Our Mission

Above all else, we are committed to the care and improvement of human life.
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Reflecting on our accomplishments over the last year, I’m proud and grateful to lead a team of skilled nurses who are deeply dedicated to their patients and the profession of nursing. HCA nurses are special – I’m privileged to witness the compassion, expertise and patient-centered mindset our nurses display in their varied roles throughout the organization.

Most nurses’ day-to-day work is on a very personal, intimate level: administering medicine to a sick child, navigating a cancer patient through her treatment, giving comfort to a grieving family member. These small moments, multiplied by the more than 1,700 sites of care and 81,000-plus nurses across HCA, create something much bigger. As worldwide leaders in healthcare, HCA nurses set national standards of care and have access to almost endless growth opportunities.

In 2016, we took stock of who we are, where we are and where we are going as a nursing community within HCA. We made strides in our three core strategic elements to support nursing at HCA: leadership, operations and people. We strengthened our leadership structures and development programs to increase involvement and voice of all HCA nurses through their leadership (page 22). Our operations grew more effective and efficient, through innovative technology pilots like Evidence-Based Clinical Documentation, iMobile and VitalsNow (page 18). We also leveraged the Nursing Data Portal to enhance visibility into performance and guide improvement efforts at the unit level. And as always, our people and their interactions with each patient have remained the foundation of the care we provide. Many of our outstanding nurses are recognized on these pages, and were recognized throughout 2016 by the Excellence in Nursing Award, Units of Distinction and other programs. We also continually looked for ways to provide best-in-class education through our onboarding, nurse residency and continuing education initiatives.

As nursing at HCA continues to evolve, throughout 2017 and in the years to come, I look forward to continuing to grow the ability to provide the compassionate, effective and efficient care our patients deserve. As a company, we recently announced a refinement of our name from HCA to HCA Healthcare to better reflect our mission and the broad spectrum of care our nurses, physicians and other caregivers provide. The new name will be used in future communication to recognize the compassionate care provided throughout a variety of healthcare settings – from hospitals, to urgent care centers, to physician practices and more – in communities across the country and the U.K. For nurses, we will continue to focus on our three core strategic elements of leadership, operations and people by investing in leadership development programs, operational capabilities and strategies for career development and recognition.

See page 24 for a glimpse into what the future has in store for us – it’s never been a better time to be a nurse at HCA.

I hope as you read this report, you are inspired by the great initiatives and innovations we are pursuing. And a special note to HCA nurses – thank you for all you do. It is an honor to work alongside you as we continue to lead the field of nursing!

Jane Englebright, PhD, RN CENP, FAAN
Senior Vice President and Chief Nurse Executive, HCA
HCA-Affiliated Nurses: By the Numbers

81,000+
HCA-affiliated nurses comprise a community of more than 81,000 professionals across the United States and U.K.

More than 600
medical-surgical nurses obtained national certification through programs accredited by the American Board of Nursing Specialties as part of the Unit of Distinction

42%
of the staff at HCA hospitals are nurses providing direct patient care

5,500+
More than 5,500 nurses hold leadership positions at HCA hospitals

$1.3+ Million
In 2016, the HCA Hope Fund – HCA’s employee-run, employee-supported charity that provides assistance to HCA employees who are affected by financial hardship – provided more than $1.3 million in grants to HCA nurses in need

HCA Nurses Contribute to One of the Nation’s Leading Providers of Healthcare

106 HCA hospitals recognized as Top Performers on Key Quality Measures by The Joint Commission

27.1 million
patient encounters annually

8.4 million
emergency room visits annually

219,000
babies delivered annually

For eight years in a row, HCA has been named one of the World’s Most Ethical Companies by the Ethisphere Institute
Sites of Care

Although hospitals are our traditional sites of care, exciting nursing opportunities are also emerging at other HCA sites such as transfer centers, call centers, nurse navigator programs, ambulatory surgery centers, urgent care centers and medical practices.

With more than 1,700 sites of care, HCA offers affiliated nurses abundant opportunities to work across a wide selection of clinical and non-clinical settings.

