Medical City Healthcare℠

2025 NURSING ANNUAL REPORT





POWER OF NURSES







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LETTER FROM DIVISION PRESIDENT



Each year, this report gives us the opportunity to reflect and highlight the extraordinary work of nurses across Medical City Healthcare. In 2025, you continued to strengthen our nursing practice environment and advance care through your compassion, clinical expertise and leadership.

I deeply admire what our nurses do each day. Whether you were at the bedside, supporting families, mentoring new nurses or leading teams through change, you showed up and made a meaningful difference. You help create a culture where clinical excellence, teamwork and kindness shape every patient experience.

It speaks to the power of our nursing colleagues and the impact you make every day. Because of you, we continue to move healthcare forward and give people a healthier tomorrow.

Thank you for the professionalism, compassion and purpose you bring. I am proud of what our nursing colleagues have accomplished and grateful for the care you provide every day.

Blessings on you and the important work you do,

Allen Harrison
President, Medical City Healthcare







LETTER FROM DIVISION CHIEF NURSING EXECUTIVE



In 2025, ***The Power of Nurses*** was evident in every patient experience, every team and every community we serve. Each day, our nursing colleagues demonstrate the strength of compassionate care, clinical excellence and steady leadership in the moments patients and families count on us most.

Throughout this annual report, you will see how nurses across our division advanced professional nursing practice while keeping patients at the center of every decision. The Power of Nurses is evident in the safe, supportive environment you create for patients, families and one another. This work highlights the profound impact nurses have—not only at the bedside, but in shaping the future of care—and reflects the strength of our nursing practice environment and the deep commitment our teams bring to those we serve.

Thank you for the professionalism, compassion and purpose you bring to this work each day. I am proud of what our nursing colleagues across Medical City Healthcare accomplished in 2025, and I am confident we will continue to positively impact patients and one another in the years ahead.

With gratitude,

Zach Mueller, DNP, RN, NEA-BC
Division Chief Nursing Executive
Medical City Healthcare









