

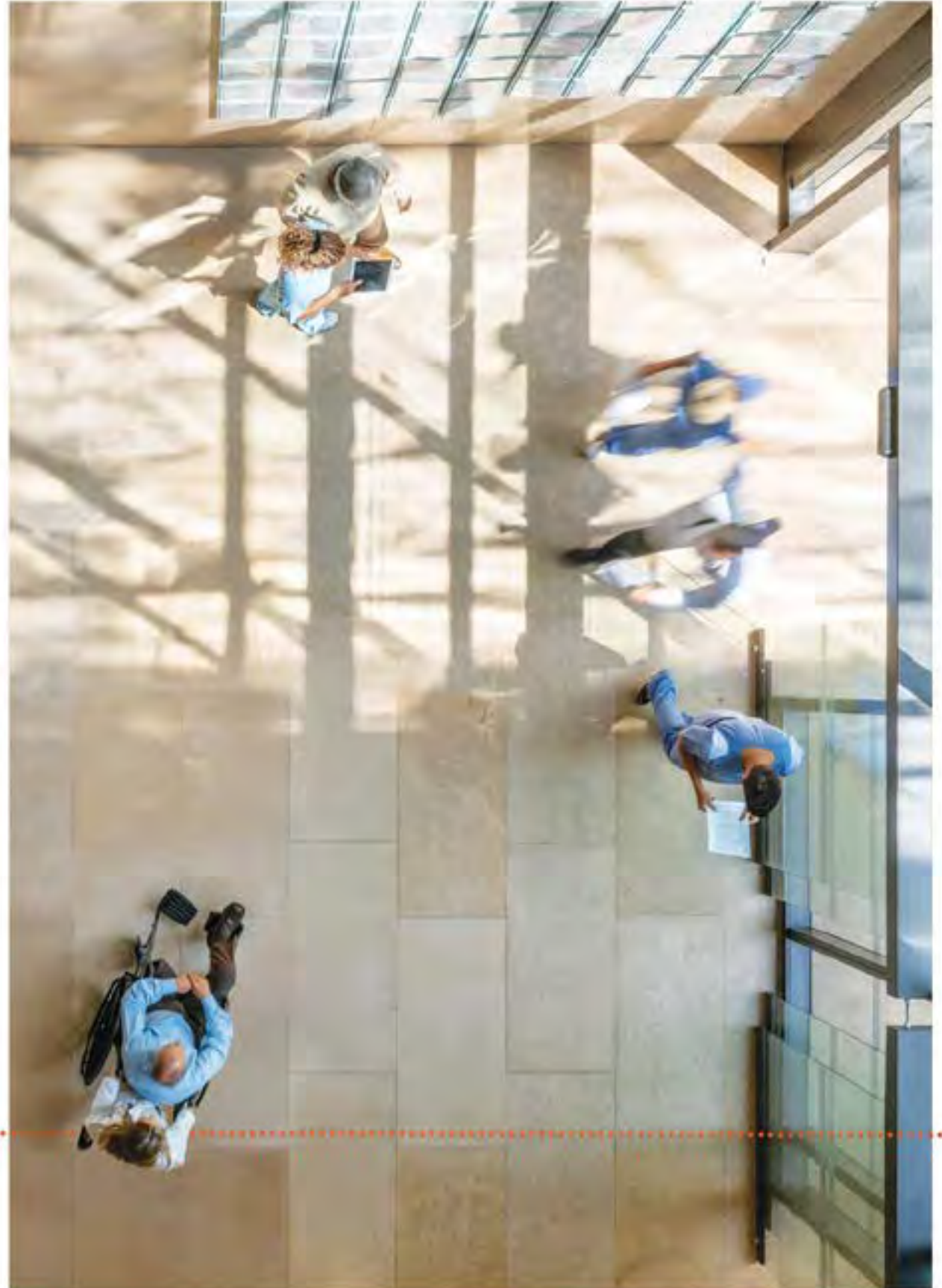
# Annual Impact Report

March 2024

**HCA**   
Healthcare®



HCA Healthcare  
is a collaborative  
and innovative  
healthcare network  
made up of more  
than 309,000  
colleagues united  
by a singular  
mission:



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





Above: Travis Gutierrez, Rehabilitation Services Supervisor, Medical City Dallas



I often speak about the power of HCA Healthcare — the power of our purpose, the power of our plan, and the power of our people.

At HCA Healthcare, our purpose is clear: We exist to give people a healthier tomorrow. We recognize the sacred responsibility we have as a large healthcare provider system. To deliver on this commitment, we focus our strategy, resources, and systems on ensuring we deliver the quality care patients deserve. We develop comprehensive healthcare networks that offer greater access to care, attract exceptional clinicians, and deliver operational excellence. We then develop enterprise capabilities that leverage our scale to support these networks, creating value for our patients, physicians, and colleagues.

In 2023, we invested heavily in our facilities, digital capabilities, and workforce to strengthen our organization and care delivery. For example, our work to advance technology, highlighted in this report, aims to provide better insights, tools, and efficiency for our teams, which we believe will help improve patient safety and outcomes.

This work, and all our accomplishments this year, would not be possible without our dedicated colleagues. I'm continually impressed by the depth of talent and knowledge we have as an organization. Thank you to our physicians, nurses, and all colleagues who show up every day for our patients and communities. I look forward to building on our work this year together.



**Samuel N. Hazen**  
Chief Executive Officer



This annual Impact Report presents the various ways HCA Healthcare and our colleagues delivered for our many stakeholders in 2023 and positively impacted the communities we serve.

# 6

## **Our integrated network of care**

Our more than 309,000 colleagues show up every day, driven by our mission to care for and improve human life.

# 12

## **Enhancing care experiences**

Delivering safe, high-quality care to our patients is our top priority at HCA Healthcare. In 2023, we continued to integrate healthcare technology and leverage strategic collaborations with other organizations to advance our ability to deliver high-quality patient care.

All references to “HCA Healthcare” as used throughout this report refer to HCA Healthcare, Inc. and its affiliates.

# 24

## Caring for our colleagues

At HCA Healthcare, we believe excellent people make excellence happen. That's why we provide our colleagues with programs, benefits and resources that are designed to support their overall well-being and strive to foster a culture of inclusion that allows colleagues to thrive.

# 48

## Giving back where we serve

HCA Healthcare embraces our responsibility to help support a significant portion of the local economies where our colleagues live and serve. Whether through partnerships with nonprofits, or by investing in programs that support well-being and promote equity of care, we are committed every day to creating healthier tomorrows.





# Our integrated network of care

We are focused on continuing to develop comprehensive, local healthcare networks that deliver high-quality, convenient care to our patients. Across these networks, we leverage data and insights to share best practices that help improve patient care for our communities and beyond.



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

**1,646**

physician practices

**157**

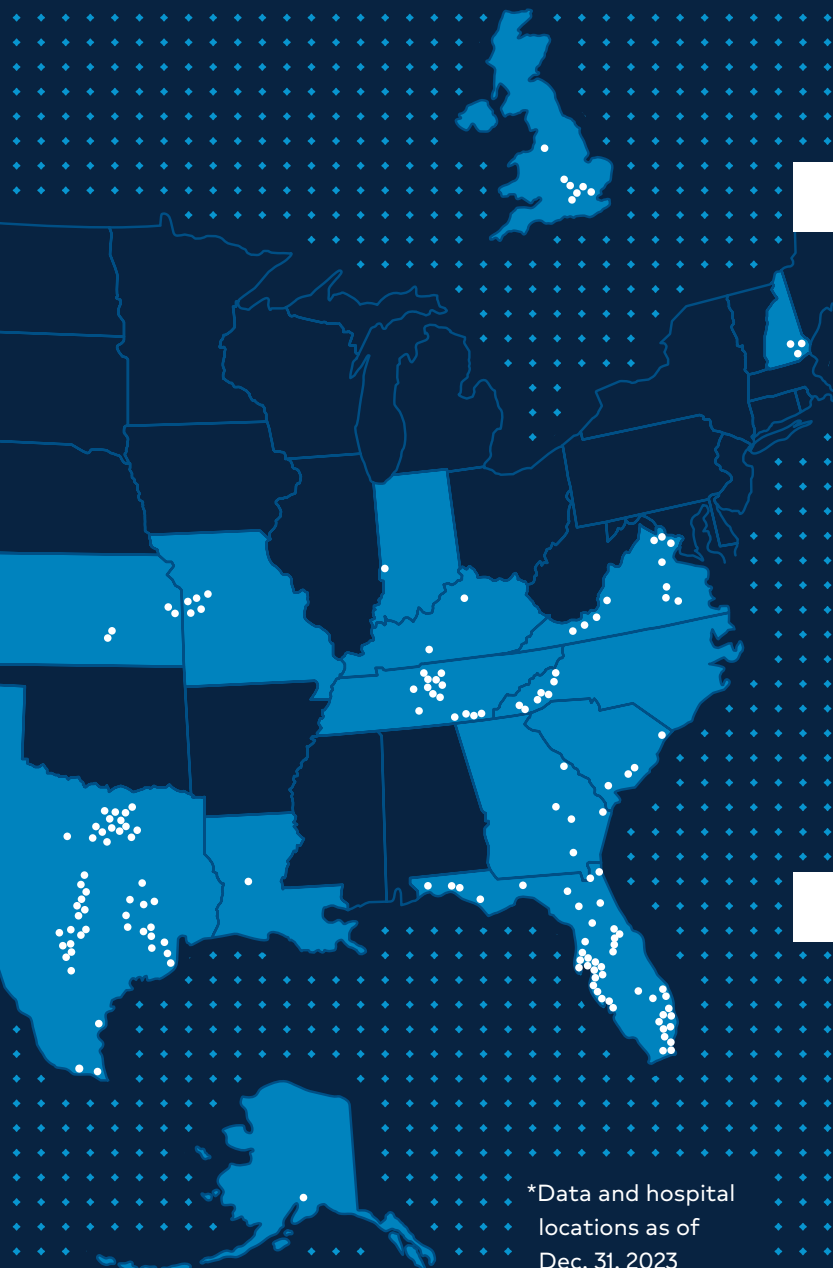
freestanding emergency rooms

**124**

surgery centers

**51**

behavioral health sites of care



\*Data and hospital locations as of Dec. 31, 2023

**38**

home health and hospice agencies

**325**

urgent care clinics

**2023 services by the numbers**

**43M+**  
patient encounters

**9M+**  
emergency room visits

**2M+**  
admissions

**212K+**  
babies delivered

**Economic impact in our communities**

**\$29.5B** in payroll and benefits

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

**\$43M+** in enterprise giving to community organizations

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

**\$4.7B** in capital investment

# Awards and



## World's Most Admired Companies™

HCA Healthcare was ranked first in our industry by Fortune on their 2023 list of World's

Most Admired Companies. The annual global survey identifies organizations that excel in a variety of corporate reputation measures including innovation, ability to attract and retain talent, quality of management, and social responsibility to the community and the environment.



## 2024 World's Most Ethical Companies®

In early 2024, Ethisphere recognized HCA Healthcare as one of the 2024 World's Most Ethical Companies. This is the 14th time we have been recognized on this list, which honors companies for their commitment to business integrity. Honorees undergo a rigorous assessment across five categories — Governance, Culture of Ethics, Environmental and Social Impact, Ethics and Compliance, and Third-party Management — and are judged against organizations of similar size, structure and operations.

## U.S. News and World Report's Best Regional Hospitals

U.S. News and World Report ranked 11 HCA Healthcare hospitals as top hospitals in their region.

## Magnet® and Pathway to Excellence® Designation

HCA Healthcare's network included 17 Magnet-designated facilities and 19 Pathways to Excellence-designated facilities.

## America's Best Hospitals

Healthgrades' 250 Best Hospitals Award recognizes the top 5% of hospitals nationwide for clinical excellence. In early 2024, 54 HCA Healthcare hospitals were included on the list. Of those, 10 hospitals made the Top 100. Mission Hospital in Asheville, North Carolina, was recognized in the Top 50.



## 2023 Disability Equality Index®

For the second year in a row, HCA Healthcare was named a "Best Place to Work for Disability Inclusion" by the American Association of People with Disabilities (AAPD) and Disability:IN. HCA Healthcare earned a top score of 100 on the 2023 Disability Equality Index® for our commitment to workplace inclusion.

"World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

## Awards and recognition

### Fortune/PINC AI Top Hospitals

Fortune and PINC AI recognized 32 HCA Healthcare hospitals on their 100 Top Hospitals list for 2023 and 19 HCA Healthcare hospitals on their 2024 50 Top Cardiovascular Hospitals list. The 100 Top Hospitals list is based on data about patient outcomes and experience, operational efficiency, financial health and community impact. Two HCA Healthcare health systems, the Continental Division and the Mountain Division, were recognized among the Top 15 Health Systems.

### Best for Vets award by Military Times and VIQTORY

Military Times recognized us for the fourth consecutive year as a Best for Vets Employer. Since 2012, HCA Healthcare has hired more than 60,000 veterans, active-duty and reserve personnel and military spouses.

We have been recognized as a military-friendly employer for 13 consecutive years by VIQTORY. In 2023, we received a Military Friendly Employer Gold designation from VIQTORY.

### Healthgrades' 2024 Specialty Excellence Awards

Healthgrades recognized 105 HCA Healthcare hospitals with at least one Specialty Excellence Award for delivering superior patient outcomes in a specific area. Enterprise-wide, nearly 600 awards were received with 17 hospitals being recognized for the first time.

HCA Healthcare facilities received recognition in the top category for cardiac surgery, vascular surgery and surgical care. Facilities were also frequently recognized for orthopedic surgery and critical care.

