

# Executive Summary

HCA Healthcare is one of the nation's leading providers of healthcare services, with more than 275,000 colleagues, comprising more than 2,000 sites of care including 185 hospitals across 20 states.

Our mission is that, **above all else, we are committed to the care and improvement of human life.** When faced with a threat to public health and safety, like that of a pandemic, we are committed to doing what's right for our people, our patients and our communities.

Since we confirmed our first patient case in January 2020, HCA Healthcare has treated more suspected and positive COVID-19 cases than any other health system in the United States, including more than 155,000 patients admitted for inpatient care (as of March 31, 2021).

A response of this magnitude has been possible because of the unwavering commitment and tremendous sacrifice of our colleagues, who have been guided throughout our response to COVID-19 by these five core principles:

1. **Be there for patients**
2. **Protect our colleagues and caregivers, both physically and financially**
3. **Partner with others to improve care beyond our own organization**
4. **Be a resource for our communities and governments**
5. **Accelerate our learning to respond more swiftly and effectively**

## 1. Be there for patients

- Early on, we implemented protocols to ensure our facilities were safe places to care for our patients. We doubled down on cleaning procedures, enhanced screening, limited visitors and separated COVID-19 patients from other patients in our care.
- HCA Healthcare was one of the first and largest health systems to implement a universal masking policy for all staff and providers to help reduce the spread of the virus – even before the CDC recommended such a policy.
- As of March 2021, we have processed more than 80% of all COVID-19 testing in our facilities with a turn-around time of less than 24 hours.
- We created a free, dedicated hotline for patients who have lost jobs and/or health insurance to guide them through their coverage options. As of March 31, 2021, 10,970 patients were assisted through the hotline, which addressed more than 28,000 calls.
- As a learning health system, we utilize data to improve patient care. In 2020, from March to October, we increased the COVID-19 survival rate by 28% in our hospitals.

## **2. Protect our colleagues and caregivers, both physically and financially**

- Our supply chain team began working around the clock in January 2020 to source more personal protective equipment (PPE) to ensure we would have enough to protect our frontline workers. In 2020, we distributed nearly 1.2 billion pieces of PPE, an 18% increase since March 2020. This includes 5.7 million N95 masks, 1 billion pairs of gloves, 55 million masks and 1.1 million face shields. As the pandemic continues, we continue to work tirelessly to ensure we have enough PPE to protect our caregivers.
- We collaborated with major hotel chains to provide housing for providers who work directly with COVID-19 patients and offered scrub laundering for those caring for COVID-19 patients.
- At a time when hundreds of hospitals and healthcare systems were laying off or furloughing colleagues, we introduced a novel pandemic pay program that helped provide paychecks to colleagues unable to work as government mandates halted many elective procedures. As of December 2020, this program has helped more than 127,000 members of our HCA Healthcare family continue to support themselves and their families during this difficult time.
- Our HCA Healthcare Hope Fund distributed a record \$10.6 million in assistance to nearly 5,000 HCA Healthcare colleagues in 2020. More than \$3 million of this total was distributed to nearly 2,000 colleagues to help with the loss of household income, childcare costs, or other unexpected financial challenges related to the COVID-19 pandemic.

## **3. Partner with others to improve care beyond our own organization**

- In the early stages of the pandemic, we immediately began sharing our findings with other organizations. This included creating educational guidance that has since been downloaded hundreds of thousands of times and offering infection prevention and safety protocols to nursing homes and other post-acute settings.
- We partnered with Google Cloud and SADA on an open platform to promote data sharing about the COVID-19 pandemic and how it is spreading to help all hospitals and communities prepare and respond.
- We joined a coalition of the nation's leading mental health organizations to support Psych Hub's COVID-19 Mental Health Resource Hub, which provides colleagues and providers with mental health resources during the pandemic.