2025 FAST FACTS

22
Hospitals in North Texas

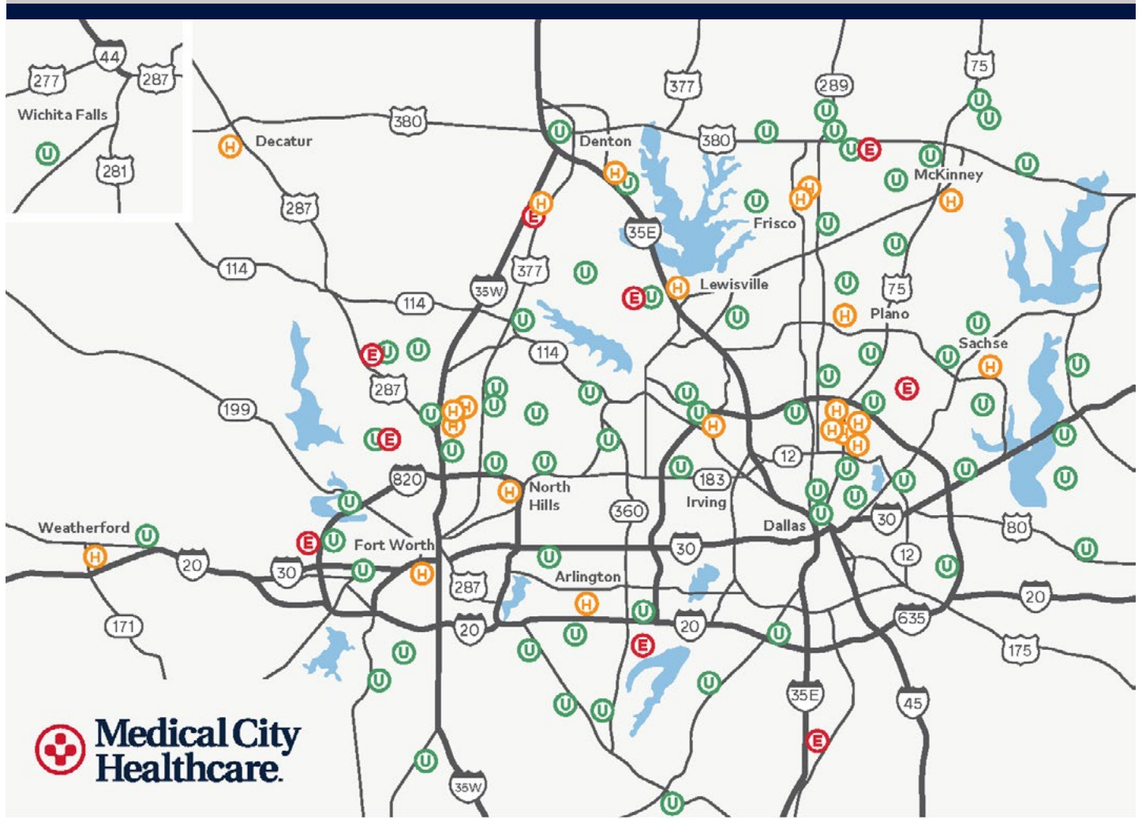
9
Free-standing Emergency Rooms

15
Ambulatory Surgery Centers

71
CareNow® Urgent Care Centers

18,000
Colleagues

5,000
Physicians



8,000
Nurses

196,000
Patient Admissions

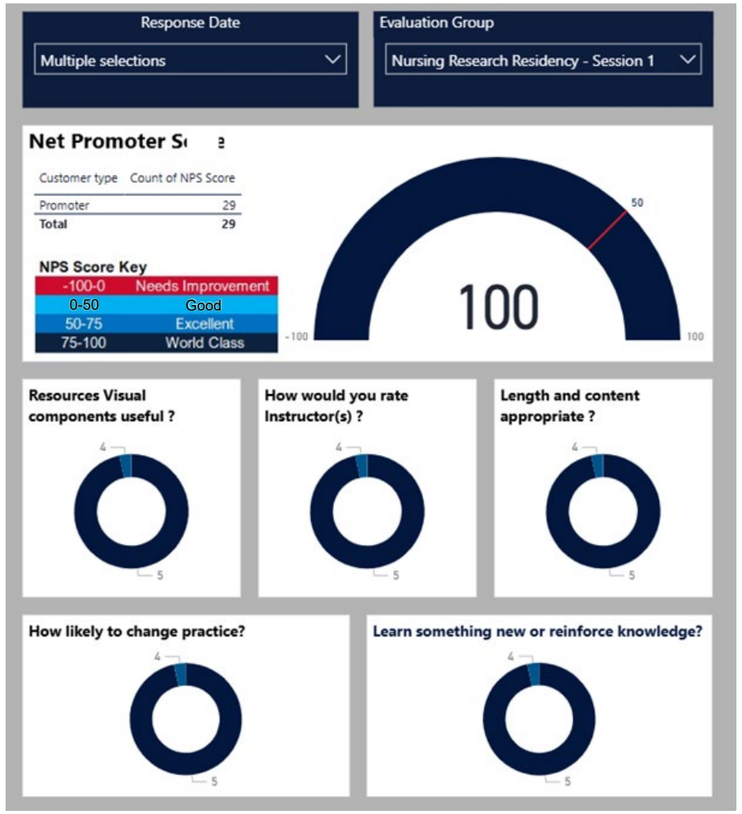
119,000
Surgeries

760,000
ER Visits

1.2 million
Outpatient Visits

4,300
Total Beds

RESEARCH AND EVIDENCE-BASED PRACTICE



Medical City Healthcare is committed to ensuring a robust culture of nursing excellence through a comprehensive program of support for nursing innovation through research and evidence-based practice. The North Texas Nursing Research and Evidence-Based Practice Council is a division-level committee with RN representation from every facility. In 2025, the Council conducted the Continuing Education Series: Professional Practice Projects in Nursing and instituted an external dissemination opportunity for completed Nightingale Scholars: Nursing Research Residency projects.