### Corporate Equality Index by Human Rights Campaign

The Human Rights Campaign's (HRC) annual Corporate Equality Index (CEI) is a national benchmarking tool measuring policies, practices and benefits pertinent to lesbian, gay, bisexual, transgender and queer (LGBTQ+) employees. In 2023, we scored an 85 with a perfect score in the Workforce Protections and Corporate Social Responsibility categories.

# recognition

# Affiliated lines of business



**Galen College of Nursing** joined HCA Healthcare in 2020, bringing together two leading nursing organizations and creating the country's largest academic practice partnership. This partnership has increased access to education and provided nursing career development opportunities that we believe will positively impact patient care. Through this partnership, we have opened 14 nursing school locations since 2020, bringing Galen's total number of campuses to 19.



In 2022, McKesson Corporation and HCA Healthcare formed a joint venture combining McKesson's US Oncology Research (USOR) and HCA Healthcare's Sarah Cannon Research Institute (SCRI) to expand clinical trial access across the country. **SCRI** is a global leader in oncology research, conducting clinical trials in the community for more than 30 years. Through this joint venture, our contributions to pivotal research have helped advance the majority of new cancer therapies approved by the Food and Drug Administration (FDA) today.



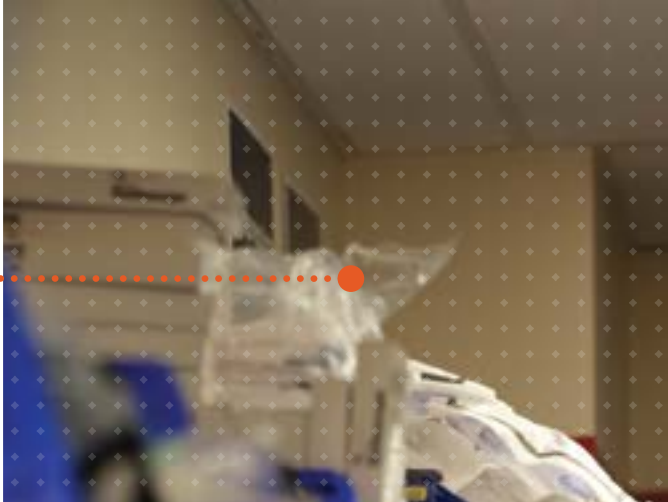
**HealthTrust Performance Group** is a leading healthcare performance improvement organization committed to strengthening operational and clinical excellence by leveraging scale, innovation and operator expertise. Since 1999, HealthTrust has been the supply chain engine supporting HCA Healthcare.

HealthTrust is anchored by the only national provider-owned and operated group purchasing organization (GPO), with procurement and advisory capabilities in supply chain, pharmacy, purchased services, workforce, medical device management and clinical integration.

## Surgery Ventures

Powered by **HCA**  **Healthcare**<sup>®</sup>

**Surgery Ventures**, powered by HCA Healthcare, together with more than 3,400 physician partners, operates and jointly owns approximately 150 surgery and endoscopy centers in 16 states across the U.S. Backed by the clinical, operational and financial expertise of a Fortune 100 healthcare leader, Surgery Ventures delivered high-quality outpatient care to more than 800,000 patients throughout our network during 2023.



Below: Elda Rojas, Patient Care Tech  
PRN, Med/Surg, Medical City Plano

## PARALLON<sup>®</sup>

HCA  Healthcare<sup>®</sup>

**Parallon**, HCA Healthcare's full-service revenue cycle management provider, is an industry leader for healthcare revenue cycle management and shared services. In addition, Parallon provides specialized shared services for HCA Healthcare including physician credentialing, payroll administration, contact center, project services and clinical data registry abstraction. With a long track record of operational excellence, Parallon supports HCA Healthcare's mission by facilitating our robust patient financial assistance program. A key part of this process involves connecting patients to the coverage programs they may qualify for, such as plans through the health insurance exchange — or governmental assistance such as Medicaid and Social Security Disability Insurance. Parallon brings extensive knowledge and a broad portfolio of custom solutions to every collaboration.

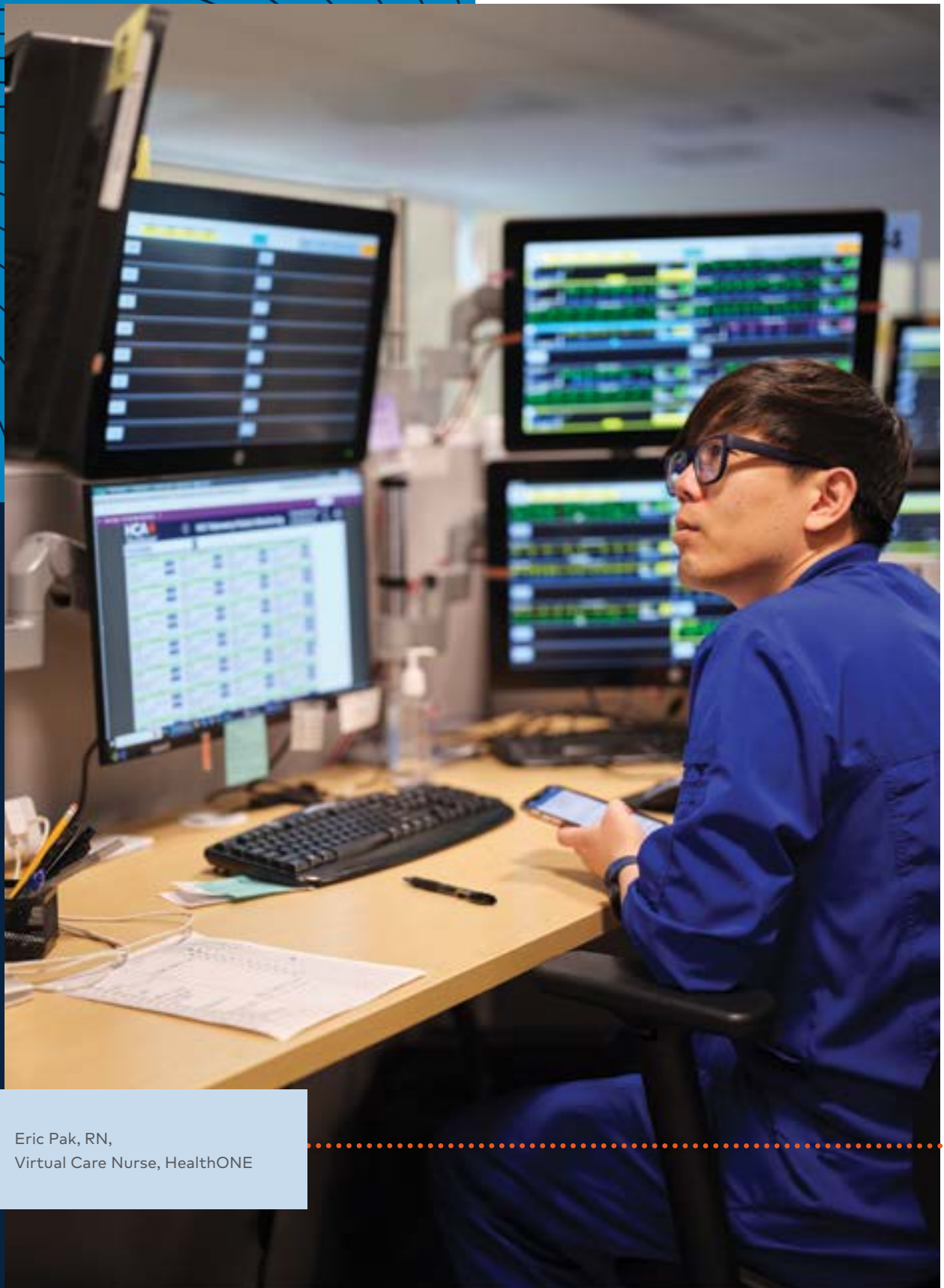




# Enhancing care experiences

**Delivering safe, high-quality care to our patients is our top priority at HCA Healthcare. In 2023, we continued to integrate healthcare technology and leverage our strategic collaborations with other organizations to advance our ability to deliver high-quality patient care.**





Eric Pak, RN,  
Virtual Care Nurse, HealthONE



# Care Transformation and Innovation

HCA Healthcare's department of Care Transformation and Innovation (CT&I) is working to improve healthcare delivery through the clinically led integration of technology into care. CT&I is distinctive because the team works directly with clinicians to identify opportunities and innovative ideas while testing, measuring and sharing solutions across the enterprise.

## Using generative AI to improve workflows

**In August 2023, HCA Healthcare and Google Cloud announced a collaboration to use generative artificial intelligence (AI) technology to assist care teams with time-consuming tasks like documentation. This work is part of a strategic partnership announced in 2021 that includes safeguards to protect patient privacy and the security of data.**

In partnership with Augmedix, a healthcare technology company that specializes in ambient medical documentation, HCA Healthcare and Google Cloud began a pilot program with approximately 75 emergency room physicians at four of our hospitals. Participating physicians use an Augmedix app on a hands-free device to document medical information while speaking with a patient. Augmedix's proprietary platform then leverages natural language processing, along with Google Cloud's generative AI technology,

Automatic Speech Recognition (ASR) technology and multi-party medical speech-to-text processing, to convert the information into medical notes. Physicians review and edit the notes before they are signed in the electronic health record (EHR).

Teams from CT&I, Google Cloud and Augmedix continue to work closely with highly engaged clinicians to refine this tool, and HCA Healthcare is working to expand its use to additional hospitals.

# HCA Healthcare's Responsible AI Program

We believe that recent advancements in AI present great possibilities in healthcare.

Flip to learn how HCA Healthcare is working to use AI technology responsibly and ethically.



Michelle Sharber, a physician assistant at TriStar Hendersonville Medical Center, uses a device with ambient technology to create medical notes without a keyboard.

**HCA Healthcare has established a Responsible AI Program** to provide guidance, standards and governance regarding the appropriate use of AI throughout our organization. The program is designed to:

- Address ethical concerns through established policies focused on data privacy, safety, transparency and algorithm fairness;
- Establish, test and monitor safety and security standards for AI solutions;
- Develop AI algorithms that are accountable, explainable and transparent;
- Provide human review and validation of all AI-generated information; and
- Make data used for AI representative, impartial and protected.

● **The goal of the HCA Healthcare Responsible AI Program is to fully realize the value of this exciting technology in a safe and responsible manner, and to improve the lives of our patients and colleagues.**

## Automating schedule creation

After speaking with HCA Healthcare nurses, CT&I recognized the need for an automated scheduling and staffing solution that better supports our nursing teams and helps us schedule the right people in the right place at the right time. With the clinician's voice as its guide, CT&I led the development of Timpani<sup>SM</sup>, HCA Healthcare's scheduling and staffing solution. Historically, nurse leaders have manually created staff schedules, a time-consuming process with no data trail. Timpani is designed to reduce this burden by using AI and machine-learning algorithms to help anticipate staffing needs and optimize scheduling.

Timpani is currently  
in operation at

**9** HCA Healthcare  
facilities

with an additional

**21** hospitals scheduled  
for deployment  
in early 2024

“Timpani helps ensure each shift has the right and different skill mixture while it instills confidence in our nurses with the work that they're doing and the care that they're providing. It helps our nurses feel safe and supported.”

**Leslie McClendon, RNC,**  
**Neonatal Intensive Care Unit Manager,**  
TriStar Hendersonville Medical Center

Right: HCA Healthcare's Center for Clinical  
Advancement in Frisco, TX. Learn more  
about these centers on page 28.