172 hospitals and 119 surgery centers located in 20 states and the United Kingdom
Dedication to Patient Experience

Patients and their loved ones rely on our compassionate nurses to help them navigate the confusing, stressful emotions that can come with a hospital visit. The nurse-patient connection is at the heart of what we do, and the best healing is achieved when our patients feel cared for and reassured.

Through three collaborative cohorts – learning, transforming and leading facilities – HCA hospitals are sharing best practices and collaborating to continually improve our patients’ experiences.

“...You made me feel like I was your only patient.”

“...You helped me say my last goodbye to my mom.”

“...I couldn’t have gotten through my storm without my nurse, who I now call family.”
Excellence in Nursing Award

Outstanding, quality patient care begins with knowledgeable and compassionate nurses. The HCA Excellence in Nursing Award was created in 2014 to recognize the intrinsic value of nursing to the company mission of providing the highest quality of care to our patients. The award recognizes HCA nurses who excel in the categories of Compassionate Care and Professional Mentoring.

Excellence in Nursing Award Recipients

The Excellence in Nursing Award for Compassionate Care is awarded to a nurse whose knowledge and expert skills create a quality care experience and foster improved outcomes for patients.

**FINALISTS**
Elizabeth Caraway, MHA, RN, West Florida Hospital, Pensacola, FL
Ray Powell, RN, St. David’s North Austin Medical Center, Austin, TX

The Excellence in Nursing Award for Professional Mentoring honors a nurse who guides and supports career advancement for individuals and groups in any clinical setting or nursing specialty.

**FINALISTS**
Michelle Yeatts, BSN, RN-BC, CEN, Medical City Denton, Denton, TX
Denise Dixon, MSN, BSN, RN, West Valley Medical Center, Caldwell, ID
Innovators Award Recipients

The HCA Innovators Award recognizes creative new ideas for enhancing quality of care and efficiency. Innovative thinkers across HCA are encouraged to submit their ideas to the InnovationLink portal, where every submission is read and thoughtfully considered by HCA leadership. Each year, three national-level award recipients are recognized for their innovative ideas in the categories of Quality and Patient Safety, Service Excellence and Financial Impact.

Quality and Patient Safety Recipient
Tricia Casler, RN
St. David’s South Austin Medical Center, Austin, TX

Service Excellence Recipients
Megan Gallegos, RN and
Shawn Lewis, RN
Medical City Fort Worth, Fort Worth, TX

Financial Impact Recipient
Joanne Orlando, RN
MountainView Hospital, Las Vegas, NV
The Unit of Distinction program is a multi-dimensional challenge comprising three categories: Nursing Leadership, Professional Practice, and Operations and Outcomes. Within those categories, there are 21 individual scoring components. In the second year of this program, almost 500 medical-surgical units participated, with 21 identified as recipients of the 2016 HCA Med-Surg Unit of Distinction Award.

2016 Unit of Distinction Recipients

- Lawnwood Regional Medical Center, Fort Pierce, FL
- Rapides Regional Medical Center**, Alexandria, LA
- TriStar Centennial Medical Center*, Nashville, TN
- Retreat Doctor's Hospital*, Richmond, VA
- St. Lucie Medical Center*, Port St. Lucie, FL
- TriStar Horizon Medical Center, Dickson, TN
- Twin Cities Hospital, Niceville, FL
- Mercy Hospital, Miami, FL
- Timpanogos Regional Hospital, Orem, UT
- LewisGale Hospital Pulaski, Pulaski, VA
- Memorial Hospital of Jacksonville, Jacksonville, FL
- Oak Hill Hospital, Brooksville, FL
- Presbyterian/St. Luke’s Medical Center, Denver, CO
- Rose Medical Center, Denver, CO
- Osceola Regional Medical Center, Kissimmee, FL
- St. David’s Medical Center, Austin, TX

*These facilities had two 2016 Unit of Distinction recipients
**This facility had three 2016 Unit of Distinction recipients
National Awards and Recognitions

Nine HCA-affiliated facilities have currently achieved recognition from the MAGNET Recognition Program for quality patient care, nursing excellence and innovations in professional nursing practice. This recognition is considered by many to be the ultimate credential for high-quality nursing. Developed by the American Nurses Credentialing Center (ANCC), MAGNET is often cited as the leading source of successful nursing practices and strategies worldwide.

