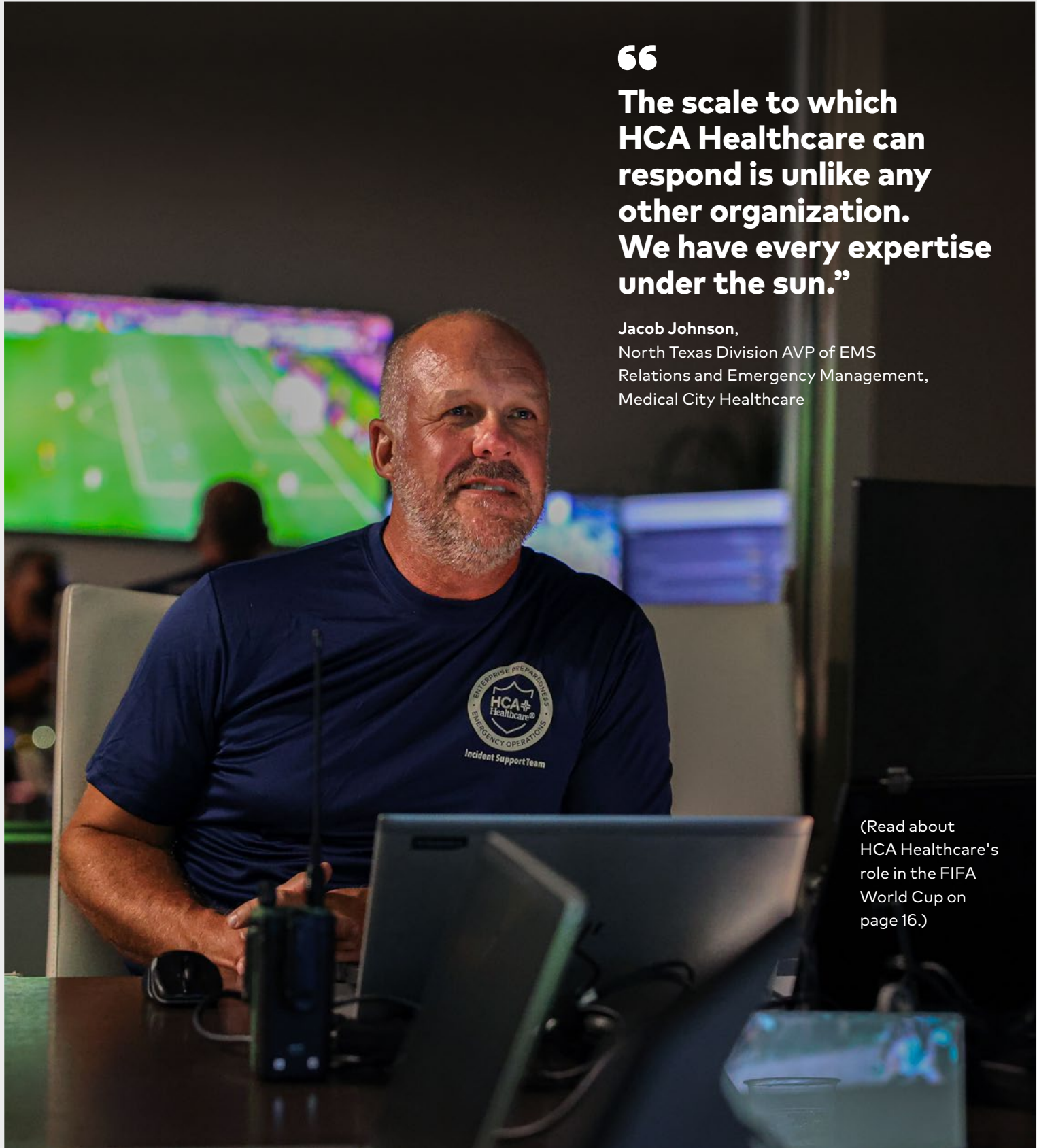
ON THE COVER

HCA Healthcare Foundation supports Hope Lodge® communities serving cancer patients and their caregivers across the nation. In Charleston, SC, their local Hope Lodge is celebrating 50 years of compassionate care (Pg. 10).



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“The scale to which HCA Healthcare can respond is unlike any other organization. We have every expertise under the sun.”

Jacob Johnson,
North Texas Division AVP of EMS
Relations and Emergency Management,
Medical City Healthcare

(Read about HCA Healthcare’s role in the FIFA World Cup on page 16.)

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Industry-Leading
Innovation
Produces

Industry- Leading Outcomes

At the heart of innovation is a desire
for improvement. Better outcomes.
Better working conditions. Better
results in every facet of patient care.

At HCA Healthcare, our commitment to continuous improvement starts inside our Digital Transformation and Innovation (DT&I) and IT teams. To address ongoing documentation challenges, they've implemented game-changing solutions, including the introduction of MEDITECH's Expanse electronic health record platform, the in-house development of the Nurse Handoff tool and an early screening discharge planning process.

Combined, initiatives like these have solidified HCA Healthcare's position as a leader in emerging technologies and digital innovation.

Mackenzie Lehmer, a board-certified nurse practitioner at Centennial Heart at TriStar Centennial Medical Center in Nashville, appreciates technology that removes barriers so she can spend time where it really matters — caring for patients, talking to patients more and being able to share compassion.

"We didn't sign up to be in healthcare just to chart," says Mackenzie. "We signed up to take care of people. Because we care. That defines really good healthcare."



HCA Healthcare plans to transition all of our facilities currently using MEDITECH electronic health records to Expanse by the end of 2028.

MEDITECH Expanse

Jake O'Shea, MD, vice president and chief health informatics officer of the DT&I Expanse team, considers a facility's electronic health record to be "the operating system of the hospital," detailing physician orders and other key documentation and disseminating

that information to relevant care teams. As the enterprise's operating system, MEDITECH's cloud-based Expanse platform is the foundational technology that facilitates workflows. Not only does it improve the coordination of care for patients, but it also gives nurses quick access to patient information on the go via mobile devices.

MEDITECH Magic, the legacy platform, had been reliable, but its text-based interface could be difficult for users of modern applications to adapt to.

"The Expanse experience unites the workflow for all users in a modernized view," Dr. O'Shea says. "It streamlines and improves care coordination. It also enhances the availability of information at the point of care."

Dr. O'Shea appreciates HCA Healthcare's ability to standardize the Expanse experience, which means end users have consistency across facilities. "This gives us the opportunity to reduce unwarranted variations in care, which research shows leads to improved outcomes, and ensures that our data structures are standardized."

The Expanse implementation began in January 2023, with a pilot at three New Hampshire facilities. The pilot produced promising feedback.

"Our Expanse program started with a goal of creating a repeatable, scalable implementation process that minimizes the impact of that change so that our caregivers can focus as much as possible on the patients in front of them," says Dr. O'Shea, who serves as the executive sponsor for Expanse.

"In February 2024, a second pilot group in North Central Florida helped us better understand what it would take to implement Expanse in a repeatable fashion across our enterprise," he says. Last year, HCA Healthcare transitioned to a broader "wave-based" rollout model, which brings groups of facilities live every two to three months.

TriStar's Mackenzie Lehmer believes one of the essential elements of her job is ensuring that patients and their families feel comfortable and understand what she's doing and why.