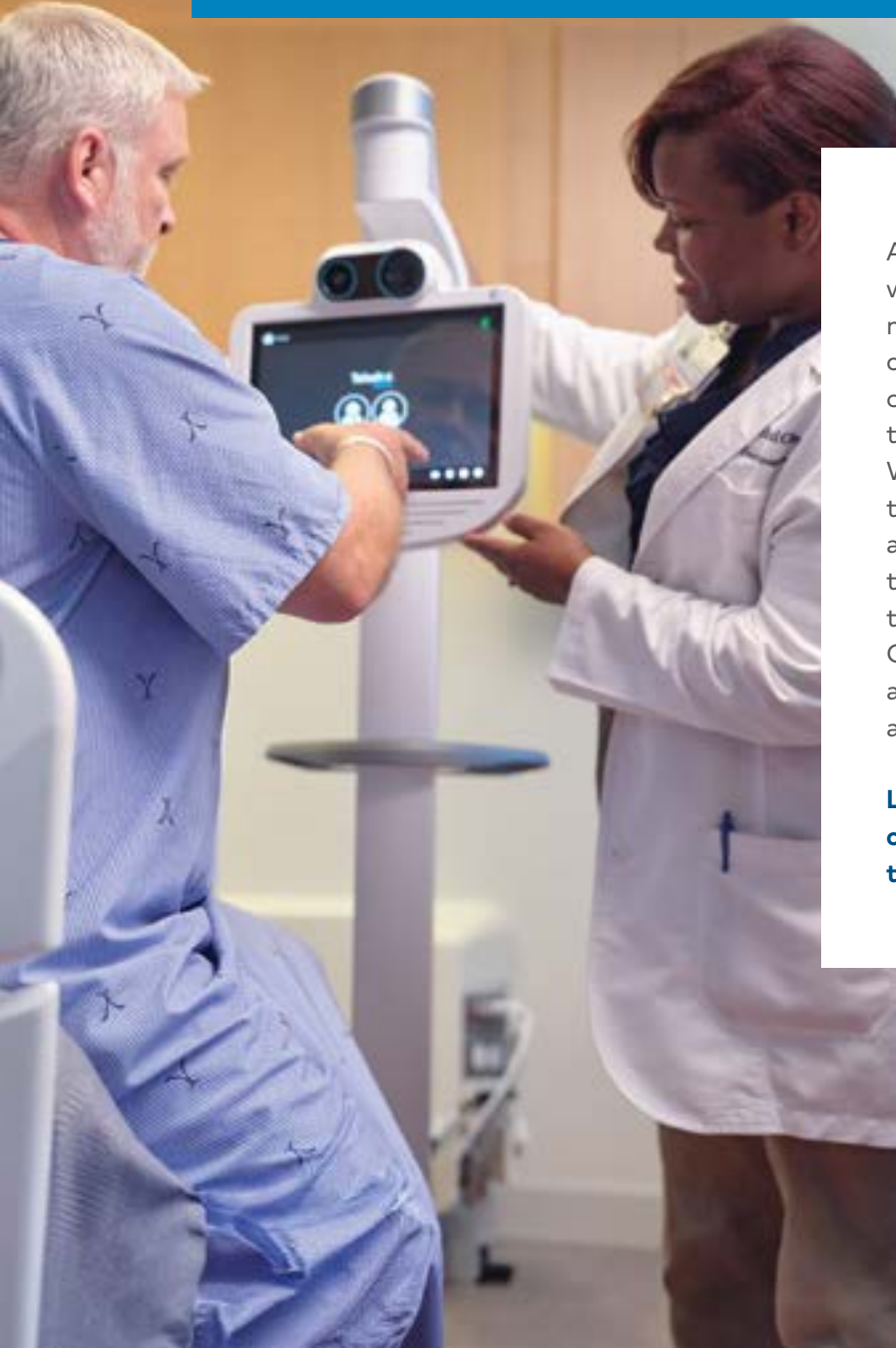


## Deploying Expanse, HCA Healthcare's new EHR system

As part of HCA Healthcare's work to advance technology that elevates care delivery for our patients, we are implementing a modernized electronic health record (EHR) system — Expanse — across the enterprise that is expected to create efficiencies for our care teams, improve the coordination of care for our patients and power innovation.

Learn more at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).

# Expanding care models to meet patients' needs



At HCA Healthcare, we actively look for ways to improve patient care by providing more support and resources to our care teams. In 2023, we continued to optimize care team models to help care teams spend more time practicing. We added a dedicated Nursing Operations team to focus on researching, evaluating and scaling innovative models of care to maximize efficiencies, support care teams and improve work environments. Our virtual nurse program supplements administrative tasks and provides additional support to bedside nurses.

**Learn more about how we implement care models and integrate technology to support our care teams on page 28.**

Left: Abena Owusu, RN,  
Manager of Case  
Management,  
Medical City Heart &  
Spine Hospitals

# Leveraging data to improve cancer care

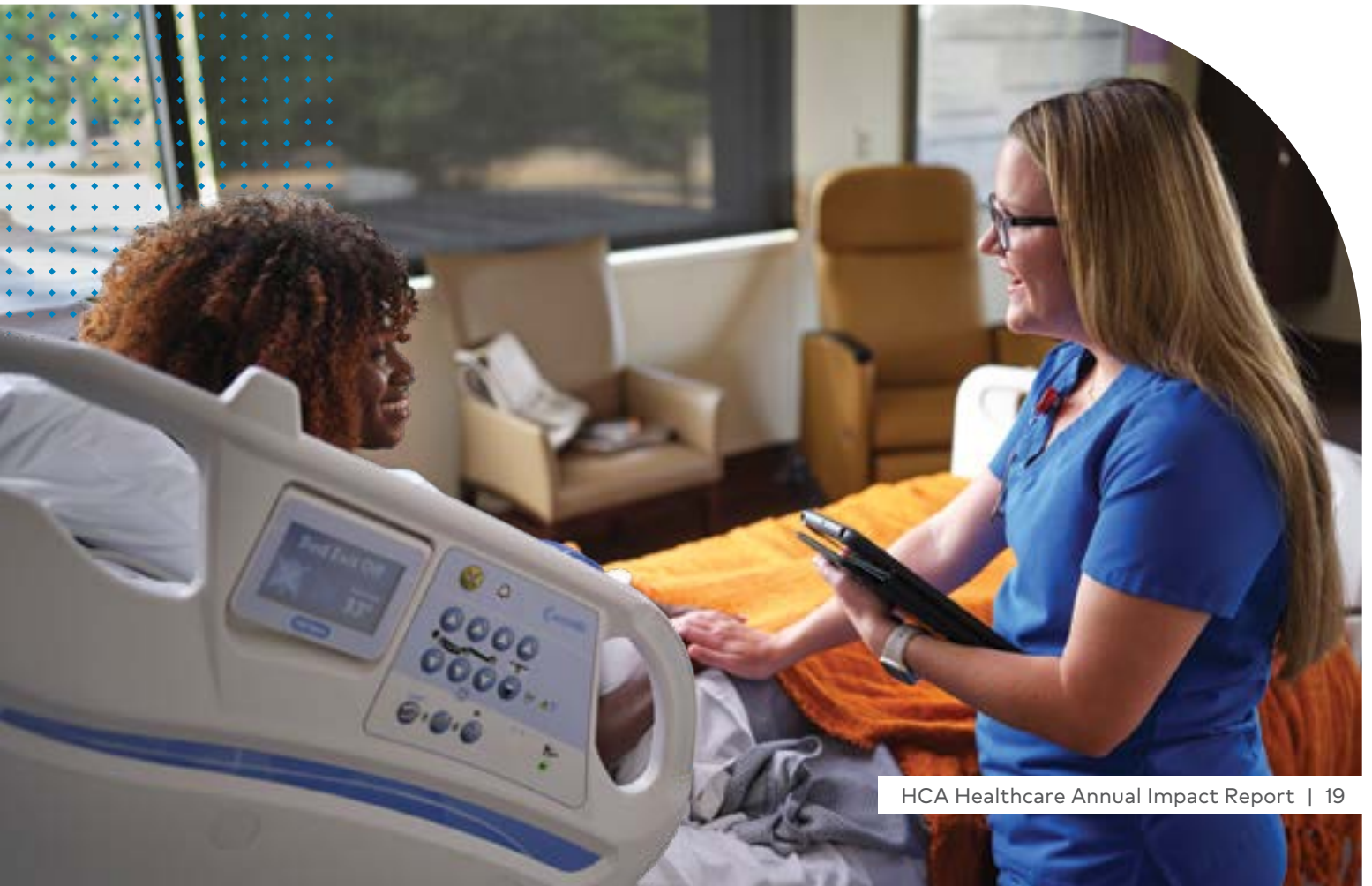
We launched a pilot program in 2022 to help address the disparity in early diagnosis of lung cancer and better identify high-risk patients in the Nashville, Tennessee, and Richmond, Virginia, communities.

By filtering multiple data points through data integration from electronic health records, we are helping to identify high-risk patients. We are looking to expand the lung health program to more communities in 2024.

In our local communities, HCA Healthcare is strategic and intentional about partnering with organizations to advance better health for all patients. Together, we work to improve access and overall health outcomes for our patients, communities and the healthcare industry at large.

[Learn more about our partnerships on page 52.](#)

Below: Bree Bradley, RN, Clinical Nurse Coordinator, Medical City Plano





# Patient safety

**Across our organization, our care teams collaborate to integrate best practices, processes and technology to help provide high-quality care and a safe environment for our patients and colleagues.**

Above: Aaron Holden, RN, Neurovascular, ICU; Angelica Garcia, Manager, Critical Care, Neurovascular, ICU; Medical City Dallas

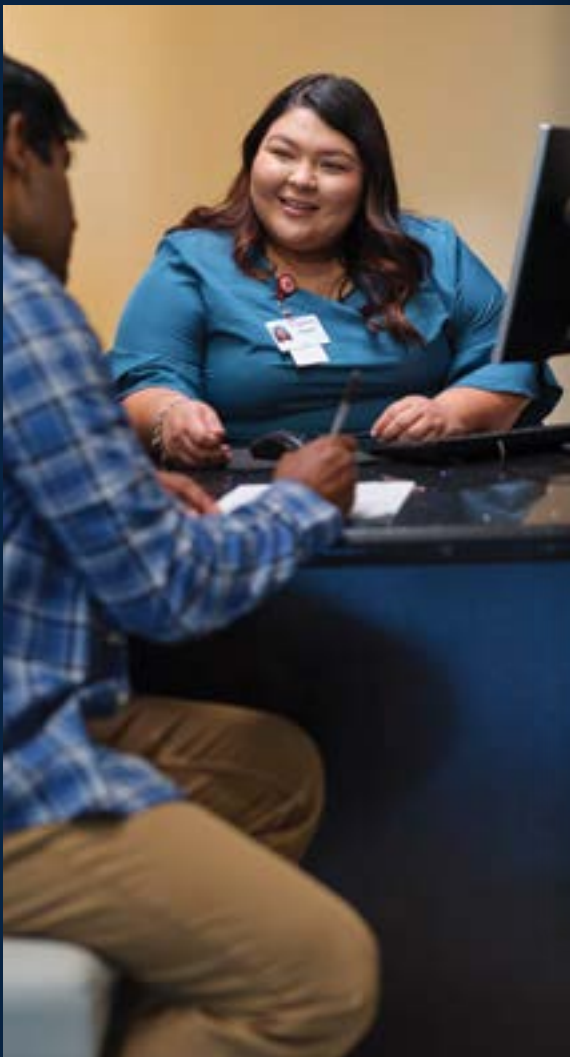
HCA Healthcare's Patient Safety Organization (PSO) works to improve patient safety and the quality of healthcare delivery by partnering with clinicians and facility leaders from our patient safety, quality and service line teams. Together, they develop systems and refine processes with the goal of improving the safety of patient care and fostering a culture of safety.

**At each of our facilities, we conduct safety huddles for leaders and care teams to convene and discuss needs, report concerns and share learnings related to patient safety.**

Our Safe Table discussions provide an opportunity for care teams to come together and openly discuss ways to improve care. Facility teams can customize safety huddles and Safe Table discussions based on their needs.



# Ethical business practices



Above: Genesis Ramos, Accountant,  
Medical City Dallas

Every day, our colleagues help implement our ethical and legal standards through their interactions with our patients, affiliated physicians, payers, vendors, contractors and each other. HCA Healthcare's required Code of Conduct training provides colleagues with guidance each year on the appropriate ethical and legal standards. Our Ethics and Compliance program also promotes reporting ethics or compliance concerns through several mechanisms including our Ethics Line, which is available 24/7 for colleagues to ask questions and report concerns without fear of retaliation.

HCA Healthcare's ethics and compliance standards are rooted in our mission and values; and they guide how we care for our patients and treat each other. There are two vital components to our award-winning Ethics and Compliance program: 1) our commitment to ethical conduct and 2) compliance with laws and regulations that apply to the work we do.

# Clinical research and partnerships



**At HCA Healthcare, research helps unlock insights to real-world data and treatments to advance patient care.**

The HCA Healthcare Research Institute is the multispecialty clinical research arm of our organization focused on advancing therapies for patients through our affiliated network of providers and care sites. Colleagues and clinicians across HCA Healthcare work to leverage our size and scale to support clinical research needs and collaborate with industry partners to advance medicine. In 2023, the Research Institute grew to 36 sites throughout our network and performed more than 500 industry-sponsored trials.

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. Through this partnership, GRAIL's Galleri® multi-cancer early detection (MCED) test is now available at select HCA Healthcare physician practices to patients who meet screening criteria.

We continued our joint venture with McKesson Corporation, combining the resources and expertise of McKesson's US Oncology Research (USOR) and the Sarah Cannon Research Institute (SCRI).

Additionally, HCA Healthcare continues to collaborate with the Centers for Disease Control and Prevention (CDC), Harvard Pilgrim Health Care Institute and the University of California, Irvine, and recently published the results of a multi-state clinical trial designed to identify the best strategy for preventing life-threatening healthcare-associated intensive care unit (ICU) infections. The results from the study found that a nasal antibiotic ointment, mupirocin, is highly effective at preventing *Staphylococcus aureus* infections in critically ill patients, outperforming an antiseptic solution containing iodine. Having collaborated with these same organizations in the past on previous clinical trials such as REDUCE MRSA and ABATE, both of which were also published in high-profile medical journals, HCA Healthcare is proud to continue to pursue research to resolve clinical questions and advance patient care.