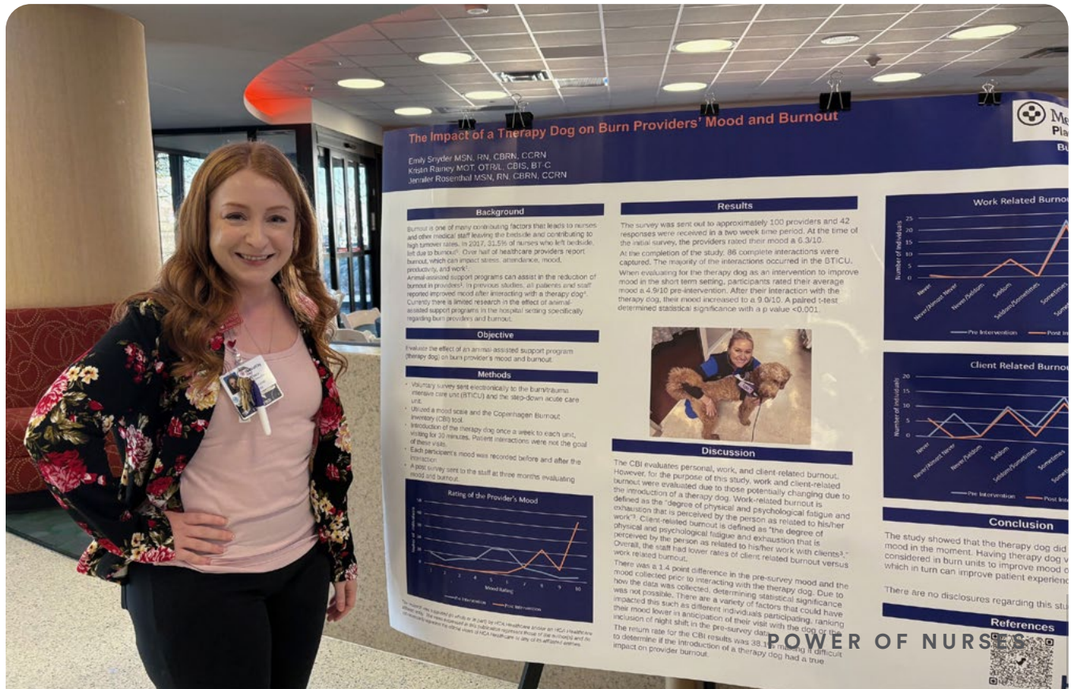
The 16th Annual Medical City Healthcare Nursing Research and Evidence-Based Practice Conference and the Nightingale Scholars Nursing Research Residency allowed for exceptional professional development and recognition of nursing excellence. In addition, a North Texas All Disciplines Journal Club was initiated and multiple single and multi-site research projects included diverse participation across Medical City Healthcare. More than 500 continuing education hours were awarded.

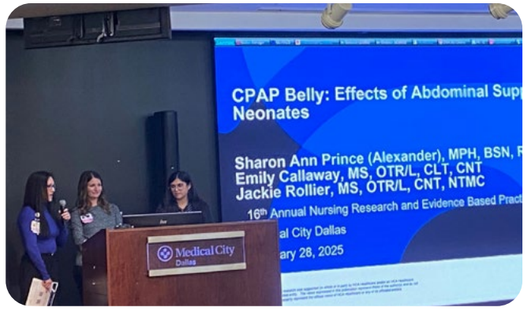
The Professional Practice Projects in Nursing series included the following topics:

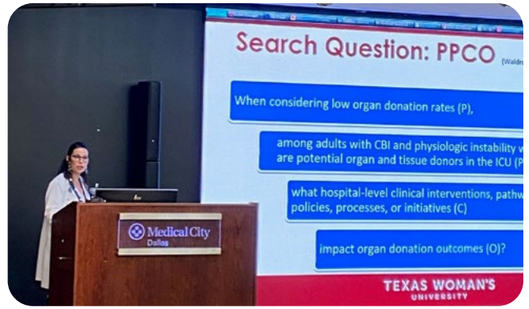
- Visual Vibes: Designing Impactful Flyers & Graphics
- Subject Engagement: Sample, Recruitment and Retention
- Nursing Research and Evidence-Based Practice: History, Highlights and Next Steps
- Tips and Tricks for a Successful Abstract
- Nightingale Scholars: A Nursing Research Residency
- Research with Medical Devices