"The most meaningful thing that I do is make vital connections with patients and their families," says Mackenzie. "So, any technology that increases my throughput and allows me to be able to spend more quality time with those people that we're taking care of is invaluable."



Throughout the rollout, Expanse's capabilities have exceeded her expectations.

"As nurse practitioners, we're almost translators in a sense. We take what the doctor wants to do, we take what our plan is, and we put it together for these patients and these families," says Mackenzie. "Being able to streamline my workflow to reduce time spent navigating charts and searching for labs allows me the efficiency to focus on patient safety — what really matters in patient care. That's really what Expanse has allowed us to do."

Noting that there can often be a natural resistance to new technologies, Mackenzie says the benefits of Expanse were readily apparent.

"I literally save so much time, probably five times more on documentation, just because I'm able to streamline that in a more efficient manner, to where I can now spend that time on the human side of care with patients and their families," she says. "Expanse reduces the time I spend moving between systems. It gives me all the key information on one screen. It's organized. It's accessible. It gives you a summary page, so you can catch trends a little easier."

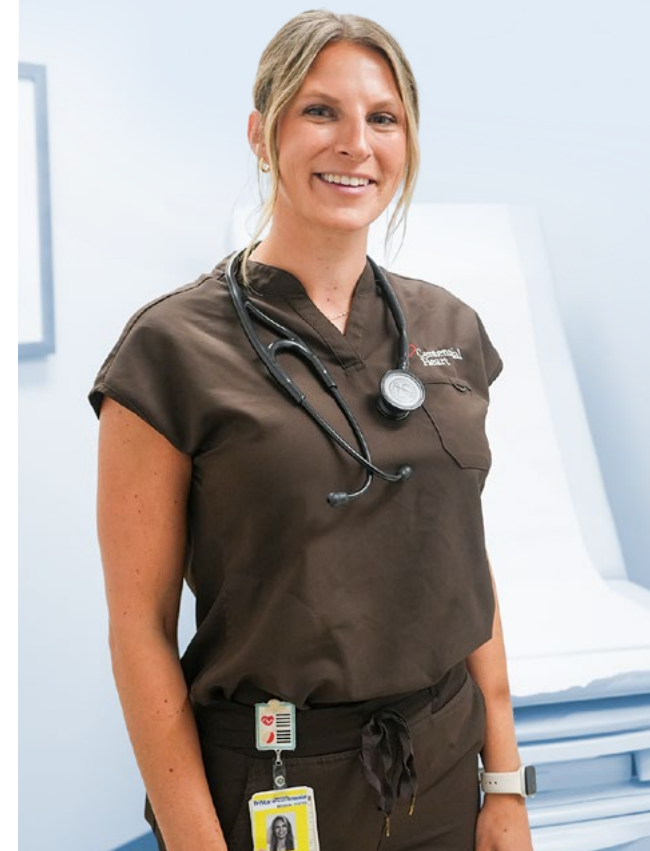
DT&I plans to transition all HCA Healthcare facilities currently using MEDITECH electronic health records to Expanse by the end of 2028.

"We often talk about the importance of HCA Healthcare as a learning healthcare system, and the Expanse program reflects that commitment," says Dr. O'Shea. "With each wave of sites, we improve our implementation processes with the goal of minimizing the disruption of implementation for our patients and caregivers."

"We have developed repeatable processes. We continually assess and make advancements within the Expanse platform to improve workflows for our caregivers, facilitate delivery of innovative tools and enhance outcomes for our patients."

“I save so much time, probably five times more on documentation, I can now spend that time on the human side of care with patients and their families.”

Mackenzie Lehmer, nurse practitioner, Centennial Heart at TriStar Centennial Medical Center, Nashville





Nurse Handoff

Nurses engage in one of the most critical moments of patient care: handing off patients from one nursing team to the next.

Historically, preparing for a handoff has required significant manual effort. Clinicians must review charts, synthesize the most critical details about the patient and their plan of care, and determine what to communicate. Because this process relies on individual judgment, it can create variation and increase the risk of omitted information.

Nurse Handoff is a new tool that allows nurses to be mobile at the bedside and leverage AI to support summarizing key patient data. It gives nurses all the critical elements needed to communicate during a bedside shift report, helping them focus on caring for patients.

The Nurse Handoff concept originated from field feedback and research, which revealed an opportunity to use large language models, or LLMs, to support nursing operations and standardize the language used during the bedside shift report process. HCA Healthcare’s product development team worked with nurses across four facilities and three divisions, collecting more than 7,000 responses.

“The shift handoff process became significantly more efficient and streamlined,” says Gladys Dushane, ACNO, HCA Florida Lake Monroe Hospital. “Nurses were able to spend less time digging through the charts and having to recall details at the end of the shift. The AI handoff tool helped them organize all the necessary information in one place.”

The tool generates an automated shift report, including a consolidated summary of a patient’s encounter from admission to current date, and a timeline detailing the progression of care and significant events throughout a patient’s encounter. Further, the tool presents pertinent handoff data such as assessments, laboratory results and imaging.

“It’s just very easy for us. We aren’t going all over the place to find the answer. It’s very handy to use the app,” says Emelin Anfone, RN, Oncology, HCA Florida Osceola Hospital. “You find all the information that the patients or their family members wanted to know.”

The tool isn’t an off-the-shelf product. Nurse Handoff was developed for HCA Healthcare nurses by HCA Healthcare nurses.

“So many times, nurses are given tools that they use but never had any input on,” says Dushane. “To have a tool made for nurses, with nursing input, is so important.”

Sheila Demetrius, clinical nurse coordinator, Medical/Surgical, HCA Florida Osceola Hospital, acknowledges the new Nurse Handoff tool was “a big improvement.”

“By using Nurse Handoff, you can see exactly why the patient is here, the admissions and any labs pending,” says Demetrius. “That definitely makes me more confident.”

In 2025, a study of the Nurse Handoff tool indicated an 83% reduction in safety events related to shift handoff and a 95% key performance indicator rating for factuality, coverage, coherence, conciseness and helpfulness.

“From my nurses’ and our patients’ perspective, the tool has provided a structured format for them to be well-organized and have information at the bedside,” says Yamile Der, nursing director, Oncology, HCA Florida Osceola Hospital. “It built trust between the patient and the nurse.”

Early screening discharge planning

HCA Healthcare continues to innovate its inpatient throughput discharge planning evaluations, or DPEs. In the past, case managers completed DPEs for all patients, regardless of whether they actually required case-management intervention. While comprehensive, this time-consuming process often resulted in lost time, distraction from other priorities, staffing challenges and staff dissatisfaction.

The proposed solution was to leverage a new regulatory-compliant screening tool to identify patients who needed DPEs, ensuring that case managers could prioritize the right patients at the right time while preparing discharge needs.

Now, by using predictive modeling in early screening, patients who require case management engagement are identified. The result is improved efficiency and time management for case management staff.

During trial runs at two HCA Healthcare Innovation Hubs, Florida Oak Hill Hospital and TriStar Hendersonville Medical Center in Tennessee, staff were able to lower the number of required DPEs from 557 to 404, reducing the number of DPEs completed from 74% to 54%, and saving more than 25 hours of administrative time.