**Research  
Institute sites**

**36**

**500+**

**industry-sponsored  
trials**

**30**


**years of  
conducting clinical  
trials through SCRI**

Above: Noely Urbina,  
Medical Technologist,  
Medical City Dallas



# Caring for our colleagues

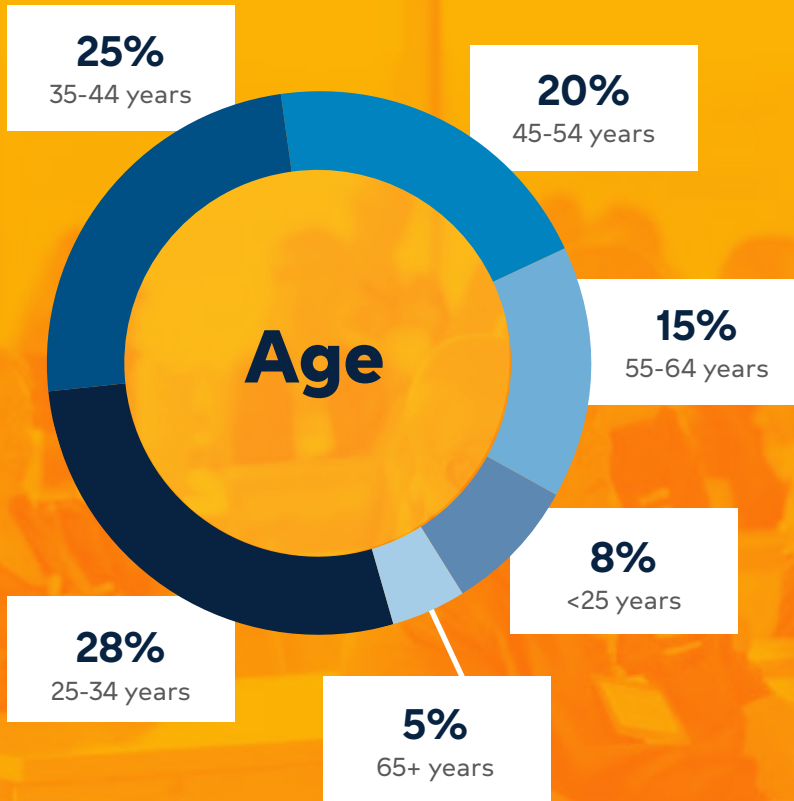
**At HCA Healthcare, we believe excellent people make excellence happen. That's why we provide our more than 309,000 colleagues with programs, benefits and resources that are designed to support their overall well-being and strive to foster a culture of inclusion that allows colleagues to thrive.**



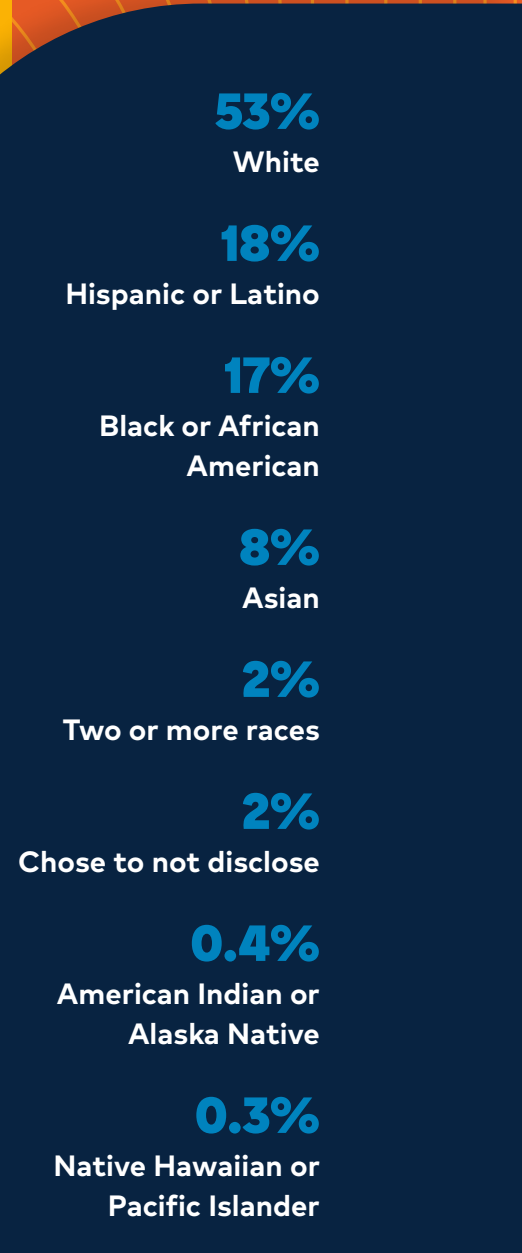


Above: Veronica Adams, Pediatric Liaison;  
Mark Clay, MD, Medical Director, Pediatric CCU/ICU;  
Medical City Children's Hospital

# Our people



## Gender



## Ethnicity

\*As of Dec. 31, 2023. Data is approximate and represents U.S.-based colleagues who provided demographic information.



Above: Jinali Patel, EHR Support Analyst;  
Micah Brigmon, EHR Support Analyst; Adrian  
Carmona, Project Manager; Medical City Dallas

# Nursing at HCA Healthcare

Nurses are the heart of HCA Healthcare. We are actively implementing and offering resources, development and education to support nurses in their day-to-day work. We are making strides in our nurse recruitment and retention efforts. This commitment helps more than 99,000 HCA Healthcare nurses today while contributing to shaping the future of the profession.

## Investing in clinical education and training for nurses

**In 2023, HCA Healthcare announced more than \$300 million in investments to support the education and training of nurses through the opening of new HCA Healthcare Centers for Clinical Advancement and the expansion of Galen College of Nursing.**

Our 14 Centers for Clinical Advancement are designed to help nurses advance their skills and careers. New nursing graduates use the centers to complete their Nurse Residency program while veteran nurses can earn advanced certifications. The centers' specialized manikins simulate real-life scenarios nurses may experience at the bedside, and leading technology allows students to learn from clinical experts across the country, record their simulations to play back scenarios and debrief with colleagues and facilitators to further advance their learning.

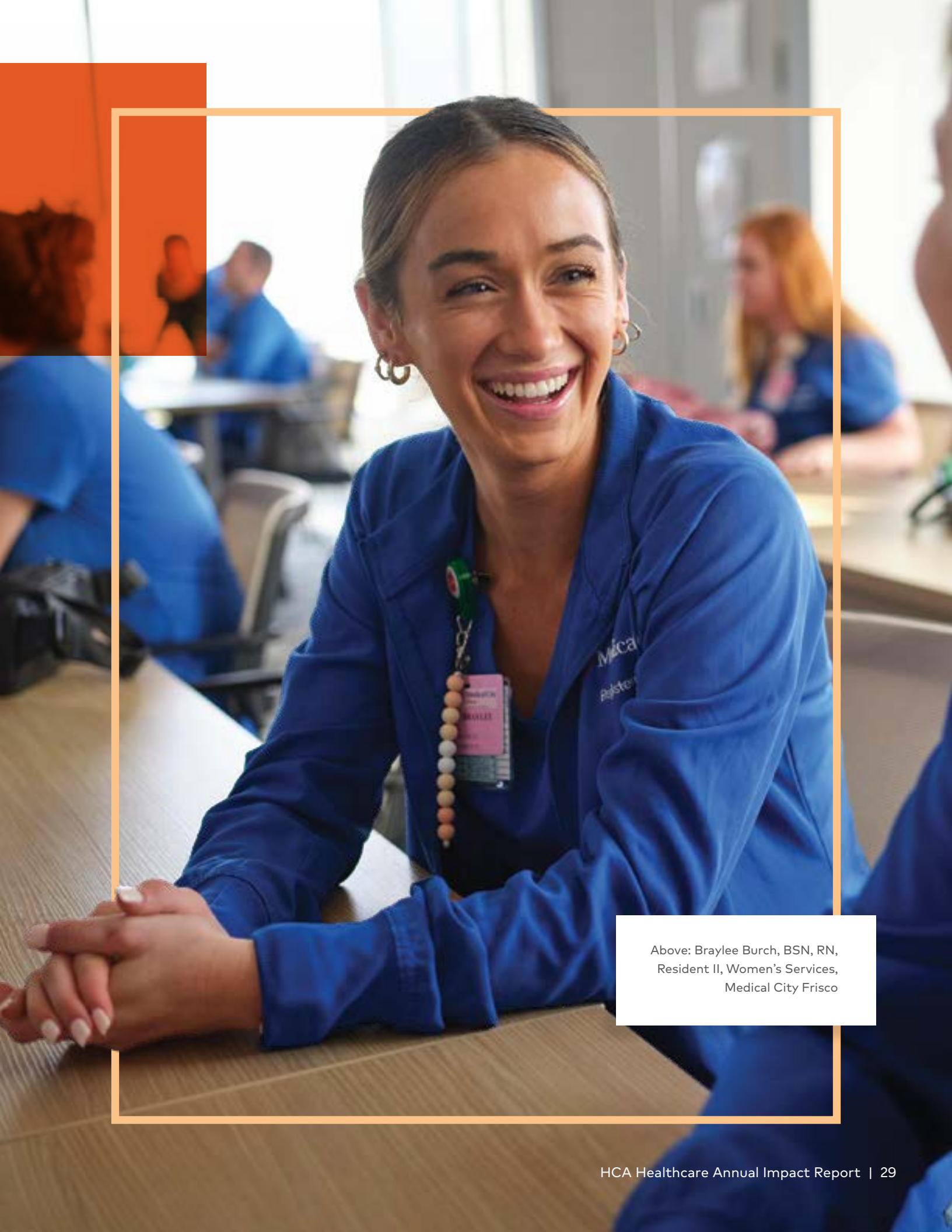
In addition, HCA Healthcare's partnership with Galen College of Nursing aims to increase access to nursing education, enhance the nursing pipeline and provide additional nursing career development opportunities for our colleagues.

Galen has opened 14 new campuses nationwide since joining HCA Healthcare in 2020. In 2023, Galen was named one of the National League for Nursing's Centers of Excellence™.

HCA Healthcare and the HCA Healthcare Foundation have made other significant investments to support nurses and educate the next generation of nursing leaders. In January 2023, the foundation announced \$300,000 in grants for community colleges and universities to provide high school students early access to careers in healthcare.

**Learn more about the foundation's work on page 51.**





Above: Braylee Burch, BSN, RN,  
Resident II, Women's Services,  
Medical City Frisco

**37,500**  
**bedside nurses**  
**recruited in 2023**



Above: Tradjen Purkeypille-Wilson, RN,  
Resident II, Medical City Denton

## Recruitment and retention

In 2023, HCA Healthcare recruited more than 116,500 colleagues, including 37,500 bedside nurses. We also made significant progress with employee retention and reduced turnover through training, issue resolution and targeted investments intended to help colleagues do their best work.\*

## Unit of Distinction

HCA Healthcare nurses share an unwavering commitment to caring for their patients and supporting each other. Each year, HCA Healthcare celebrates exemplary nursing units across our organization at our Unit of Distinction Awards. The Unit of Distinction is achieved through measurable, exemplary performance in the strategic areas of advocacy and leadership, consistency in nursing practice and operations and leveraging scale to improve patient care.

**Learn more about these annual awards at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).**

## License renewal

Continuing education is a critical part of nursing practice, and that's why HCA Healthcare has invested in the Continuing Education Unlimited library. Our nurses have access to more than 1,800 courses on an expansive range of topics to help them stay current in practice. HCA Healthcare clinicians leveraged the CE Unlimited library to earn more than 1.7 million CE credits in 2023.

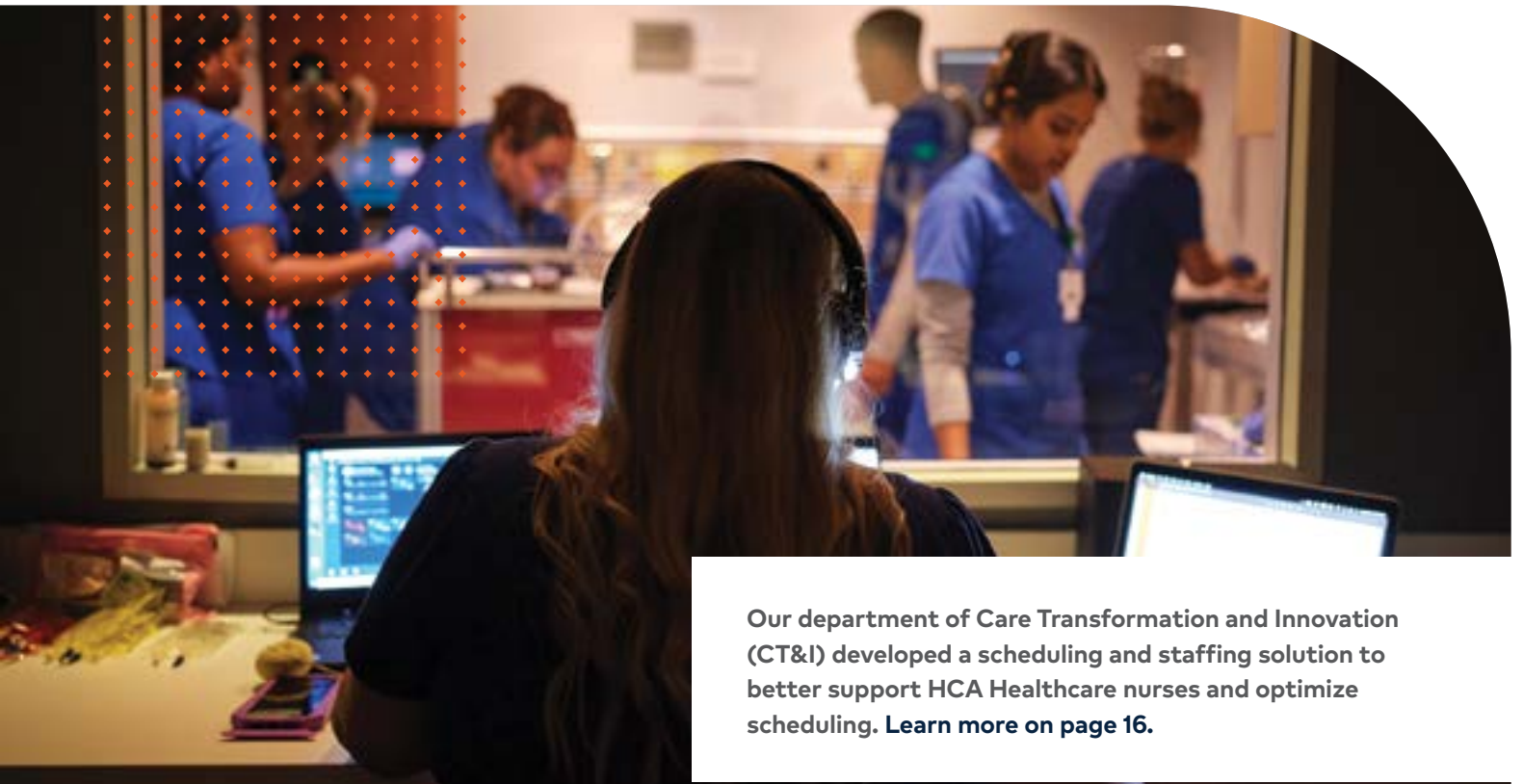
\*Corrected paragraph that appeared in the published print version

## Dynamic care teams

We introduced new roles to help support nursing workload including licensed practical nurses (LPNs)/licensed vocational nurses (LVNs), nurse externs, paramedics and patient care technicians (PCTs). The goal is to support our nurses by allowing care teams to assume appropriate tasks. Our nursing workforce has grown to include over 3,600 LPNs/LVNs, 5,750 nurse externs and 11,700 PCTs.