2016 HONOREES:

Medical City Denton, Denton, TX
Frankfort Regional Medical Center, Frankfort, KY
LewisGale Hospital Montgomery, Blacksburg, VA
The Medical Center of Aurora, Aurora, CO
Medical City Lewisville, Lewisville, TX
Medical City Plano, Plano, TX
Medical City Dallas Hospital, Dallas, TX
Medical City Fort Worth, Fort Worth, TX
Rose Medical Center, Denver, CO

As of February 2017

The ANCC Pathway to Excellence Program recognizes a healthcare organization’s commitment to creating a positive nursing practice environment. ANCC Pathway-Designated facilities have successfully met 12 practice standards, each reflecting a foundational element of safe patient care and a positive environment for delivering quality nursing services. The HCA-affiliated facilities with this designation have proven that their respective operating policies, procedures and organizational culture create a supportive environment where nurses may achieve their professional best.

Belton Regional Medical Center, Belton, MO
Del Sol Medical Center, El Paso, TX
Medical City Las Colinas, Irving, TX
Metropolitan Methodist Hospital, San Antonio, TX
Medical City North Hills, North Richland Hills, TX
Research Medical Center, Kansas City, MO
Rose Medical Center, Denver, CO
St. David’s Medical Center, Austin, TX
St. David’s North Austin Medical Center, Austin, TX
St. David’s Round Rock Medical Center, Round Rock, TX
St. David’s South Austin Hospital, Austin, TX
TriStar Summit Medical Center, Hermitage, TN

As of February 2017
Technology in Action

Our goal is to simplify and streamline the nursing environment, and to make nurses increasingly mobile. To that end, 2016 was ‘a year of pilots’ for nursing innovations at HCA.

**EVIDENCE-BASED CLINICAL DOCUMENTATION**

EBCD is a new, streamlined documentation system that guides and informs the provision of safe, effective and efficient care. On pilot units, EBCD has returned more than one half hour per shift per inpatient nurse, allowing nurses to spend more time providing direct patient care at the bedside.

**iMOBILE**

The iMobile application allows nurses to use smartphones to securely text other care team members. In 16 pilot sites, iMobile has helped provide a bridge between nursing practice and workflow.

**VITALSNOW**

After piloting two solutions for updated spot-check monitoring equipment in med-surg units, our nurses chose a wireless, all-in-one device that best supported their workflow. The device automatically transmits data to the electronic health record from the point of care to enhance staff productivity, patient outcomes and risk reduction.

**NURSING DATA PORTAL**

The Nursing Data Portal was deployed enterprise-wide during 2016, and uses the information from nurse documentation to help measure and understand clinical and nursing operations. As a result, our “leading” units increased by more than eight percent.

2016’s pilots laid the groundwork for a year of transformation at HCA in 2017. EBCD, iMobile, VitalsNow, the Nursing Data Portal and more are all planned to launch in new divisions and facilities throughout 2017, bringing gains in efficiency and unit communications throughout the enterprise.
Leadership and Career Development at HCA

At HCA, nurses are encouraged and supported in growing their careers through learning opportunities and leadership development programs.

**StaRN**
To help new graduate nurses gain the experience needed to begin work, we offer the StaRN program – Specialty Training Apprenticeship for Registered Nurses – with more than 2,300 attendees in 2016. StaRN offers structured didactic, simulation and hands-on learning experiences for med-surg and specialty units. StaRN onboarding provides the foundation for a year-long comprehensive nurse residency program, with one pilot class launched in 2016.

**CHARGE NURSE DEVELOPMENT**
The Charge Nurse Leadership Certificate is a training curriculum that helps participants develop the skills, language and experience necessary to be successful charge nurses. In 2016, 12,700 nurses participated in the program.