With every innovative step forward, HCA Healthcare continues to pair our people’s expertise with emerging tools and technology. Leveraging early screening processes, digital record keeping and nurse handoff solutions elevates the experience for those at the heart of what we do: our patients. ♦



“To have a tool made for nurses, with nursing input, is so important.”

Gladys Dushane, ACNO,
HCA Florida Lake Monroe Hospital



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A Place to Call Home

Inside Charleston's Hope Lodge, cancer patients and their caregivers find free lodging, healthy meals and a supportive community during treatment.

Midafternoon last Christmas Eve, Rod Whiting and his wife, Carol, loaded up for one final holiday errand. Their destination: the Hope Lodge on Calhoun Street in historic Charleston, South Carolina. Their mission: to serve a healthy, hearty pasta dinner to the home's guests and their caregivers.

Operated by the American Cancer Society, Charleston's Hope Lodge is one of several homes across the country that provide free accommodations and meals to cancer patients and their caregivers traveling out of town for treatment. This year, the Charleston Hope Lodge celebrates its 50th anniversary.

As director of communications and community engagement at HCA Healthcare Trident Hospital in Charleston and chair of the Hope Lodge Ambassador Council, Whiting has been involved with the American Cancer Society in every HCA Healthcare market where he has worked during his 22-year tenure.

From personal experience, Whiting understands the impact Hope Lodge locations have on their guests. "Carol has MS, so that's always going to be a part of her life as long as she lives," he says. "But she's also had two separate bouts of cancer. We were fortunate enough to live close to the hospital where Carol received treatment. For people who must travel, hotel stays and meals are expensive and exhausting for both patients and their support networks."

66

We want cancer patients and their caregivers to focus on healing without the added burden of lodging and daily expenses.”

Kelsey Ray,
Charleston Hope Lodge,
general manager



Settling in

When it opened in 1970, the Charleston Hope Lodge became the nation’s first hospital hospitality house, offering cancer patients a free home away from home. Guests are eligible to stay if they live more than 40 miles from their treatment facility and have treatments three or more days in one week.

“We want cancer patients and their caregivers to focus on healing without the added burden of lodging and daily expenses,” says Kelsey Ray, the Charleston home’s general manager. Last year alone, more than 500 Charleston Hope Lodge guests saved nearly \$1.5 million in hotel costs.

With 18 rooms, the home can accommodate about 36 guests a night. On average, guests stay a little over two weeks, though the length varies depending on treatment needs.

Located in Charleston’s historic downtown, the lodge sits in a charming, walkable neighborhood. “Nearby Calhoun Street, beautifully preserved homes and centuries-old buildings reflect Charleston’s unique history,” says Ray. “Walking past historic architecture and scenic green spaces provides moments of peace and connection during treatment.”

The lodge’s Volunteer Concierge program offers free admission to many local attractions, including the

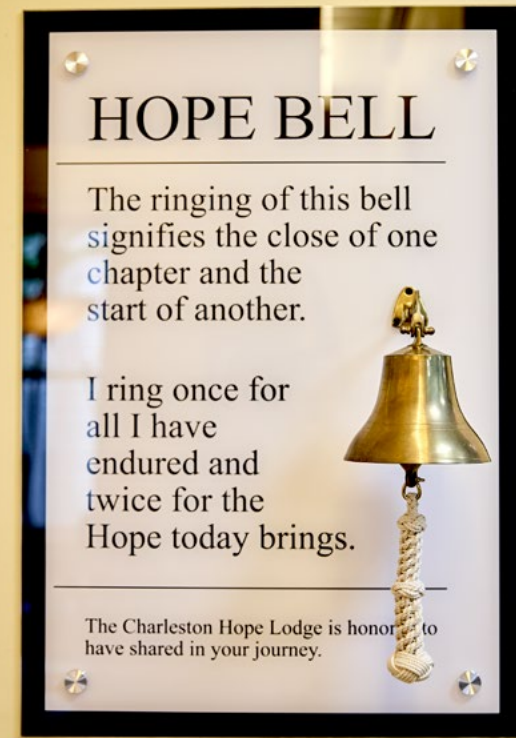
South Carolina Aquarium, historic house tours and self-guided walking tours. HCA Healthcare also donated a vehicle, which the lodge uses as a guest courtesy shuttle to and from treatments. “It removes another barrier to care for our patients and caregivers,” says Ray.

Volunteers and other community partners, from civic groups and faith organizations to local businesses and nonprofits, create meaningful experiences for guests. “Some host special events, provide wellness activities or donate services that help guests relax and connect with others on similar journeys,” Ray explains. “That creates moments of joy, normalcy and community during an otherwise difficult time.”

On Christmas Eve, as the Whittings prepared to host dinner, they noticed friendships forming among guests and saw the comfort guests offered during transition periods.

“As one family arrives and another family leaves, I heard words of encouragement,” Rod says. “People coming in are unsure of what to expect, but others say, ‘We’ve been there. You’ll be loved and cared for. You’ll be fed well. You don’t have to pay for anything. They’ll be attentive to your needs.’ Those words can only come from someone who’s experienced it. To me, it was very moving.”





Healthy meals, healthy tomorrow

For patients receiving cancer treatment far from home, small acts of care can make a difficult experience more manageable. Through its partnership with the American Cancer Society, the HCA Healthcare Foundation is helping Hope Lodge locations create welcoming spaces where guests can access nutritious meals, supportive community and moments of comfort during treatment. HCA Healthcare invested \$240,000 to support locations in Charleston; Nashville, Tennessee; Houston, Texas; Kansas City, Missouri; Salt Lake City, Utah; and Tampa, Florida.

"When you are undergoing cancer treatments, sessions can last six or eight hours," says Erin Kelton, director of Community Engagement for Marketing and Corporate Affairs. "Afterward, you want meals that feel good. The last thing most people want is to make their own food. Also, healthy meals can be expensive."

Volunteers, like Trident Hospital Administrative Director of Oncology Chris Childress and his family, are the heartbeat of the Charleston Hope Lodge, says Ray. "They help keep the lodge clean and safe, lead activities to support guests' well-being and serve nutritious meals at the end of long days filled with treatments and appointments."

Volunteers also consider dietary restrictions, such as limiting spices or offering a variety of options to meet guests' needs."

Because of HCA Healthcare's scale, Whiting and his team are in a position to apply successful strategies across multiple locations. Amanda Lawrence, associate vice president of community engagement for HCA Healthcare's South Atlantic Division, was inspired by an extensive herb garden at the Jacksonville, Florida lodge. "I was so impressed, it was like a sanctuary," she says.

While Charleston's Hope Lodge doesn't have a large exterior footprint, a raised-bed garden is in the works. Whiting met with a regional landscaper to learn more about his expertise in sustainable gardening strategies in small spaces.

"Community partners play a vital role in sustaining the environment of care that allows patients and caregivers to focus on healing," Ray says.

At the end of each week, the lodge holds a bell-ringing ceremony for guests completing treatment. "It lets them celebrate together and support the people who have become like family throughout their stay," Ray says. "It's truly heartwarming to witness the miracles happening every day here." ♦



“It’s truly heartwarming to witness the miracles happening every day here.”