“Care models have helped us to increase our census and availability for the community. Several of the LPNs which have started with us have enrolled in RN school and are advancing their degrees with the support of HCA Healthcare.”

**Damanda Marshall, Med/Surg Director,  
Wesley Medical Center**



Our department of Care Transformation and Innovation (CT&I) developed a scheduling and staffing solution to better support HCA Healthcare nurses and optimize scheduling. [Learn more on page 16.](#)



# Partnering with physicians

HCA Healthcare was founded by physicians with the intent of creating an environment where healthcare can flourish. By prioritizing physician input, clinical capabilities, growth and innovation, we strive to enable our more than 45,000 active and affiliated physicians to focus more on what they do best: caring for our patients.

Our physicians are supported by HCA Healthcare's comprehensive care network that includes 325 urgent care clinics and 157 freestanding emergency rooms. Our urgent care clinics, which are primarily physician-led, leverage HCA Healthcare's resources so physicians can provide patients with the latest evidence-based care and connect them to a higher level of care across our broader healthcare network when needed.

**Learn more about how we partner with physicians at [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com).**

Left: Amalia Rastogi, MD, Internal Medicine; Sangita Rayamajhi, Clinical Nurse Coordinator, Neurology; Medical City Dallas

## Educating tomorrow's physicians

“I am confident that the more than 2,000 physicians that joined our organization this summer will be encouraged, challenged and prepared to go fulfill HCA Healthcare’s mission to care for and improve human life.”

**Dr. Michael Cuffe**, Executive Vice President and Chief Clinical Officer, HCA Healthcare

On July 1, 2023, HCA Healthcare continued the tradition of celebrating new physicians on their next step in their medical careers by welcoming 2,006 new residents and fellows to our Graduate Medical Education (GME) program. As a leading sponsor of GME programs in the United States, HCA Healthcare onboarded one of the largest incoming classes of residents among U.S. teaching hospitals in 2023.

By joining HCA Healthcare’s GME program, the newly minted physicians have the opportunity to work with exceptional faculty focused on teaching them to provide high-quality, compassionate care. The new class of residents and fellows spend time within their GME program treating patients in a real-world environment and will gain access to fulfilling career opportunities across HCA Healthcare’s top-performing hospitals, surgery centers, practices, urgent care clinics and research centers.

**304**  
GME programs

**72**  
hospitals with  
GME programs

**16**  
states with  
GME programs

**4,911**  
residents

**274**  
fellows

# Strengthening and supporting our workforce

Just as we are committed to providing high-quality care for our patients, we are also committed to supporting the health and well-being of our colleagues. To do this, we offer a variety of programs, resources and opportunities, including:

- Free counseling sessions and webinars through Optum
- The Nurse Care helpline
- Vital Voices engagement pulses
- Student loan and tuition assistance programs
- Fertility and family-building benefits
- Financial perks through preferred banking partners
- Our Colleague Recognition Program

Learn more about these offerings at [HCAhealthcareimpact.com](https://HCAhealthcareimpact.com).

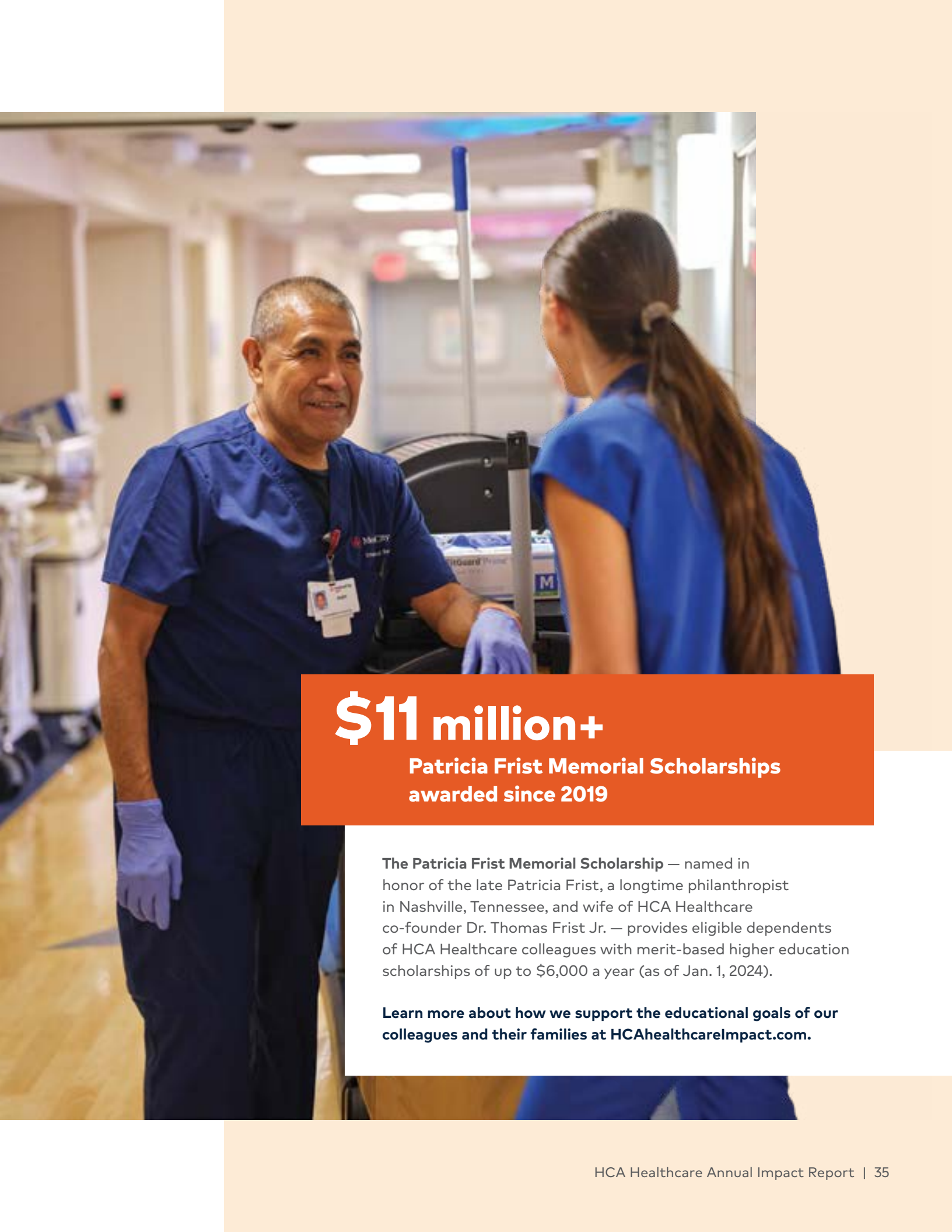
**2.5M+**

recognitions shared through our Colleague Recognition Program in 2023

**~\$37.5M**

provided through our tuition assistance program in 2023

Right: Rudy Gomez,  
Environmental Services,  
Medical City Dallas



**\$11 million+**

**Patricia Frist Memorial Scholarships  
awarded since 2019**

**The Patricia Frist Memorial Scholarship** — named in honor of the late Patricia Frist, a longtime philanthropist in Nashville, Tennessee, and wife of HCA Healthcare co-founder Dr. Thomas Frist Jr. — provides eligible dependents of HCA Healthcare colleagues with merit-based higher education scholarships of up to \$6,000 a year (as of Jan. 1, 2024).

**Learn more about how we support the educational goals of our colleagues and their families at [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact).**

# Developing industry leaders

HCA Healthcare's award-winning Leadership Institute is designed to build leaders who embrace our culture, grow the business and lead the industry. Since its inception in 2014, the Leadership Institute has graduated more than 21,275 colleagues.

The Leadership Institute offers 12 leadership development programs, including:

- The Executive Residency Program for recent graduates of master's programs in healthcare administration (MHA) and business administration (MBA)
- The Advanced Leadership Program for assistant chief nursing officers
- Leadership Essentials for supervisors and managers
- The Nursing Leadership Certificate for clinical nurse coordinators

## Leadership Institute in 2023:

**4,300+**  
graduates

**201,300+**  
hours of training

**4.7**  
out of 5.0  
overall value score  
by participants





Notably, internal research shows a direct correlation between participation in Leadership Institute programs and colleague engagement, with graduates scoring 11 points higher on our engagement index compared to non-graduates. Even more impactful, colleagues whose leaders graduated from Leadership Institute programs score, on average, six points higher in engagement than those whose leaders have not participated.

**21,275+**

**colleagues have graduated from the Leadership Institute since its inception in 2014**

## Clinical leadership

At HCA Healthcare, our clinicians lead the way in delivering high-quality, compassionate care, and we are committed to supporting their career goals. The Leadership Institute's Chief Leadership Program for chief nursing officers, which launched in 2023, is one of the many ways our nursing leaders can hone their leadership and business management skills.

Left: Stephanie Rosalez, RN, Emergency Nurse, Medical City Dallas/Medical City Plano





# Fostering an engaged workplace

**Creating an environment where everyone has a chance to succeed and grow is embedded in who we are as an organization and guides how we care for our patients, support our colleagues and serve the community.**

Across the HCA Healthcare enterprise, we are strategic and intentional in our actions to advance our commitment to fostering a fair and equitable environment for our colleagues by leveraging our educational programs, strengthening our partnerships with community organizations and implementing new initiatives.

Our culture supports the delivery of competent care to all patients. In our approximately 2,400 ambulatory sites of care, over 240 languages and dialects are spoken.

Left: Elise Savant, RN, Med/Surg Resident II,  
Medical City Dallas

# Colleague Networks

Since launching the Colleague Networks program in 2021, our nine colleague-led, self-directed voluntary networks have helped strengthen our culture of belonging by facilitating connection, collaboration and celebration among colleagues.

We have established over 130 local Colleague Network chapters since April 2022 that are engaged in meaningful programming across the enterprise. Colleague Networks have seen a considerable amount of growth in recent months, with a 115% increase in membership since January 2023. We believe Colleague Networks are having a tangible impact on colleagues' sense of belonging.

-  **Asian and Pacific Islander Colleague Network**
-  **Black Colleague Network**
-  **Diversability Colleague Network**
-  **Hispanic Colleague Network**
-  **LGBTQ+ Colleague Network**
-  **Mental Health and Wellness Colleague Network**
-  **Veterans Colleague Network**
-  **Women's Colleague Network**
-  **Young Professionals Colleague Network**

**130+** local Colleague Network chapters since April 2022

**115%** increase in membership since January 2023

Our October 2023 employee engagement survey showed that colleagues who were engaged with a Colleague Network reported having a higher sense of belonging at HCA Healthcare compared to the general colleague population.

Below (left to right): Melissa Blaise, Manager of Rehab Services, HCA Florida Woodmont Hospital; Anginique Alexander, Director of Patient Safety, HCA Florida Northwest Hospital; Kieyona Davis, Director of Medical Staff Services, HCA Florida University Hospital; and the East Florida Division Black Colleague Network participated in a volunteer event for Martin Luther King Jr. Day at C. Robert Markham Elementary School by providing grounds maintenance and beautification at the school.



## Embracing diverse abilities

To support our strategic efforts of ensuring equitable care and creating a work environment for colleagues of all abilities, we expanded our partnerships with organizations to better understand the diverse needs of our colleagues and patients.

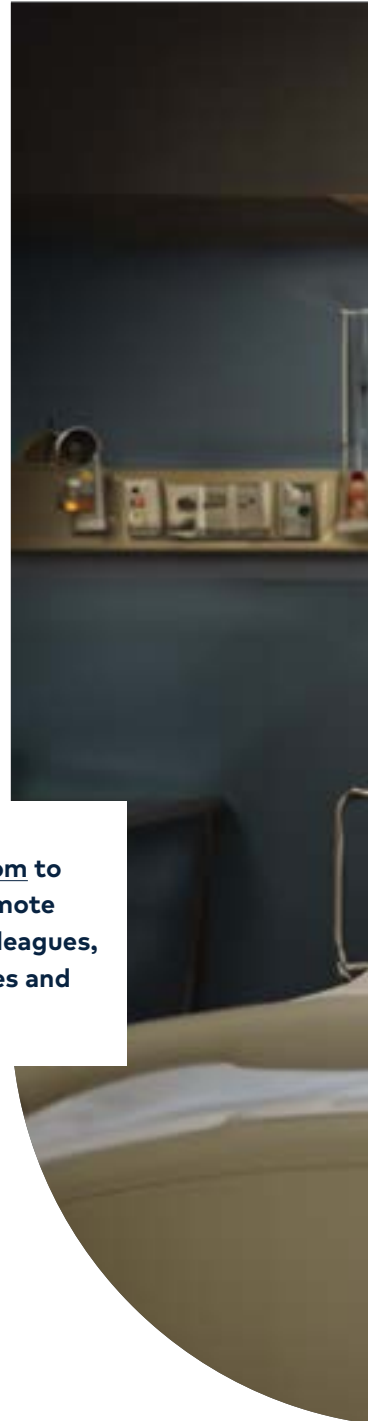


**500+ local jobs expected to be created for adults with autism and neurodiversities**

In partnership with The Precisionists, Inc. (TPI), an organization that supports employment for adults with disabilities, we engage neurodiverse adults to work alongside HCA Healthcare's Information Technology Group (ITG) on a variety of support functions including data analysis and data entry. In partnership with TPI and other community organizations, we plan to create more than 500 local jobs for adults with autism and neurodiversities within the next three to five years in Nashville, Tennessee.