Nightingale Scholar presentations:

- Evaluating the Effect of a Multi-Modal Intervention to Reduce Workplace Violence: A Prospective Two-Arm Trial
- Urine L.U.C.K.: A comparative study to determine if a urine collection guideline would be beneficial to identify patients that were at a high risk of urinary tract infections related to sepsis and remove barriers to collection of urine from emergency department staff







The conference included six podium presentations and evaluations revealed a Nursing Promoter Score of 92 "World Class".

- Keynote Presentation: Measuring Success: The Art and Science of Tools in Nursing Research
- Best Research Project: Fall Risk Amplified: The Impact of Medication on Patient Safety
- Best Evidence-Based Practice Project: Optimizing Clinical Management of Adults with Catastrophic Brain Injury Who are Potential Organ and Tissue Donors in the ICU: An Evidence-Based Quality Improvement Project
- People's Choice Award: Impact of Transfusion Threshold Reduction for Bone Marrow Transplant Patients
- Nursing Research Innovation Grant: CPAP Belly: Effects of Abdominal Support in Neonates
- Selected Evaluation Comments
  - Absolutely loved it!
  - This will further develop me as a caregiver and representative of Medical City.
  - Take the time to consider and ask questions.
  - The speaker was fantastic! Great choice and very relevant.
  - I am very excited to take the information learned today back to my facility to hopefully initiate some improvement projects!

Nightingale Scholars: Nursing Research Residency

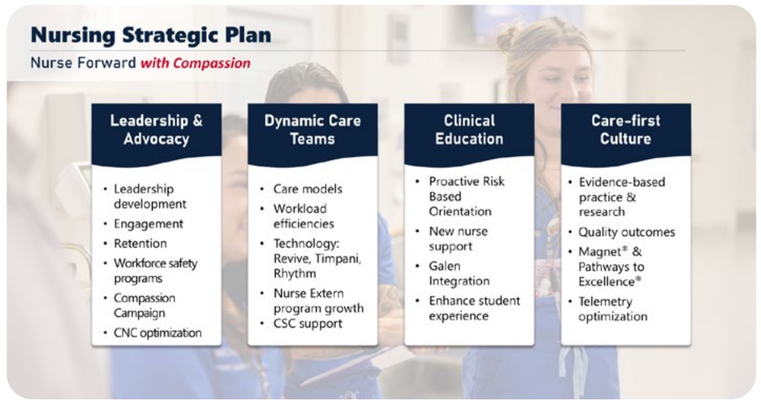
- Selected Evaluation Comments
  - This is so valuable and really just amazing information. Very excited to continue with my project.
  - Appreciate the examples shared in the class. I learned a lot! Great wealth of knowledge!
  - I appreciate the mentoring and interaction with previous participants.

North Texas Division All Disciplines Journal Club Nursing Presentations

- Howe, Carol J. PhD, RN, DCES, FAAN; Adame, Tracine BSN, RN; Lewis, Brennan DNP, RN; Wagner, Teresa DrPH, CPH, RDN/LD, CHWI Original Research: A**ssessing Organizational Focus on Health Literacy in North Texas Hospitals,** *AJN, American Journal of Nursing:* December 2020 - Volume 120 - Issue 12 - p 24-33 doi: 10.1097/01.NAJ.0000723424.47838.4d (Presenter: Tracine Adame, BSN, RN, CPHQ, CLSSGB)
- Alexandrov AW, Shearin AJ, Mandava P, et al. **Optimal Head-of-Bed Positioning Before Thrombectomy in Large Vessel Occlusion Stroke: A Randomized Clinical Trial.** *JAMA Neurol.* 2025;82(9):905–914. doi:10.1001/jamaneurol.2025.2253 (Presenter: Cara Guthrie-Chu, DNP, APRN, AGACNP-BC, ANVP-BC, EBP-C, CCRN)



The Professional Practice Governance Board (PPGB) includes registered nurse and patient care technician representatives from every Medical City Healthcare facility in the North Texas division. The board provides feedback and voice into the nursing strategic plan, patient care quality improvement, and service excellence for our colleagues, our patients, and the communities we serve.