Kelsey Ray,
Charleston Hope Lodge,
general manager

U.S. ON THE GLOBAL PITCH

How HCA Healthcare prepared for the 2026 FIFA World Cup

Earlier this summer, the international FIFA World Cup games put the United States on the global stage. The five-week-long event brought teams from across 48 countries — and fans from even more — to 11 different cities for a series of 104 games. With several million fans having traveled to the country, it marked the largest sporting event in the nation's history.

Until this year, the United States had never hosted a sporting event as widespread and long lasting as the FIFA World Cup. In late 2025, the federal government projected anywhere between 5 and 7 million international visitors would travel within and beyond game areas for as long as eight weeks of the summer; it was expected visitors would add extracurricular travel to their itineraries before and after the games. As hotels, rental car companies and airlines prepared for the surge in visitors, so too did hospitals.

Any influx of patients can put tremendous pressure on hospitals. “You have 2 million visitors in north Texas in an eight-week window. You likely have more car accidents, baby deliveries, heart attacks, strokes and sniffles,” says Jacob Johnson, assistant vice president for EMS relations and emergency preparedness at Medical City Healthcare, HCA Healthcare’s North Texas division. The hospitals needed to be ready with staff, supplies, translation services and a game plan in the instance of more serious scenarios.

With a nationwide network and diversity of expertise, HCA Healthcare is uniquely positioned for an event of the FIFA World Cup’s scale. Six of the 11 host cities happened to be in HCA Healthcare communities (Los Angeles, San Francisco, Dallas, Houston, Kansas City and Miami), where a total of 43 games occurred between June 11 and July 19.

“The scale of HCA Healthcare’s response capability is one of our greatest strengths,” Johnson says. “With more than 190 hospitals and deep clinical expertise across emergency care, trauma, cardiac care, infectious disease and more, we can help meet the demands of a global event while protecting access to care for our local communities.” This means that even though the games were localized to six HCA Healthcare communities, those teams could access staff and resources from around the country to support them throughout the events.

Facility leaders in those areas spent up to two years coordinating plans for the FIFA World Cup. This included off- and on-site trainings, regional and hospital exercises, regular enterprisewide briefings and collaborating with their fellow divisions to improve as a whole.

Just as every good coach knows, training and practice help a team perform its best on game day. The same goes for our players at HCA Healthcare. By preparing and implementing our offensive and defensive strategies, all six divisions welcomed this summer’s FIFA World Cup head on.



1

TRANSLATION SERVICES

With millions of international visitors traveling to the country, hospitals needed to prepare for non-English-speaking patients. HCA Healthcare partnered with AMN Healthcare to connect each hospital branch with remote interpreters who could translate symptoms and diagnoses between physicians and patients in more than a dozen different languages, from Dutch to Japanese to Russian.

The services went deeper than spoken language. Remote interpreters paid special attention to tone and meaning to ensure information was communicated compassionately and accurately between patients and providers. They also helped our clinicians understand cultural distinctions, especially around matters of health, so that staff could provide the best care for each individual. For example, it's not uncommon for patients from some cultures to downplay symptoms of discomfort and pain, whereas others don't shy away from detailing how they feel.

Interpreter services also helped physicians better understand the customs and preferences of international patients.

Their expertise revealed, for example, that patients from Brazil respond well to warm, personable interactions, while patients from Japan and Saudi Arabia expect more formal, polite communication.



2

STAFFING

As our divisions prepared for the influx of FIFA World Cup visitors, ensuring hospital branches had plenty of staff was top of mind.

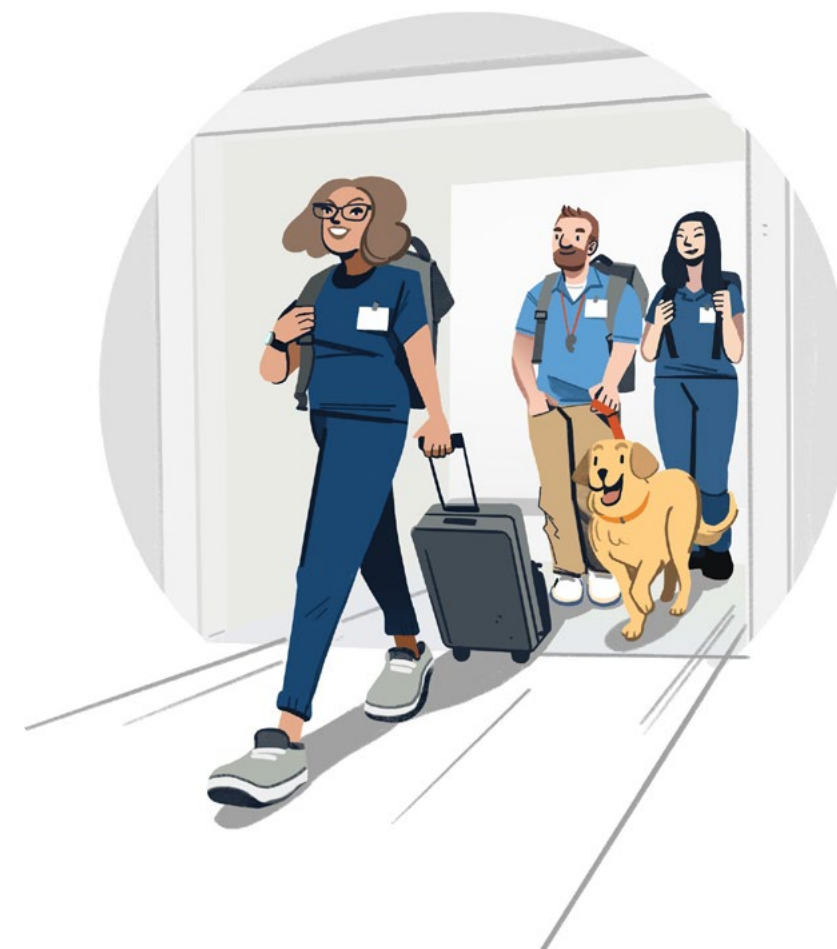
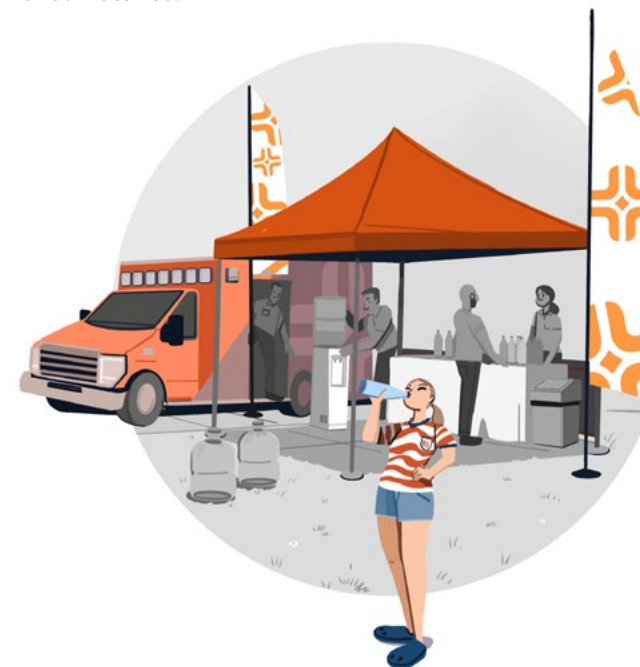
Staffing plans required thoughtful coordination among hospital locations, match schedules and fan festival activity. "You leverage the local intel, along with the population migration forecasts, and try to predict where the greatest demand on hospital staffing will be," says Hanes. "Then, you put your resources where they are needed the most."