We continue to support Project SEARCH, an adult internship program developed to help individuals with physical and developmental disabilities secure competitive paying jobs. In 2023, HCA Healthcare's West Florida, Capital and North Carolina divisions partnered with Project SEARCH and helped participants learn new skills and receive valuable support with the goal of attaining a permanent career in healthcare.

Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more about how we promote an inclusive culture for our colleagues, including those with disabilities and their caregivers.



HCA Healthcare was recognized for the second year in a row as a “Best Place to Work for Disability Inclusion” by the American Association of People with Disabilities (AAPD) and Disability:IN, receiving **a perfect score** on the 2023 Disability Equality Index®. This honor underscores our colleagues’ commitment to deliver on our mission to care for and improve human life.

100



Above: Kara Hellums (with hospital dog Posey), Child Life Specialist, Rocky Mountain Hospital for Children



**11,500+** veterans

work at HCA Healthcare and use their distinct talents and strengths to serve and create a positive impact for our patients and their local community.

Above: Dave Owen, Divisional Director, Simulation & Technology, HCA Healthcare Center for Clinical Advancement, Frisco, TX



## Being there for our military community

We are proud to be a nationally recognized military-friendly employer. We work to offer a supportive environment for our military community through our inclusive workplace programs, partnerships with other organizations, employment practices and recruitment.

Since 2012, HCA Healthcare has hired more than 60,000 veterans, active-duty and reserve personnel and military spouses.

One of our veteran colleagues, Alex Kell, a senior director with our Information Technology Group, was honored with a 2023 Employee Veteran Leadership Award (EVLA) by VIQTORY's Military Friendly® program. The prestigious award program selects veterans for having a positive impact on the organizations they work for, as well as the military and veteran community.



Left (left to right): Sam Hazen, CEO; Jennifer Berres, Senior Vice President and Chief Human Resources Officer; Sherri Neal, Chief Diversity Officer; Alex Kell, Senior Director, Information Technology Group; Bill Rutherford, Executive Vice President and Chief Financial Officer; Marty Paslick, Senior Vice President and Chief Information Officer; HCA Healthcare

“HCA Healthcare’s culture is similar to the military in that it prioritizes caring like family and supporting one another,” Alex said. “HCA Healthcare seeks to connect colleagues with a higher purpose and people from the military are looking for that again after separation.”

**Visit [HCAhealthcareImpact.com](https://www.hcahealthcareimpact.com) to learn more about Alex, as well as how we support our veterans, active-duty personnel and military spouses.**



Left: Denise Morris turned to her colleagues for help when flash flooding destroyed her home.

# HCA Healthcare Hope Fund

The HCA Healthcare Hope Fund is a 501(c)(3) nonprofit run by colleagues, for colleagues. Those who give to the Hope Fund support their fellow colleagues who face financial hardship due to natural disaster, illness or injury, domestic violence, death of a loved one or other unexpected situations. Over \$11.4 million in assistance was distributed in 2023 to help more than 3,800 HCA Healthcare colleagues and families.

**In 2023, the Hope Fund also reached**

**\$100 million in grants**

**helping more than 52,000 families since its inception in 2005.**

Denise Morris, a nursing director at HCA Florida Aventura Hospital, is not a stranger to Florida's severe weather. She was used to the warnings and preparations that accompanied Fort Lauderdale's hurricane season. However, she and her neighbors had no warning when a historical flash flood occurred, resulting from over two dozen inches of rain in a single day.

Despite the rising water in the streets, Denise didn't hesitate to return to her home. As the water continued to pour in, she was unsure of how to ensure the safety of her and her dog. With the water outside higher than the wheels of her car and streets flooded for miles around, she didn't know where to go.

By that night, the floodwater was reaching the top of her bed, and she was evacuated by rescue personnel. One of Denise's HCA Healthcare colleagues offered her a place to stay while waiting for her home to be repaired and made livable again — a process that took two months.

"The only things that weren't damaged were mounted to the wall like my TV and cabinets," Denise said. "All my furniture, drywall, everything had to be taken out."

Even with insurance, she found the process of sorting out claims challenging and frustrating. Her HR department reminded her about the Hope Fund, and she got assistance to help offset the cost of deductibles, repairs and other expenses.

Despite it all, Denise considers herself lucky. She said material items can be replaced, but the care her colleagues showed for her makes her proud to be a part of HCA Healthcare.

“

- I am very grateful to my organization and the people I work with. I have a good support system, and I am so glad the Hope Fund is there for our colleagues.

**Denise Morris**, Nursing Director,  
HCA Florida Aventura Hospital

”



# **Giving back where we serve**

**HCA Healthcare embraces our responsibility to help support a significant portion of the local economies where our colleagues live and serve. Whether through partnerships with nonprofits, or by investing in programs that support well-being and promote equity of care, we are committed every day to creating healthier tomorrows.**

**Together, we work to build healthier communities for our colleagues and help connect patients in our communities with the care they need.**

Below: Adrienne Reed, Director of Staffing Efficiency, Parallon; Brent Clark, VP of Capital Planning and Analytics, HCA Healthcare



# Colleague **community** engagement

In 2023, HCA Healthcare colleagues made an impact in our communities through giving and volunteering. Our colleagues are the best example of our mission to care for and improve human life.

**\$43M+**

in enterprise giving  
to community  
organizations

**Volunteered**

**182,198**  
**hours**

**Supported**

**7,334**  
**charities**

through donations  
and volunteering\*

**773**

**colleagues**

served on a  
nonprofit board

**\$16.9M** in colleague giving with  
HCA Healthcare matching

\*Corrected statistic that appeared in the published print version

## HCA Healthcare Foundation

The HCA Healthcare Foundation was established in 1998 to promote health and well-being in the communities we serve. To accomplish this, the foundation provides leadership, service and financial support to effective nonprofit organizations working individually and collectively.

Originally intended to serve Middle Tennessee, the foundation has since expanded its now more than \$200 million to support all of HCA Healthcare's communities. Since inception, the HCA Healthcare Foundation has contributed over \$294 million in grants and matching gifts to more than 500 agencies and organizations, focusing on those that promote health and well-being, education and quality of life.

**In 2023, the HCA Healthcare Foundation invested over \$12.2 million through grants to 234 agencies and nonprofit organizations through its Middle Tennessee and Healthier Tomorrow Funds.**

### Middle Tennessee Fund

In 2023, the HCA Healthcare Foundation awarded over \$6.3 million in grants to 201 nonprofit agencies across Middle Tennessee. The fund also partnered with The Frist Foundation to provide \$1 million in funding for the assessments and trainings necessary to ensure the safety and security of clients, families and staff at 24 childcare centers and place-based youth-serving organizations in Middle Tennessee.

### Healthier Tomorrow Fund

In 2023, the HCA Healthcare Foundation invested over \$5.9 million to nonprofit agencies in more than 15 communities where we have a presence from the Healthier Tomorrow Fund. Established in 2020 as an \$80 million community impact fund, this fund

**\$12.2M+ in grants to agencies and nonprofit organizations in 2023**

aims to address high-priority community needs and advance health equity. Through innovative initiatives, we replicate and scale meaningful, measurable efforts across the enterprise related to improving access to care, access to healthcare careers, positive mental wellness and community need.

In 2023, the HCA Healthcare Foundation through its Healthier Tomorrow Fund gave \$375,000 to nonprofits across 16 markets as part of its new Health Equity Catalyst Grant Program. These grants are intended to provide operational support to organizations addressing health inequities in a defined focus area to fight food insecurity.

### Healthy Food for Healthier Tomorrows

Healthy Food for Healthier Tomorrows is HCA Healthcare's enterprise-wide annual give back campaign aimed at helping communities address food insecurity by providing nutritious meals to families in communities we serve.

In 2023, HCA Healthcare and our colleagues provided more than 1 million nutritious meals including \$170,000 in funds provided by the HCA Healthcare Foundation to support the nonprofits involved.

Corrected statistic that appeared in the published print version

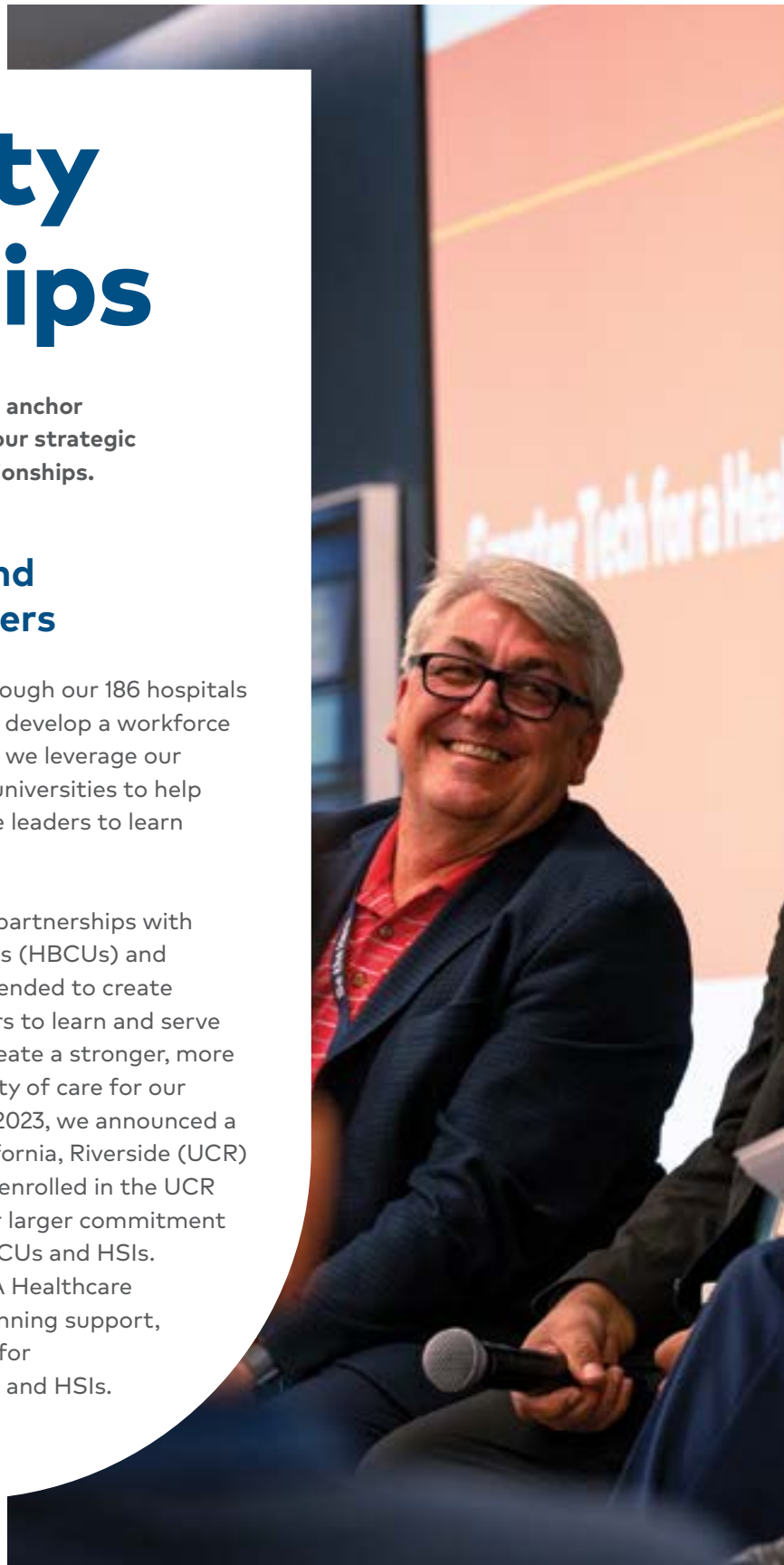
# Community partnerships

We strive to actively engage and serve as anchor institutions in our communities through our strategic partnerships and community-based relationships.

## Increasing opportunity and access to healthcare careers

We serve a diverse patient population through our 186 hospitals and sites of care across 20 states. To help develop a workforce that reflects the diversity of our patients, we leverage our strategic partnerships with colleges and universities to help create opportunities for future healthcare leaders to learn and serve in their communities.

Our commitment to invest \$10 million in partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) is intended to create opportunities for future healthcare leaders to learn and serve in their communities and will hopefully create a stronger, more inclusive health system and a higher quality of care for our patients. As part of this commitment, in 2023, we announced a gift of \$620,000 to the University of California, Riverside (UCR) to support five scholarships for students enrolled in the UCR School of Medicine. This gift is part of our larger commitment to give \$10 million over three years to HBCUs and HSIs. Beyond our financial investment, the HCA Healthcare Scholars 365 program provides career planning support, mentorship and internship opportunities for high-achieving undergraduates at HBCUs and HSIs.