In 2025, the PPGB established strategic priorities to strengthen colleague engagement by focusing on workforce safety programs, improve workload efficiency through technology implementation, enhance the student clinical experience, and optimize the safety of our patients on telemetry.

The PPGB hosted another successful annual Professional Practice and Nursing Strategic Planning Summit in partnership with the CNO Council in November 2025 where they were joined by the North Texas Nurse Honor Guard. The summit concluded with the 2026 Nurse Forward with Compassion Strategic Plan set in motion!

The 2025 Nursing Strategic Plan includes a priority focus in:

- Leadership & Advocacy
- Dynamic Care Teams
- Clinical Education
- Care-First Culture

115

Academic Affiliation Agreements

9,947

Total MCH Student Rotations

6,395 Nursing Students
2,235 Allied Health Students
1,085 High School Students
232 APP Students





Galen College of Nursing:
25 campuses +
post-licensure (online) program =
19,147 students

Dallas Galen College of Nursing Enrollment:
3-Year Bachelor of Science in Nursing: **491**
LVN-ADN Bridge: **458**
LVN: **230**

Dallas Galen Total Students Enrolled: **1,238**

2025 Total Dallas Galen Graduates:
402

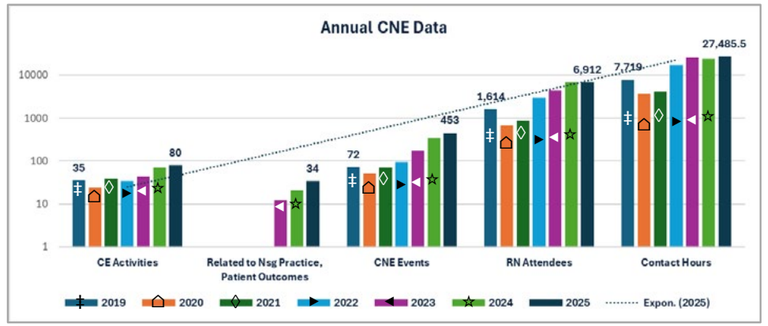
Galen Student Placement within Medical City Healthcare:
13 sites





Continuing Education

- Approved Provider for NTD Continuing Nursing Education (CNE)
- Serves under auspices of Louisiana State Nurses Association (LSNA), reports to ANCC
- Trains/oversees qualified Nurse Planners
- Goal: Improve practice & patient outcomes through exemplary accredited education while providing well-deserving nurses specialized CE required for certification and license renewal



Year	CNE Events	RN Attendees	Awarded Contact Hours
2023	174 (↑ 85.1% YOY)	4,426 (↑ 64.3% YOY)	25,403 (↑ 49.9% YOY)
2024	344 (↑ 97.7% YOY)	6,906 (↑ 56% YOY)	23,660.25 (↓ 6.9% YOY)*
2025	453 (↑ 31.7% YOY)	6,912 (↑ .1% YOY)	27,485.5 (↑ 16.2% YOY)

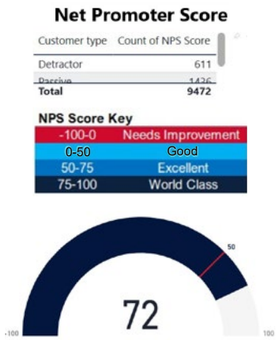
*reduced contact hour/session

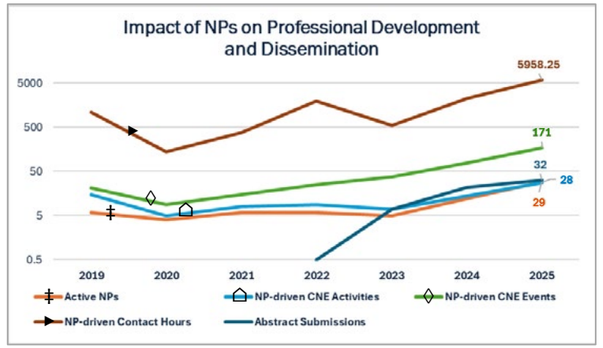
2025: Includes 1690 community RNs, 9,716.25 contact hours (an estimated $380,250 in community service)