For local colleagues, the planning also created opportunities to pick up extra shifts if they chose to do so. They also looked beyond the division to the greater HCA Healthcare system.

Our Enterprise Response Teams (ERTs) are comprised of around 200 colleagues who can be deployed anywhere in the country where there is a need. Each team is trained in various capabilities: Clinical teams, including emergency physicians and NICU staff, behavioral health and therapy dogs, engineers for infrastructural or IT issues, and even leaders who can be deployed to hospitals during prolonged emergencies to give the local facility leaders a break.

"We have facilities coast to coast, East to West, and we use a team-of-teams approach to surge expertise and assistance when it is needed," says Melissa Harvey, RN, BSN, MSPH, the assistant vice president of HCA Healthcare's Emergency Management Division.

By acting as HCA Healthcare's eyes and ears, they're prepared to deliver on-the-ground support in every circumstance.



3

OFF-SITE SERVICES

Not every play happens within the hospital. Our teams went out into the community to provide on-site support at the games. In the height of summer, this included safety measures against the heat.

In Dallas, for example, Medical City Healthcare had cooling stations outside of Dallas Stadium (generally known as AT&T Stadium) with water, and staff members on hand to identify potential heat stroke and call EMS.

And in Miami, HCA Healthcare set up a tent at the fan festival (a lively, outdoor gathering of soccer fans, often with live entertainment and alcohol) to treat small injuries or heat-related illnesses. Not only did this bring on-the-ground care to the community, it also offered an alternative site for care that helped avoid overwhelming the emergency room.

4

COMMUNITY PREPAREDNESS

Beyond medical professionals, HCA Healthcare found ways to get the community involved ahead of the FIFA World Cup games. They held training courses for CPR and STOP THE BLEED® certification so that non-medical professionals could comfortably assist people while waiting for first responders to arrive.

Hospitals also bulked up their blood banks ahead of the games with more blood drives. “Two million people coming to town has an impact on blood supply,” Johnson says. “We hosted 28 blood drives during June and July to support critical blood supply demands and to encourage our communities to help save lives when it matters most.”



5

INFECTIOUS DISEASES AND DECONTAMINATION

While the FIFA World Cup is meant to be all fun and games, a large influx of international visitors does increase potential exposure to certain viruses and diseases. Harvey points to the 2024 case when an Iowa patient contracted Lassa fever during a trip to West Africa. In the time it took to get a correct diagnosis, the patient went to six different healthcare facilities, coming into contact with 172 healthcare workers in the process.

Harvey emphasizes the critical nature of quickly identifying a patient who presents with signs and symptoms of disease or infection, beginning with the first person who interacts with them in the emergency room.

As part of HCA Healthcare’s Infection Prevention Train the Trainer Program, nursing leaders, infection preventionists, emergency managers and clinical educators from divisions in FIFA World Cup areas traveled to Nashville for in-person education and training. “We taught our

teams how to rapidly identify a patient with a potential disease or virus, isolate them in an appropriate room to ensure the safety of our patients and visitors, and how to don PPE to keep our caregivers safe,” Harvey says. These individuals returned to their home communities as trainers for staffers at their local hospitals.

A similar program also helped hospitals prepare for potential instances of contamination, if, for example, a group of people came into contact with hazardous materials, such as chemical or radiological substances, at a game, hotel room or fan festival. The Decontamination Train the Trainer program is held annually and brings emergency managers, ED clinicians, safety and security colleagues, and plant operations staff across the enterprise to Nashville for training.



6

PUBLIC FIGURES

HCA Healthcare divisions had to have a plan should a soccer player, politician or even foreign dignitary come to the emergency room during the FIFA World Cup.

Medical City Healthcare, for example, hosted advance visits from security teams ahead of the games.

Whether for athletes, state officials or other public figures, maintaining privacy and respect is always paramount. The safety and security of all our patients remains front and center during high-profile events.

7

SECURITY

As one of the most globally played sports, soccer goes hand in hand with national pride. Soccer fans are known for their unwavering loyalty, an emotion often heightened on game day, and some nations share historic rivalries that can create tension at games or fan festivals. Part of HCA Healthcare's preparation for the games began with basic FIFA World Cup education, including soccer fan behavior and potentially aggressive fans prone to physical altercations with those from rival teams.

In addition, an international event can potentially come with geopolitical tension.

HCA Healthcare helped lead security efforts in the game communities to keep people and communities safe. "We established operational task forces to prepare for risks that have the potential to impact communities," Harvey says.

HCA Healthcare leveraged its Risk Information and Intelligence Center (RIIC) - an enterprisewide 24/7 all-hazards situational awareness and intelligence capability — and developed a dedicated Intelligence Sharing Hub for the FIFA World Cup to facilitate real-time information exchange across divisions and communities, enabling a coordinated, systemwide response to emerging issues.

Additionally, the enterprise served as part of a state, local, international and private sector collaboration group, directly communicating potential risks and threats with health departments and emergency management agencies throughout the country. "If there was a major emergency, we were able to immediately connect with local, state, and federal agencies to take the burden off the hospitals so that they could focus on the event itself," Harvey says. "We wanted our colleagues to enjoy the [FIFA World Cup]. It's a time to celebrate sports and our national pride."



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8

HIGH ACUITY SURGES

Part of HCA Healthcare's preparations for risks and threats during the FIFA World Cup included developing hospital-specific divisions and enterprisewide plans in the instance of a mass casualty event or "high acuity surge," which means a large number of patients need treatment at once.

Trainers from the Enterprise Emergency Management team went to each of HCA Healthcare's divisions, including all FIFA World Cup communities, to run through different scenarios, from how to triage and provide treatment for a large number of patients at a time, to connecting patients involved in a mass casualty event with their loved ones.

In instances of high-acuity surges, hospitals also needed to be prepared to quickly and safely relocate incoming and current patients to nearby hospitals, a practice known as decompression. Divisions worked with other local hospital systems to determine different ways they could distribute patients throughout the community for the greatest overall outcomes.

9

ARTIFICIAL SCENARIO DRILLS

On April 8, 2026, the enterprise simulated artificial scenarios across all six FIFA World Cup communities. These training sessions ranged from a stampede and mass casualty event in Houston to a bad batch of illegal drugs distributed at a fan festival in Miami, resulting in a surge of patients who needed medical attention.

Some hospitals even experienced communications/IT downtime, which serves as a reminder that more routine challenges still occur even when everyone's attention is on the FIFA World Cup. All scenarios were different so that each division could learn from the others' experiences.

10

ENTERPRISEWIDE ELEVATION

The planning, strategies and practices implemented ahead of the FIFA World Cup didn't end after the final game on July 19. These initiatives are well underway across all of HCA Healthcare's divisions and will be standard by 2027. It's part of HCA Healthcare's continued effort to elevate care and emergency response strategies to a world-class level — the ultimate win. ♦



PRIORITIZING SAFETY INSIDE AND OUTSIDE OUR WALLS

Large-scale events are not the only time HCA Healthcare turns its attention to safety and security. On a day-to-day basis, we value a respectful healthcare environment for our care teams, patients and visitors.