## **\$10M** investments in HBCUs and HSIs

Through on-site events, virtual workshops and more, we are impacting approximately **100,000 students** with exposure and access to careers in healthcare. In 2023, HCA Healthcare was recognized with an 'Innovations in Diversity' award from Profiles in Diversity Journal for our expanded partnerships with HBCUs and HSIs.

Learn more about our pledge to invest in HBCUs and HSIs, how we're expanding strategic partnerships and how the HCA Healthcare Foundation is supporting the next generation of healthcare leaders at [HCAhealthcareImpact.com](https://www.HCAhealthcareImpact.com).

Left (left to right): HCA Healthcare Information Technology Group's Paul Currie, vice president and chief technology officer; Gabriel Perez, vice president of software development; and Sheila Gibson, assistant vice president of acquisitions and new constructions; shared their career journeys, advice and career opportunities with 50 Fisk University and Tennessee State University (TSU) students at an HCA Healthcare Scholars 365 Smarter Tech for a Healthier Future program in September 2023.

## Championing positive mental wellness

We support mental health and wellness in our local communities through strong partnerships with numerous organizations, including:

### Girl Scouts of the USA

The HCA Healthcare Foundation helped Girl Scouts of the USA launch a new series of Mental Wellness Patch Programs in August 2023 to help address mental wellness among girls in 4th through 12th grade.

**7,000+**

**girls have earned their Mental Wellness patch since the program's launch**



Left: Girl Scouts from across the country enjoyed making friendship bracelets at HCA Healthcare's booth at the PHENOM convention.

Right (left to right): Michelle Klinger, Musicians On Call board member and volunteer; Pete Griffin, President and CEO, Musicians On Call; Enid Weisman, Immediate Past Board Chairman, Board of Trustees, HCA Florida Aventura Hospital; Trish Stephans, MD, Chief Medical Officer, Aventura Hospital; David LeMonte, CEO, Aventura Hospital; Jeffrey Scheck, Chairman, Board of Trustees, Aventura Hospital; Carolyn Hunter, Chief Operating Officer, Aventura Hospital; Jesse Gabuat, Chief Nursing Officer, Aventura Hospital; Vianca Larice, Director of Communications and Community Engagement, Aventura Hospital; and Ellice Martinez, Assistant Vice President of Community Engagement, HCA Healthcare's East Florida Division



## Musicians On Call

HCA Healthcare and the HCA Healthcare Foundation continued supporting Musicians On Call, a program that brings musical performances to the bedside to uplift patients' spirits.

## EVERFI from Blackbaud

In partnership with EVERFI from Blackbaud, an international technology company driving social change through education, we continued providing our Understanding Mental Wellness course to middle and high school students.

**187,000+**

patients, family members and caregivers experienced live music programs in 2023

**199,000+**

students and ~2,700 teachers reached at 1,100+ schools across all 15 of HCA Healthcare's U.S. divisions in 2023

## Volunteers of America (VOA)

Supported by the HCA Healthcare Foundation and Healthier Tomorrow Fund's two-year \$600,000 grant, Volunteers of America (VOA) hosted over 500 first responders through four national webinars about moral resiliency.

Learn more about our community partnerships at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).



Above: Brianna Porter, RN, Women's Services, Medical City Plano

## Improving health and access to care

### American Heart Association

The American Heart Association's Getting to the Heart of Stroke™ initiative, developed in conjunction with HCA Healthcare and the HCA Healthcare Foundation, focuses on preventing, treating and beating stroke by providing nationwide education about stroke risk and equitably empowering communities to improve health outcomes.

#### Getting to the Heart of Stroke™ 2023 milestones:

- Established a learning collaborative with the 10 facilities participating in quality improvement.
- Delivered the first installment of six professional education podcasts and webinar resources for clinical and medical professionals.
- Launched community health impact initiatives with more than 38 local nonprofit partners across 15 HCA Healthcare communities.
- Implemented over 90 policy systems and environmental changes to help improve health equity.



Above: At the Tampa Bay Heart Walk in 2023, the West Florida Division was the top fundraising healthcare system with 48 teams and 270 participants, raising over \$275,000.

### March of Dimes

Since 2019, our partnership with March of Dimes has focused on improving maternal mortality and morbidity outcomes through postpartum discharge education and by lowering hospital cesarean rates among low-risk, first-time mothers, headfirst position or NTSV (Nulliparous, Term, Singleton, Vertex) pregnancies.

For over a decade, we have seen a rich history of support from our colleagues who are dedicated to the meaningful mission of this organization. In 2023, six divisions supported March for Babies walks across 10 markets through leadership roles and fundraising, providing over \$610,000 to ensure that all moms and babies have a healthy beginning. HCA Healthcare has contributed over \$3.9 million to March of Dimes since 2019 through a combination of sponsorships and support, colleague fundraising and matching funds.

More than 212,000 babies are delivered annually across our network of hospitals, and we use data from these births to look for insights that will help improve prenatal, natal and postnatal care.



**\$29.5B**

payroll and benefits

**\$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; including \$2.3B of income, property, sales and use taxes

**\$4.7B**

capital investment

\*As of Dec. 31, 2023

**Economic impact  
in our communities**

Learn more about our economic impact and how we are strengthening our communities at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).

Below: A volunteer from the American Red Cross provided comfort to a member of the community in the aftermath of Hurricane Ian in 2022.

# Responding to crisis and community needs

## American Red Cross

For the fifth year, HCA Healthcare continued to support and proudly partner with the American Red Cross. Through annual contributions to their Annual Disaster Giving Program (ADGP) or Disaster Responder Program, the Red Cross is able to provide a strong infrastructure, trained volunteers, innovative technology and critical resources when responding to disasters.

During many disasters, HCA Healthcare works alongside the Red Cross in real-time to coordinate supplies and resources, support shelters and match patients with community shelters when discharged from the hospital.





# Emergency preparation and response

**HCA Healthcare stands ready to care for patients and colleagues through a variety of emergency scenarios.**

Our Enterprise Emergency Operations Center (EEOC) is comprised of leaders from 30 enterprise functional areas with expertise in clinical care, logistics and supply chain, risk management, transportation and local communities who are supported by cutting-edge technology and knowledge of the entire HCA Healthcare enterprise.

Preparation efforts begin long before an event occurs. For example, in May 2023, our hospital, division and corporate leaders met to review HCA Healthcare's 2023 Hurricane Playbook and discuss the season's weather outlook. When the EEOC does identify a potential severe weather event, our organization begins to provide impacted hospitals with additional resources to help them continue providing care.

Pictured: HCA Healthcare's Enterprise Emergency Operations Center (EEOC) supported hospitals impacted by Hurricane Idalia.



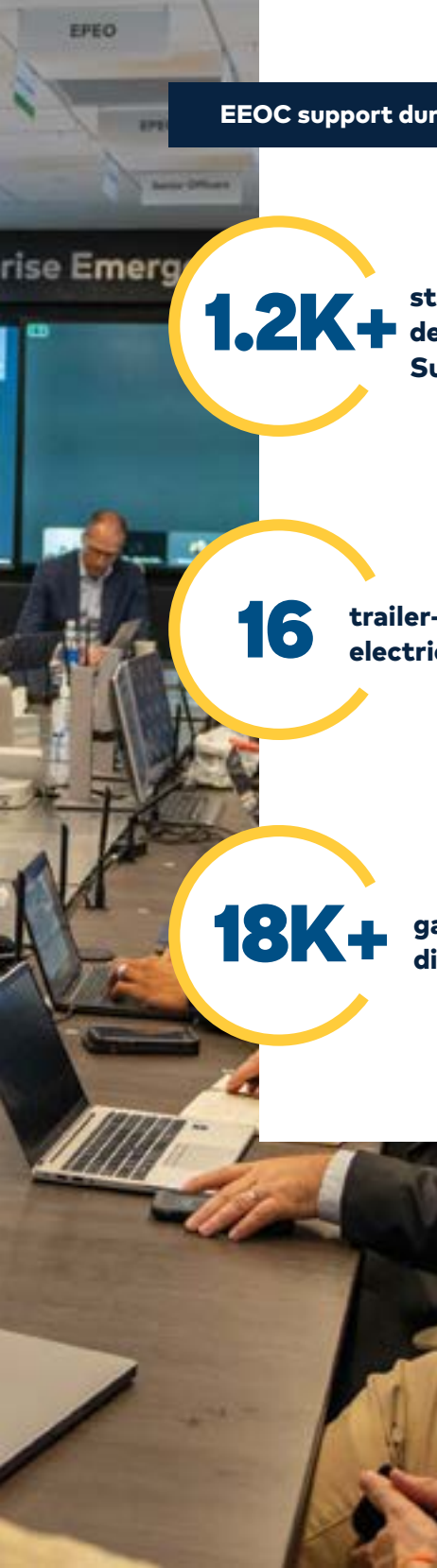


## EEOC support during Hurricane Idalia

**1.2K+** staff hours of deployed Incident Support Teams

**16** trailer-mounted electrical generators

**18K+** gallons of diesel fuel



## Responding to Hurricane Idalia

On Aug. 24, 2023, the EEOC received alerts from our contracted partner StormGeo about a possible storm to impact the Florida Peninsula. After an initial enterprise briefing call the following day, the EEOC and Division Emergency Operations Centers (DEOC) for our West Florida, South Atlantic and North Florida divisions were activated and our Incident Support Team was deployed. The Incident Support Team is comprised of clinicians, leaders and executives from across our enterprise who are cross-trained as incident response personnel.

**2K+ hours of support provided by 64 additional security officers sent to 26 facilities**

As our teams prepared for what would eventually become Hurricane Idalia, 75 patients were transferred over two days to facilities outside of the expected impact zone and HCA Healthcare's new Tiger Dam Flood Barrier was set up at HCA Florida Pasadena Hospital in St. Petersburg. This barrier was deployed to protect vulnerable areas of the facility, including the emergency room and electrical infrastructure. The emergency room reopened less than 10 hours after Hurricane Idalia made landfall on Aug. 30 as a Category 3 storm. Two colleague support centers were also established at HCA Florida Lake City Hospital and Memorial Satilla Health in Georgia to provide personal items, cleaning supplies, food and ice for colleagues, and the HCA Healthcare Hope Fund provided 43 grants totaling more than \$101,000 to impacted colleagues and their families.

**Learn more about the Hope Fund on page 46.**

# Crush the Crisis

**13,136**

pounds of unused or expired medication collected in 2023

**132**

collection sites

**67,500+**

pounds of medication collected since 2019

In 2023, HCA Healthcare collected 13,136 pounds of unused or expired medications during our fifth annual Crush the Crisis prescription drug take back day. All 15 of our U.S. divisions hosted events, collecting an estimated 9 million doses at 132 collection sites. HCA Healthcare has now collected over 67,500 pounds of medication since launching Crush the Crisis as an enterprise initiative in 2019.

Through Crush the Crisis, HCA Healthcare demonstrates the importance of proper and safe disposal of unused or expired medications and raises awareness about the dangers of prescription drug misuse. Crush the Crisis aligns with the Drug Enforcement Administration's (DEA) National Prescription Drug Take Back Day, providing a convenient opportunity for the community to safely dispose of medications.

Below: Dr. Sherrie Somers, Chief Medical Officer, HCA Florida North Florida Hospital



# Environmental sustainability

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

1

Managing energy and water responsibly by striving to reduce use of energy and water, decarbonize energy and manage water quality.

2

Enhancing climate resilience by working to ensure HCA Healthcare's operations and the communities we serve are more resilient to climate risks.

3

Sourcing and consuming efficiently by focusing on decreasing emissions from purchased goods, sourcing responsibly, reducing consumption and reusing where possible.

4

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.

Visit [HCAhealthcareImpact.com](https://www.hcahealthcare.com/impact) to view our Sustainability Report.

# Establishing the blueprint for improving energy efficiency through utility partnership

**After some of the largest wildfires ever recorded in Colorado occurred in 2020 and the effects of heavy smoke lingered in Denver's atmosphere, the Facility Operations team at HealthONE in HCA Healthcare's Continental Division took action to find more sustainable solutions.**

**~\$800,000**  
**in electricity costs saved**  
**by HealthONE in 2022**

**Their goal:** to identify ways HealthONE hospitals could do more to reduce their carbon emissions, better manage electricity usage and contribute to a healthier environment for Rocky Mountain region residents. One of their first steps was to call their local electricity vendor, Xcel Energy.

"We called our local electricity vendor and engaged with them on a strategic energy management program for the Denver market," said Andy Draper, chief information officer (CIO).

HealthONE and Xcel Energy partnered to launch a pilot of the Strategic Energy Management (SEM) program in 2020. Funded by Xcel Energy, the SEM program is a holistic approach to managing industrial and commercial energy use. By integrating energy management into business practices, the program provides businesses with a clear pathway to improving energy performance and operational efficiency.

Managing and reducing the energy use of facilities with 24/7 operations requires a different approach than standard office buildings. Through the SEM program, HealthONE is taking the lead in creating hospital-based groups, benchmarks and goals to establish an approach for other divisions and teams to follow.

“

Part of the success has been the communication between our groups within HCA Healthcare.

**Dennis Clair,**  
Director of Facility Management,  
HealthTrust Performance Group

”

Working with SEM's dedicated consulting team, HealthONE's Facility Management teams continuously look for ways to help reduce energy usage at all HealthONE facilities. SEM consultants also provide guidance for how to apply for rebates, so our engineers can focus on energy-efficiency improvements.

"We're all in this collaborative mode where we're learning alongside the utility and they're learning from us," said Chris Talbert, AVP of capital project delivery at HCA Healthcare.