Improved Patient Outcomes

CE Activity	NTD Outcome 1	NTD Outcome 2
Advanced EFM Series	HIE: 3Q24-4Q25 ↓75% YOY	
Supporting Vaginal Birth	NTSV Cesarean Rate: 1Q24-4Q25 ↓16% YOY	
ICU Ignite	ICU Mortality: 1Q24-4Q25 ↓5.9% YOY	ICU LOS: 1Q24-4Q25 ↓13.5% YOY
Hemodynamics, Part 1	Septic Shock Mortality: 1Q25-4Q25 ↓6.5% YOY	Severe Sepsis Mortality: 4Q24-4Q25 ↓38.5% YOY
Electrocardiogram Interpretation	EKG Competency Pass Rate: 2Q25-4Q25 ↑60.7% YOY	Tele-related SEAs: 4Q25 ↓from 46 in Oct to7 in Dec
NICU Advanced Assessement & Skills	Mortality: 1Q24-4Q25 ↓23.1% YOY	NICU LOS: 1Q24-4Q25 ↓11.9% YOY
OB Critical Care Series	SMM: 4Q24-4Q25 ↓6.82% YOY	Unexp Complic Newborn (severe): 1Q24-4Q25 ↓40% YOY

"Excellent" Learner Rating





Culture and Values

Increasing belonging through Colleague Networks

4%

Higher Sense of Belonging among Colleague Network members vs. non-members

24,309

Active Colleague Network members

532

Colleague Network events in 2025

66,000

In 2025, Colleague Networks logged more than **66,000** volunteer hours, accounting for nearly **20%** of all service hours across HCA Healthcare

All data as of Dec. 31, 2025

Unlocking opportunities for talent

North Texas launched its **Mental Health and Wellness Colleague Network** and became the fastest growing colleague network within the division. The network hosted virtual learning sessions, such as Managing Anxiety in the Workplace and Managing Stress during the Holidays.

The North **Texas Military Colleague Network** celebrated Military Appreciation Month by donating 120 thank you bags filled with snacks, hygiene products, and hand-written notes to the USO office for deploying and returning military members.

The **Women's Colleague Network** supported both connection and community impact in 2025 through its "Suites and Social" networking mixer. The event brought professional women together to build relationships while also giving back through donations of professional clothing that was collected and shared with a local shelter.

DFW GREAT 100 HONOREES

Stacey Lopez, MSN, RN, CLC
Medical City Children's Hospital

Ashley Young, MSN, RN, CPN, CPPS
Medical City Frisco



Scott Beske, RN, CCRN
Medical City Arlington

Latonya Tippens, MSN, RN, RNC-MNN
Medical City Fort Worth

A commitment to an exceptional nursing practice environment is a hallmark of Medical City Healthcare. We are proud to recognize that four outstanding Medical City Healthcare nurses were named to the prestigious DFW Great 100 Nurses list this year.

From more than 50,000 nurses practicing across North Texas, only 100 honorees are selected annually for this distinction, recognizing nurses who exemplify excellence as compassionate caregivers, influential leaders, respected role models, and meaningful contributors to the nursing profession.

Since the program's inception, 454 Medical City Healthcare nurses have been honored as DFW Great 100 Nurses, reflecting the strength, dedication, and impact of our nursing workforce and our continued commitment to advancing nursing excellence.

UNIT OF DISTINCTION

HCA Healthcare Unit of Distinction is a program designed to recognize and celebrate the top performing nursing units across HCA Healthcare. These units demonstrate exemplary performance within our strategic pillars and excellence in delivering patient-centered care.