Preventing workplace violence is one of our most vital responsibilities. HCA Healthcare is committed to working with divisions and facilities to support our safety policy, practices, processes and technologies to help reduce incidents of workplace violence.

The enterprise Workplace Violence Taskforce has identified six workgroups to help foster a culture where colleagues feel protected, respected and empowered — allowing them to focus on what they do best — taking care of patients.

- **Workplace Violence Standards:**
Standardizing facility taskforce expectations to strengthen workplace violence prevention and response practices
- **Safety Resources and Technology:**
Evaluating and providing safety measures to identify and respond to risks
- **Clinical Triggers:**
Identifying high-risk patients based on clinical assessments and history, and alerting staff accordingly
- **Staff Competencies:**
Educating on recognizing aggression signs and de-escalation techniques
- **Data and Reporting:**
Providing a standardized reporting platform to capture event reporting and track program effectiveness
- **Post-Event Response:**
Establishing the best practices for post-event debriefing, reporting and colleague support

FREESTANDING ERS:

Expanding Care and Growing Community

In emergency medicine, staff are familiar with the phrases “time is brain” and “time is muscle,” shorthand for the critical few minutes after a heart attack or stroke. Timely care interventions help prevent irreversible damage to the heart muscle and brain cells.



Unfortunately, sometimes getting to the emergency department can be a struggle. Whether it's traffic congestion in a city or longer distances to travel in suburban or rural areas, the time it takes for an ambulance or loved one to drive to the emergency department eats into the life-saving minutes after a major health event.

As HCA Healthcare invests in growing its network of freestanding emergency rooms (FSERs), access to care is getting closer to home in many communities.

"Our freestanding emergency rooms provide timely access to potentially life-saving care, offering patients a more convenient option when emergency treatment is needed," says Jeffin Dejanovich, assistant vice president, emergency services. "It also provides family practices and urgent cares a place within the community to send those patients needing emergency care."

“Our freestanding emergency rooms provide timely access to potentially life-saving care, offering patients a more convenient option when emergency treatment is needed.”

Jeffin Dejanovich,
assistant vice president,
Emergency Services



Leveraging the network for improved patient outcomes

An FSER is a self-contained facility located within 30 miles of the acute care hospital to which it is linked. With a nationwide network of 190 hospitals, HCA Healthcare has a lot of opportunities to build FSERs, helping further the reach of patient access points to the system's high standards of care.

When deciding where to invest in a new FSER facility, three factors come into play, according to Brent Clark, vice president of Planning and Analytics.

- **Demand.** Financial and demographic analyses of communities around existing HCA Healthcare hospitals show where an FSER could provide benefit. It could mean opening a facility in a densely populated area to ease the caseload of an existing emergency department. Or a new FSER can bring access to care to a community where there's a need for critical care, but not enough demand for a full-service hospital.
- **Opportunity.** Underserved areas around existing hospitals provide HCA Healthcare an opportunity to deliver quality service, filling in gaps of care.
- **Real Estate Options.** The availability of existing land plays a role in determining the specific location of a new FSER. Once demand and opportunity are determined, the team looks for available real estate within or as close to that area as possible.

Expanding HCA Healthcare's network also expedites the patient experience from the first point of care. "As soon as a patient steps into one of our FSERs, they're automatically in our network," Dejanovich says. "That's a big benefit, as they can be connected to the resources they need after getting treatment or being stabilized, whether that's surgery, admission or a follow-up visit after discharge."

A growing model

HCA Healthcare is growing its FSERs as effectively as possible. "We are constantly looking for ways to invest in our communities, and FSERs provide the ability to match the need to the investment without overbuilding or underbuilding," Clark says. "We can go into a community and provide a needed service where there is a demand."

A streamlined approach to construction has helped fuel the growth of FSERs. Where a standard acute care hospital facility can take years to build, the timeline for an FSER, from design to completion, is just around one year. That's due in part to the fact that the size and scope of an FSER allow for a standardized design. "While we tweak it as needed, we have a design in place so we're not making a bunch of decisions from scratch with each new facility about locations of rooms, where equipment will be placed or even which equipment to purchase," says Clint Russell, vice president, Design and Construction.

The strength of HCA Healthcare's network doesn't end when construction is complete. Thanks to years of working with the FSER model, the organization has created an operations guide to help each team as they open the facility and start caring for the community. "From a preopening checklist to guidance specifically for FSERs, the operations guide has valuable information to assist all of the teams involved in this critical work," Dejanovich says.



Each year, approximately 10 million patients come through an HCA Healthcare emergency room. Our freestanding ER footprint is enhancing access to emergency care by bringing it directly into communities, often where none existed before.

The necessity of teamwork

A freestanding emergency room offers the same level of emergency evaluation, stabilization and treatment patients expect from an emergency department attached to an acute care hospital, with the added convenience of a community-based location. These facilities are designed to support a wide range of emergency medical needs, with experienced physicians, nurses and clinical teams working together to provide timely, coordinated care when minutes matter.

“Working in an FSER requires a high level of clinical expertise and operational excellence. It’s an environment that naturally fosters collaboration, where every team member is aligned and working together to deliver exceptional patient care.”

That sense of camaraderie found in the FSER is part of what attracted Ashley Gasser to the TriStar Mount Juliet ER in Mount Juliet, Tennessee. “When you know you can’t just go down the hall to get something, you have to rely on and trust each other, which makes us a really tight-knit work team,” Gasser says.

She also enjoys the autonomy that working in the FSER brings. “In this environment, you really use your critical thinking skills. And with this facility being nursing- and provider-based, we’re doing a lot of the patient care ourselves.”



“Working in an FSER requires a high level of clinical expertise and operational excellence. It’s an environment that naturally fosters collaboration, where every team member is aligned and working together to deliver exceptional patient care.”

MarKaye Huntress,
clinical director,
Emergency Services

The community connection

For Gasser, working at TriStar Mount Juliet ER feels like coming home. She grew up in this community, and now she gets to help care for the people in her hometown. Through her work, she has been able to see firsthand the benefit an FSER brings to a community.

“So many times, we hear that people won’t seek medical treatment because they don’t want to have to drive on the interstate, or they feel it’s just too far to the hospital,” Gasser says. “Having this facility provides the benefit of being able to seek out care closer to home, and in emergencies, minutes matter.”

The ability to access quality, efficient medical care close to home makes an impact on a community, one that can be felt by the patients who benefit from it. Gasser tells the story of a patient who came to TriStar Mount Juliet ER after suffering from a heart attack. Once stabilized, he was transferred to TriStar Summit Medical Center.

“In my previous work in emergency departments, we rarely ever found out what happened to a patient after they left our care,” Gasser says. In this case, three days after she and her colleagues transferred the patient, he stopped by on his way home to thank the team he credited for saving his life.

“His is not the only time we’ve experienced something like that, and I credit it to the community-building we do in this location,” Gasser says. “I’m truly blessed to be a part of this team and a part of our community, and I wouldn’t exchange anything for it.” ♦





From her first job in Frankfort, Kentucky, as a medical-surgical nurse, to her role as senior vice president and chief nurse executive, Sammie Mosier, DHA, MA, BSN, NEBC (1974-2025), championed nurses and strengthened care teams across the country.