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- We worked with local YMCAs to identify and establish childcare services to support HCA Healthcare colleagues and other medical professionals in our various markets and cities.
- In April 2020, we partnered with Cracker Barrel, FlyteVu and Sony Music to launch a national campaign called “There’s Comfort in Giving.” The campaign provided 14,726 meals for our frontline caregivers in six markets: TriStar Nashville, Medical City Dallas, HCA Houston Healthcare, Tampa, Orlando and Virginia.
- Our longstanding partnerships with nonprofit organizations like the American Red Cross, United Way, March of Dimes and more, helped us quickly adapt to the rapidly changing health landscape that the pandemic created.
- HCA Healthcare Research Institute (HRI) and Sarah Cannon Research Institute conducted large-scale clinical research in partnership with the CDC, Harvard Pilgrim Institute and more to help improve the patient experience and inform patient care supported by research.
- HCA Healthcare UK partnered with the United Kingdom’s National Health Service (NHS) to make resources available to them and to help with work that the NHS was too overwhelmed to carry out. It was a huge shift in our business model and a major contribution to the U.K. healthcare system, relieving pressure on the NHS to enable them to focus on the treatment of COVID-19 patients.
- We partnered with community organizations and shared data, best practices and web-based education with other Emergency Operations Centers throughout the country.
- HCA Healthcare participated in an industry-wide #MaskUp campaign with 100 of the nation’s top healthcare systems, representing thousands of hospitals, to encourage everyone to do their part to stop the spread of COVID-19.
- We continue to work on expanding our relationships with community partners to address key issues tied to education, workforce development, civic/economic advancement, veterans, health equity and well-being.

## 4. Be a resource for our communities and governments

- We began integrating our data with the Centers for Disease Control and Prevention (CDC) in mid-March. Since then, we’ve conducted 73 partner data integrations with state and federal government agencies as well as national health organizations.
- We partnered with the American Hospital Association and the White House task force to develop a national ventilator stockpile. In April 2020, as COVID-19 was spiking in certain parts of the country more than others, we pledged 1,000 of our ventilators to help other systems meet surges.

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- We served as the healthcare advisor and COVID-19 testing provider for the presidential debate at Belmont University in October.

### 5. Accelerate our learning to respond more swiftly and effectively

- Back in January, our epidemiologists and data science teams started building forecast and capacity measurement tools. For example, we built an internal tracking and reporting platform that provides real-time views in our intensive care unit (ICU) beds across the network that we use to identify surges and allocate resources.
- We built and continually update decision support mechanisms in our electronic clinical care systems to ensure that our physicians and other caregivers follow established best practices, even as the evidence evolves. For example, since ventilator management is a critical component of optimizing the survival of COVID-19 patients, we created and deployed a system for monitoring of all of our ventilator settings.
- Since the start of the pandemic, we have been actively involved with 40 COVID-19-related research projects, which includes 29 outcomes studies and 12 clinical studies across 20 sites of care. HCA Healthcare, supported by Sarah Cannon Research Institute, also participated in the national COVID-19 expanded access protocol for convalescent plasma, registering 175 HCA Healthcare hospitals and treating approximately 9,000 patients, in 2020.
- We continually conduct deep-dive analyses of our outcomes to ensure there are not disparities in our care.

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We were able to do all this because of our truly inspiring team – and also because we took major steps early on to protect our organization so we can continue to serve our communities for years to come. During the early days of the pandemic, we took a conservative approach to managing the potential volume, revenue and cost impact of the pandemic. This included reducing discretionary and capital spending, suspending our share repurchase program and quarterly dividend, and cutting executive pay. As a result of our early and decisive actions, we were able to return or repay early approximately \$6 billion in CARES Act funding.

However, we are still in the middle of the fight. As COVID-19 continues to rage on and the U.S. experiences record high caseloads, we are still aggressively managing costs so we can spend 100% of our efforts focused on the five principles outlined above. The initial rollout of vaccines means there is hope on the horizon – but also creates new challenges around distribution and administration. As of March 31, 2021, HCA Healthcare has administered more than 352,000 first and second doses of the COVID-19 vaccine to HCA Healthcare colleagues and affiliated patient care workers.

Everything we've been able to do so far has been a result of thorough planning, solid execution, strong collaboration, appropriate resource allocation, prudent decision making and focused leadership. Our response has allowed us to do our job and to take care of people – our patients, colleagues and communities. No matter what comes next – from testing to treatment to studies to vaccines – we will continue to do so, because it's our mission: **Above all else, we are committed to the care and improvement of human life.**