They establish best practices and serve as role models for the key elements of the Nursing Strategic Plan. Through performance visibility, these units help set standards and benchmarks across HCA Healthcare. This program reinforces our focus on the Nursing Strategy while advancing excellence in care and affirming our commitment to both our nursing teams and the patients we serve.

2025 Unit of Distinction: Top-Ranking Units per Category

Best Overall:

Medical City Dallas:
Joint Restoration Unit



Medical City Lewisville:
Mother Baby Unit



2025 HCA Healthcare Unit of Distinction Winners

Medical City Heart & Spine:
Cardiovascular Intensive Care Unit

Medical City Plano:
Cardiovascular Intensive Care Unit

Medical City McKinney:
Intensive Care Unit

Medical City North Hills:
Emergency Department

Medical City Dallas:
Urology/General Surgery

Medical City McKinney:
Orthopedic Surgical Trauma

Medical City Las Colinas:
Surgery

Medical City Las Colinas:
Post Anesthesia Care Unit

Honorable Mention:

Medical City Frisco:
Intensive Care Unit

Medical City Denton:
Heart and Vascular Unit

Medical City Lewisville:
Emergency Department

Medical City McKinney:
Inpatient Rehabilitation

Medical City Dallas:
9/10S Blood Cancer Unit

Medical City McKinney:
Clinical Decision Unit

Medical City Surgical Hospital Alliance:
Medical/Surgical Unit

Medical City Weatherford:
2 South Medical/Surgical

Rapides Regional Medical Center:
Pediatric Intensive Care Unit

Medical City Heart & Spine:
Post Anesthesia Care Unit

Medical City Weatherford:
Post Anesthesia Care Unit

Winner = Top 5% | Honorable Mention = Top 10%



In 2025, Medical City Healthcare continued to advance nursing practice through targeted informatics and safety enhancements driven directly by frontline feedback. One significant advancement was the implementation of Kontact.io badge buddies, a technology designed to provide rapid access to assistance during workplace violence or safety events.

Responding to staff input requesting an immediate, discreet way to summon help, badge buddies were piloted and successfully implemented at multiple facilities across the system. These go-lives represent the facilities that fully deployed the badge technology into daily clinical operations, strengthening real-time colleague safety support at the point of care.

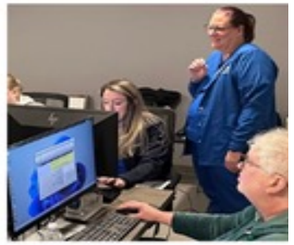


Badge Buddy Go-Live Facilities in 2025:

- Medical City Decatur
- Medical City Arlington
- Medical City Dallas
- Medical City Lewisville
- Behavioral Health Hospitals - Alliance, Frisco, and Green Oaks

This enhancement reflects our continued commitment to listening to our nurses, leveraging technology to improve safety, and supporting a secure clinical environment where nurses can focus on delivering exceptional patient care. Additional facilities are planned for future implementation as we continue to scale this important safety initiative.













Medical City Decatur
A Campus of Medical City Denton

CLINICAL EDUCATION

Clinical Education advanced high-impact learning initiatives that strengthened nurses' ability to deliver safe, confident, and high-quality patient care. More than **10,600 nurses** and clinicians took part in **instructor-led education,** supported by more than **2,500 hours of continuing education**—all centered on real scenarios faced at bedside.



Targeted classes such as **PCU Power** and **NICU Advanced Skills** strengthened clinical decision-making and hands-on skills. These efforts directly contributed to **shorter patient length of stay and lower mortality,** reinforcing that strong education can lead to better outcomes.

Stronger Support for New Nurses

Support for **Nurse Residents** continued to grow this year. Expanded **Transition to Practice (TTP) instructor rounding** helped residents feel more supported and confident, leading to improved **completion rates** and a smoother transition into independent practice.

Adding a **resident speaker panel** to graduation created space for mentorship and honest conversation—allowing new nurses to learn from those who've recently walked in their shoes.