“But what made Sammie special was not just what she accomplished, but how she led,” says Sam Hazen, HCA Healthcare CEO. “She led with conviction and passion. She constantly pursued innovative solutions that helped HCA Healthcare’s 100,000 nurses deliver the best care possible. She was truly a nurse’s nurse.”

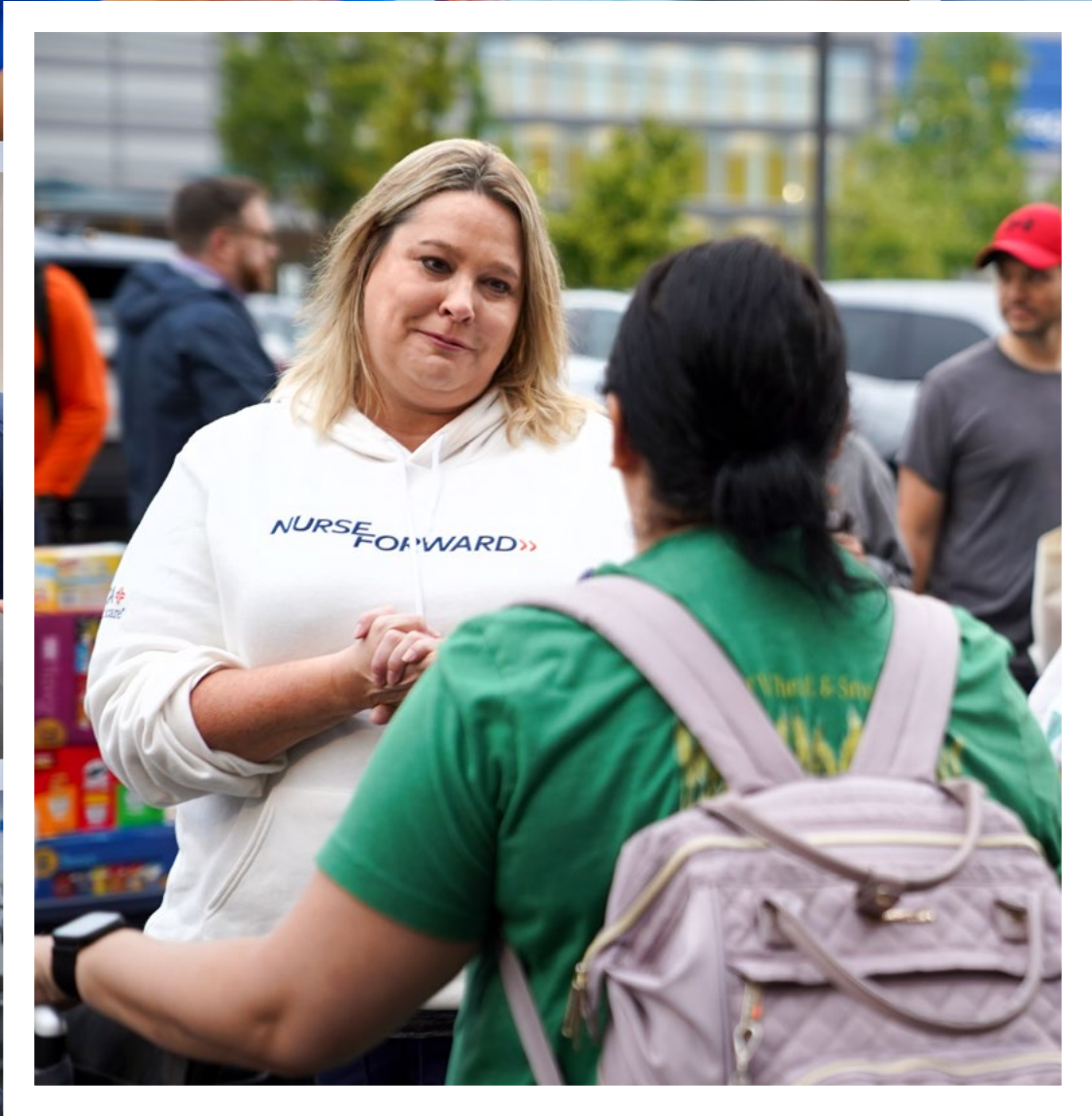
Following Mosier’s passing, the American Organization for Nursing Leadership noted her role in transforming the national health system “by spearheading advocacy initiatives to elevate

nursing voices in policy, establishing a program to recognize unit-level excellence and pioneering a residency program to advance early career nurse development.”

To honor Mosier’s legacy and her decades of service to HCA Healthcare, the organization launched the \$1 million Sammie Mosier Legacy Fund, which will support future Galen College of Nursing students. “We are committed to keeping Sammie’s legacy alive,” continues Hazen.

Crystal Dugger, HCA Healthcare’s chief learning officer, believes the scholarship criteria’s six tenets reflect Mosier’s core values. Dugger joins colleagues across the organization in reflecting on the legacy Mosier leaves, not only for her patients, but also for her colleagues and for future nurses around the world.

(Continued on page 32)



A Nurse’s Nurse

Harmony that unites

When HCA Healthcare, like every other hospital network in the country, experienced a nursing shortage, Mosier refused to accept limitations.

“She didn’t say, ‘Well we can’t do that because we have a staffing crisis,” Dugger says. “Instead, she said, ‘OK, then, let’s purchase a nursing school and develop relationships with schools to support our hospital programs.”

Mosier ultimately spearheaded HCA Healthcare’s acquisition of Galen College of Nursing while also building a robust residency program designed to support nurses early in their careers. The collaboration has resulted in more than 20 Galen campuses and more than 47,000 nursing graduates — helping address the national nursing shortage.

“She forged strong relationships with HR, clinical education, our analytics teams, our labor teams,” says Dugger, who worked closely with Mosier. “If she believed a team might be a barrier to an important initiative, she encouraged us to build partnerships with them so that we could move forward effectively. Everyone wanted to help accomplish her vision.”

Forward-focused leadership

Mosier also developed a clear infrastructure to support her vision — and made sure every stakeholder understood it.

“You could ask any CNO across the organization what the four pillars of nursing are, and they can tell you exactly what they are,” Dugger says. “They know what components fall under them, where their data sits and how they plan to mitigate challenges.”

Her clarity created accountability and established communications structures that supported nursing leadership at every level.

Integrity in action

Those who worked with Mosier knew what they could expect: authenticity, consistency and respect. “She was very compassionate,” Dugger says. “If you were struggling, she really cared about you and wanted to make sure you had all the support you needed.”

Mosier knew from an early age that she would become a nurse. Her mother, one of her greatest mentors, was also a nurse, and her father coached her childhood

basketball team. Dugger believes their influence shaped Mosier’s belief that nursing is a team effort.

“When you’re on a team, you’re making each other better and growing together,” Dugger says.

Nurse advocacy

A temporary exhibit in the HCA Healthcare Impact Center honors Mosier’s life and legacy. A pair of “Walk in Your World” shoes represents the program she launched in 2021 to broaden leaders’ understanding of nurses’ daily realities.