Left: John Labonte, RN, Electrophysiology Lab, Medical City Heart & Spine Hospitals

Led by Continental Division's Kevin Kucera, AVP of real estate, and Dennis Clair, director of facility management, the Facilities Management team's approach at HealthONE has ranged from replacing boilers, reducing the energy use of chillers and managing electricity usage to adjusting variable frequency drives (VFD) to help optimize the HVAC systems at hospitals.

"Our teams work together to stay informed and provide the SEM consultants with the information they need," said Kevin.

The team credits deep collaboration across HCA Healthcare and with Xcel Energy as one of the main contributing factors for the progress in energy reductions, which is timely as the City of Denver and Colorado have established energy performance targets and legislation. In 2022, the City of Denver approved an ordinance, called Energize Denver, requiring all commercial and multifamily buildings to reduce greenhouse gas emissions (GHG) by improving energy efficiency, utilizing renewable energy and electrifying buildings.



"Part of the success has been the communication between our groups within HCA Healthcare," said Dennis. "We've been able to really come together and work together to try and save energy and money at the same time."

Moving forward, the team will strive to share learnings with other HCA Healthcare divisions so they can also achieve savings by engaging local utilities and learning what steps they can take to reduce energy and ultimately create a better environment for their communities.

Pictured: Andy Draper, Chief Information Officer; Dennis Clair, Director of Facility Management; Continental Division

# Reaching new heights

Looking ahead, we are working to build on the momentum gained from 2023 by enhancing our capabilities to care for our patients, colleagues and the communities we serve.

We remain focused on programs and benefits to support our colleagues. Through research, advanced technology, data and innovative tools, we are working to improve care models and expand our network of care to meet the needs of our patients. We are also striving to strengthen our partnerships, and to collaborate with community leaders and invest in programs that will enhance our communities.

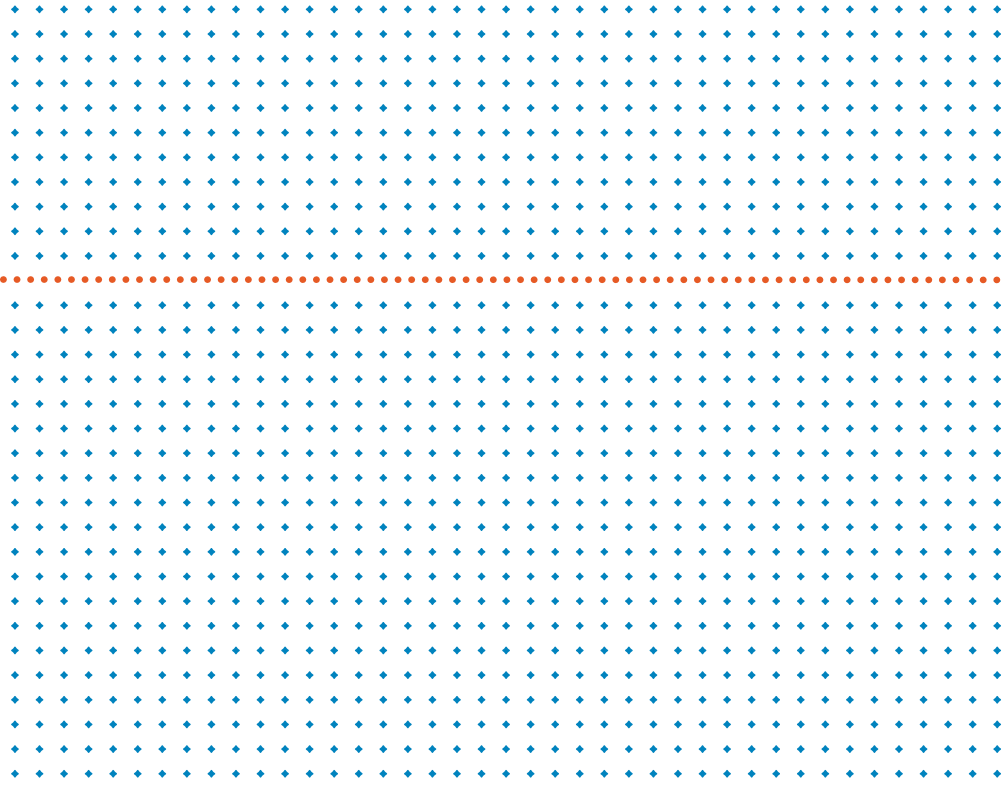
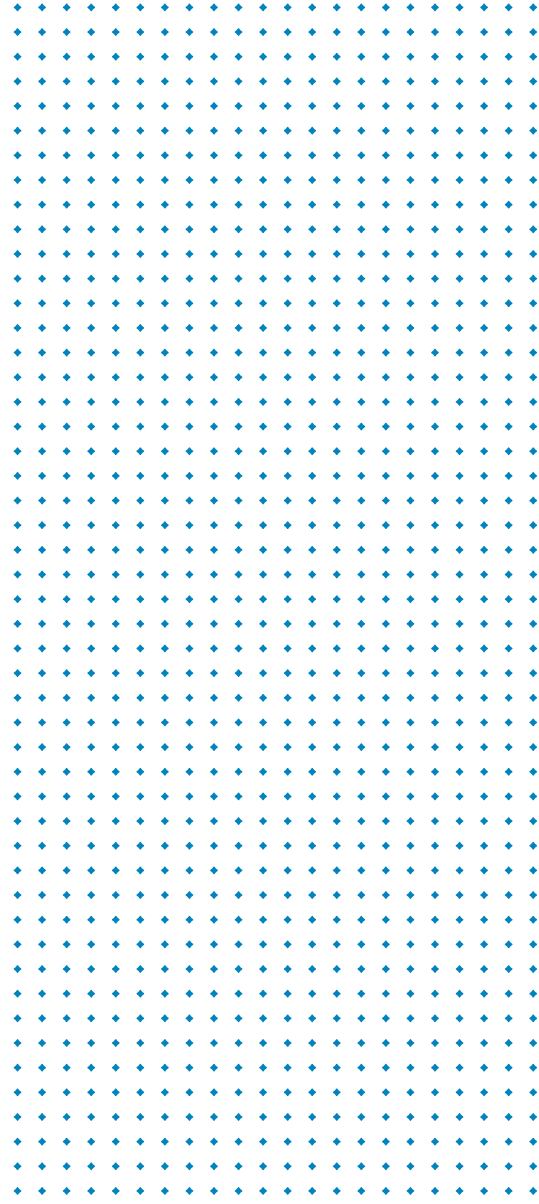
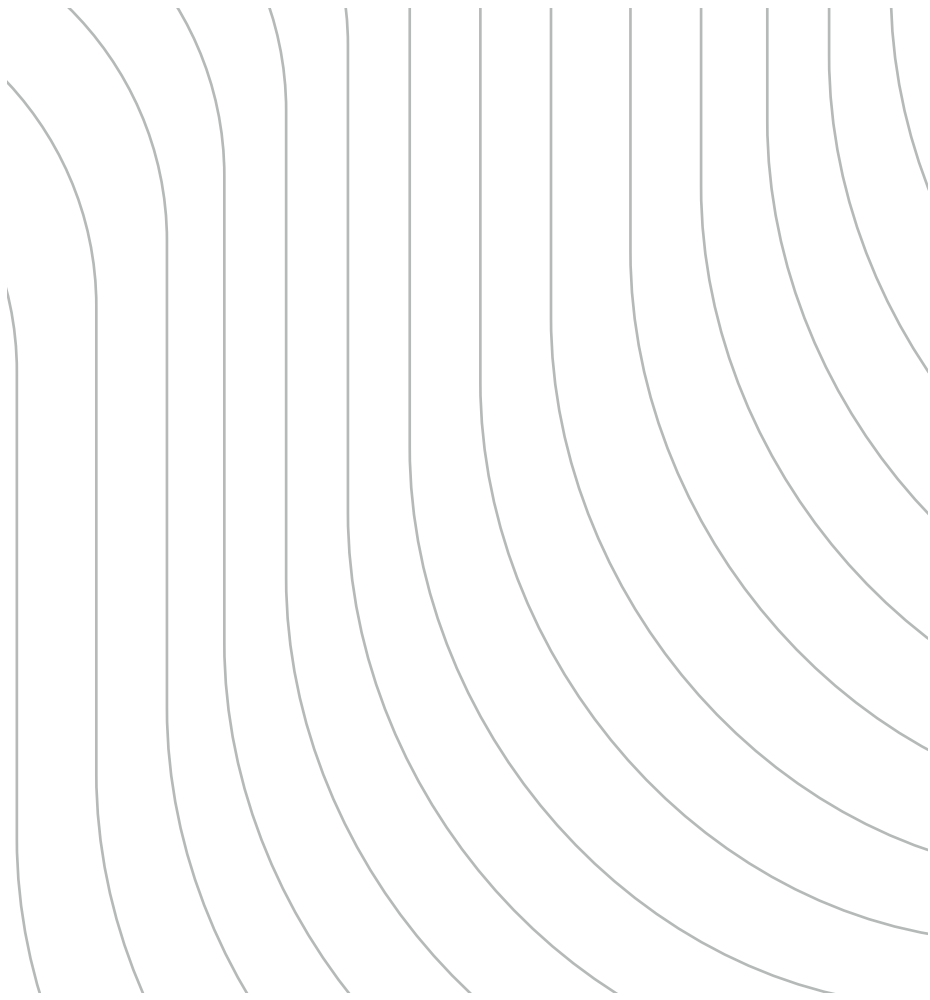
Thank you to our colleagues, physicians and partners for everything we've accomplished together this year.

**Learn more about our collective impact and the many ways we create healthier tomorrows at [HCAhealthcareImpact.com](https://HCAhealthcareImpact.com).**

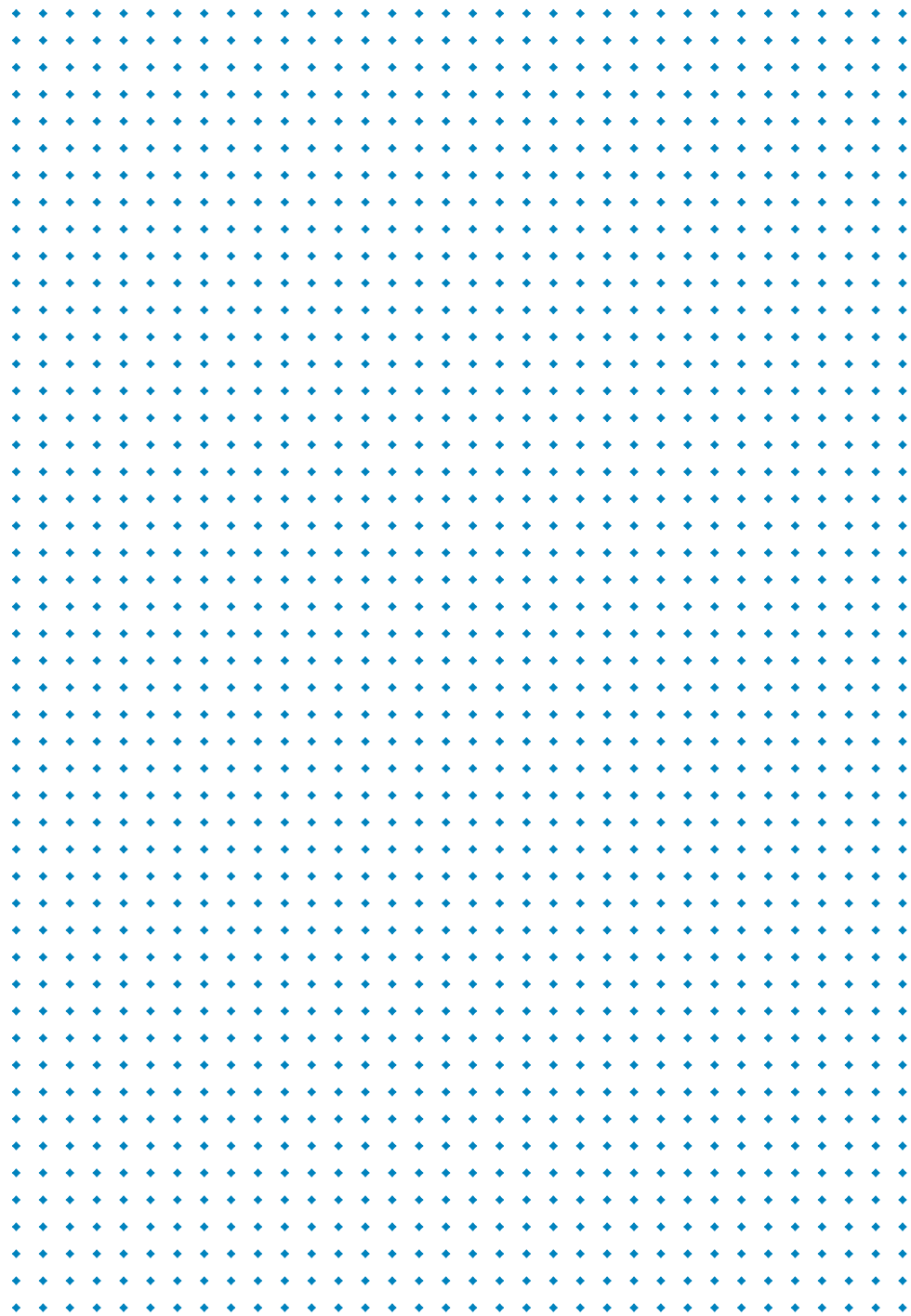
Right: Vincent Segura, Manager,  
Cellular Therapeutics, Presbyterian/St.  
Luke's Medical Center











**HCA**   
Healthcare®