**DIRECTOR DEVELOPMENT**
The Director Development Program (DDP) is a seven- to ten-month cohort program designed to prepare aspiring nurse leaders in emergency and surgical services to assume director positions, with quarterly events for alumni to support ongoing development. Currently, DDP graduates maintain 90 percent retention at HCA.

**CNO DEVELOPMENT**
New and future CNOs are supported through multiple programs at HCA, including the Executive Development program (a year-long curriculum to develop future leaders) and the CNO Onboarding workshop (which introduces new CNOs and nursing executives to HCA’s overarching nursing strategic agenda and nursing initiatives).
The Voice of Nursing at HCA

As a result of our commitment to shared governance, nurses at every level of the HCA enterprise—from the local hospital, to the regional division, to the national corporate office—have a voice in decisions affecting patient care and nursing practice.

**CNO COUNCILS**

Our CNO Councils also elevate the voice of nursing. Every hospital CNO is a member of a Division CNO Council. Each Division CNO Council includes representatives who serve on the national CNO Council.

**PROFESSIONAL PRACTICE COUNCILS**

Every HCA hospital has one or more Professional Practice Councils, where direct-care nurses make decisions about how we provide patient care. In 2016, all Professional Practice Councils evaluated Foley catheter removal protocols, in addition to other topics relevant to their local facilities.

**NATIONAL CNO COUNCIL**

**DIVISION CNO**

**HOSPITAL CNO**
Preview of 2017

2016 was a great year to be in nursing at HCA – and the future is bright, due to the collective vision of so many talented nurses. In 2017 and the coming years, we are excited to increase our support for nurses to continually grow in their education and experience because engaged, knowledgeable nurses drive the innovation and best practices that lead to excellent outcomes, higher-quality care, and increased value to patients, physicians and the enterprise. We will continue to make significant investments in nursing because we know that excellent nursing care is key to fulfilling our mission of caring for human life.

Our strategy for continuing to invest in HCA nursing includes:

**LEADERSHIP**
- We are expanding career development opportunities for all types of nursing leadership.
- As of March 2017, division Chief Nursing Executives have been hired in all 14 geographical divisions.
- Over the course of the year, CNO Council strategic workgroups will be formed to align with the Nursing Strategic Plan.
- Division Practice Councils will be put in place in all divisions, to complement existing hospital Professional Practice Councils.

**OPERATIONS**
- Data-driven care models will be piloted throughout 2017. These models offer a structured approach to nursing care delivery.
- After its success in pilot divisions, Evidence-Based Clinical Documentation will be rolled out to nurses in six additional divisions.
- Throughout 2017, we will continue our multi-year uplift of nurse call systems to enhance communications. This project will modernize nurse call systems throughout the enterprise by installing a standard feature set and establishing a platform for future technologies.
- VitalsNow, the all-in-one, wireless, vital signs monitoring device, will be deployed on medical-surgical nursing units throughout HCA.
- We will continue to advance our mobile technologies and pilot innovative initiatives.

**PEOPLE**
- The Unit of Distinction program is expanding to include critical care units for the 2017 competition.
- An enterprise-wide HCA Nurse Residency launched in January 2017, featuring an extensive clinical orientation, monthly sessions following a core curriculum for nursing professional development, and an evidence-based project and poster presentation to culminate the year.
- Career pathways will be developed to provide easy-to-understand goals and milestones for various nursing careers throughout HCA.
- Through a nationwide partnership with the March of Dimes, HCA nurses will have the opportunity to connect with their communities year-round through initiatives to support mothers and babies.

By continually improving the nursing model at HCA, we will build physician confidence, improve the experience of employees and deliver better care to our patients.
Nursing has always been the differentiator for HCA, delivering results for our organization, our physicians, and – most importantly – our patients. In 2016, we achieved great successes in our core strategic elements of leadership, operations and people. Moving forward, we will build on these successes to continuously improve the way we fulfill our mission to care for and improve human life.