Dugger says it can be difficult to fully appreciate the emotional highs and lows nurses face every day without seeing it firsthand.

Through the program, leaders across the organization spend one day each year wearing scrubs and shadowing nurses on the floor.

“If you are working on a cancer floor, you might go from caring for a patient who has just moved into hospice for end-of-life care straight into another room, where a patient undergoing chemotherapy has just received great news about their treatment,” Dugger says. “Then you leave there and walk right back into the hospice room.”

Kelli Nations, VP and chief nurse executive for the American Group, says Mosier’s enthusiasm for life and dedication to her patients shaped everything she did.

“She believed if the people piece is not what it needs to be, you can’t move forward with anything else,” Nations says. “Her focus on making sure our front-line nurses had what they needed to succeed will continue to guide the work we do for years to come.”

Innovation that moves us forward

At Galen’s Aurora campus, Mosier played a key role in implementing interactive learning environments through the HCA Healthcare Center for Clinical Advancement. These spaces feature technology-enabled classrooms and advanced simulation labs equipped with high-fidelity simulators that mirror real patient-care scenarios.

This work fostered a culture of inquiry, innovation and evidence-based practice.

Last year, Mosier helped launch HCA Healthcare’s inaugural Nursing Research Day, highlighting research that is shaping the future of patient care.

“When Sammie evaluated new technology and new processes, she always looked at them through the nurses’ lens,” Dugger says. “If it would make their work easier or better support them in implementing their care, she was excited about it.”

Operational excellence

Mosier was also known for her ability to execute complex initiatives with precision and purpose.

“She believed the strongest decisions begin with listening — hearing directly from nurses, understanding their challenges and ensuring their voices shaped solutions that strengthened patient care and supported caregivers,” Dugger says.

During an HCA Healthcare Unit of Distinction awards ceremony on April 15, 2025, Mosier honored 197 nursing units recognized as top-performing teams across the organization.

The awards, launched by Mosier in 2015, recognize the top 5% of nursing units for measurable excellence in advocacy and leadership, consistency in nursing practices and operations, and leveraging scale to advance patient care.

Through it all, the hard work, the advocacy and the unwavering commitment to growth, Mosier brought joy to those around her. “It was fun to laugh with her,” says Erica Rossitto, senior vice president and chief nurse executive. “She was intentional about bringing that sense of joy into work so that we all, too, could find joy in our work. Because of Sammie, we all rallied around being a part of something bigger.” ♦

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Erica Rossitto, senior vice president and chief nurse executive



COLLEAGUE Q&A:

A Job She Needed, a Calling She Found

When COVID-19 swept the United States in March of 2020, millions of Americans lost their jobs. Hannah Adams was one of them. Immediately, the 21-year-old launched a job search and discovered that LewisGale Hospital Montgomery in Blacksburg, Virginia, was hiring housekeepers. Hannah wasn't worried about increased exposure to the deadly new virus. "I didn't think much about it," she remembers. "Honestly, at the time, it was a well-paying job, and I needed a job. I was doing what I had to do, but it turned into a passion."

Before long, her passion became a career. Hannah loved chatting with patients as she made their spaces cozy. "I'd go in and mop up the floors and organize the things on their table. I took the time to ask them how they were doing, and I really meant it," she says. "I wanted to hear their responses."

Within four months, Hannah was promoted to patient care technician. A few years later, when an email came through her inbox about a scholarship to Galen School of Nursing, she applied.

Hannah Adams, RN,
LewisGale Hospital
Montgomery,
Blacksburg, Virginia

Last December, Hannah graduated as an RN. And she's still at it — participating in HCA Healthcare's RN to BSN program all while working full-time in the ER. "One day, I'd like to be a nurse practitioner, but I'm taking it one step at a time," she says.

As a mentor to current Galen College of Nursing students, Hannah is happy to share her story, advice and words of encouragement. "If I look too far ahead, it gets a bit overwhelming," she says. "But looking back, it's astonishing. I try not to take anything for granted."

Q: Working as a housekeeper, how did you know you wanted to be a nurse?

A: I started seeing a lot of interactions between patients and staff at the hospital, and I got to be part of those interactions. During COVID, patients didn't have family members around because there were restrictions. I did the little things that I would want someone to do for my family members if they were in the hospital, like writing a little note on their whiteboard or offering them a blanket or a pillow.

Q: What was most gratifying about your time as a patient care technician?

A: I'm not someone who turns down an opportunity — anything I can try, I will. I started in the Med-Surg unit before I got to work in different units throughout the hospital. I helped patients with their baths and meals, and assisted nurses with little tasks like getting patients' vital signs throughout the day.

I wanted to learn how to draw blood, so I started nagging the lab director, asking her if I could shadow her and if they could teach me. They showed me how, and I started doing more for the patients. From there, I wanted to try out the ER, and I'm still there!

Q: What appealed to you most about working in the ER?

A: You face such a wide variety of challenges. When patients come in, they're experiencing an emergency or serious health issue, and we get to be there to figure out what's going on. We can either help them through it or lead them in the right direction. It's wonderful to be able to make a difference on what is potentially the scariest day of a person's life. In the ER, I've fallen in love with the constant movement; there's always something happening.

Q: As a student at Galen College of Nursing, what was a typical week like for you?

A: I always tell people who are interested in going into nursing, if they have a busy life outside of school, Galen College of Nursing works well for balance. A lot of the nurses have families. You can attend school, work three days a week and still be full-time.

I was determined to work four 12-hour shifts. I was on campus for class time two days, and I had one clinical day a week. I was moving constantly but was determined to get to my goal. I just kept remembering my "why" and that it would be worth it in the end.

Q: What was your "why"?

A: My "why" is rooted in my own lowest moments. Those experiences are what push me to become the kind of nurse who cares for patients from a place of genuine compassion.

(Continued on page 36)

Q: Any tips for time management or stress relief?

A: I honestly managed to get six to seven hours of sleep a night. I was very structured. I made myself a weekly schedule with blocks of time dedicated to studying, working and going to school. My stress relief was moving my body — running, going to the gym, doing yoga.

Q: Your path has not been easy; how did you know along the way that it was right for you?

A: More than big, life-altering things, there were so many little moments of connection that added up and reminded me of why I was doing what I was doing. Taking the time to slow down with patients and really see and really hear them and do what I could for them gave me a sense of purpose. I have so much fulfillment from having a job where I know I'm able to make a difference for someone going through a rough time.

Personally, when I had surgery after a complete hip fracture, so many people showed up at my house, bringing food, making sure I was OK. It really made me feel cared for and motivated me even more to want to be a good nurse. The people I work with are not just caretakers in the hospital; they are caretakers out of the hospital.

Q: How would you describe the culture at HCA Healthcare?

A: At this hospital, everybody is like a family. You see it in the way people interact with each other. When you walk down the hall, you always get a smile and a "How are you?" It really is genuine, and I think patients notice it, too. I've had patients say, "Wow, y'all work really well together," and that feels good because it's not an easy job, and little things like that make such a big difference. My experience has taught me that we succeed because we support one another and remember we're in it together. ♦

“

My experience has taught me that we succeed because we support one another and remember we're in it together.”

Hannah Adams, RN,
LewisGale Hospital
Montgomery,
Blacksburg, Virginia



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