Preparing Nurses for Complex, High-Risk Care

Several large-scale education events strengthened readiness across the region, including:

- **North Texas Trauma Symposium**
- **Behavioral Health Skills Day**
- **Cardiogenic Shock Symposium**

These initiatives supported bedside nurses by improving preparedness for high-acuity and complex patient situations.

In the NICU, focused education helped improve **newborn screening send-out times to 3% above the state average,** supporting faster follow-up and better coordination of care for our smallest patients.

To further promote patient safety, the new **Telemetry Testing and Remediation Strategy** launched a clear, structured pathway to build confidence and competency in ECG Interpretation—helping reduce monitoring-related risks.

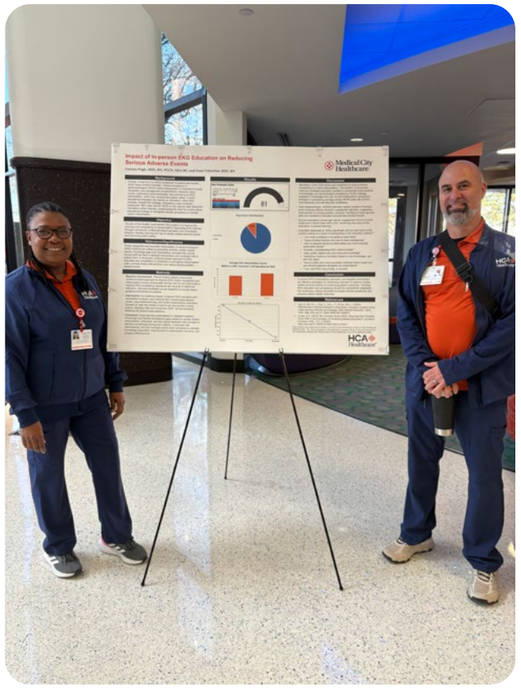
By the Numbers

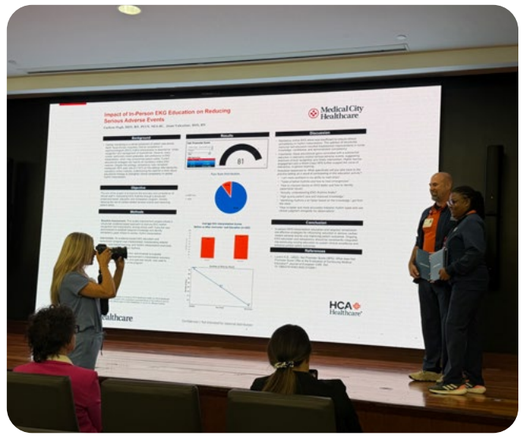
Onboarded

- **1,360** Nurse Residents
- **1,340** Experienced Nurses
- **765** UAP

HealthStream and CCA Utilization

- **2,399** HealthStream assignments
- **12,969** American Red Cross assignments
- **1,330** CCA events
- **38,769** CCA participants
- **11,062** total CCA education hours





NURSE LEADER DEVELOPMENT

HCA Healthcare is dedicated to developing exceptional leaders at every stage of their journey. Our people are our greatest asset, and by investing in current and future leaders, we strengthen our ability to deliver industry-leading patient care, drive organizational growth, and fulfill our mission of improving human life.

"ABOVE ALL ELSE, WE ARE COMMITTED TO THE CARE AND IMPROVEMENT OF HUMAN LIFE."

New Leader Boot Camps	IMPACT Program	New Leader Onboarding Experience	Nurse Leader Certificate Program

2025 NTX Program Participants:

Leadership Foundations: **253**	All Supervisors and above
Leadership Essentials: **75**	Supervisors, Coordinators, Managers
Leadership Institute Academy: **40**	Managers, Directors and above
Nurse Leader Certificate Program for CNCs: **459**	CNCs and House Supervisors
New Leader Orientation (LEADS) Program: **129**	All Managers and above
New Leader Compassionate Bootcamp: **206**	All Supervisors and above
Nurse Leader Boot Camp Day Two: **65**	Nurse Managers and Directors
Leadership Development Institute- NTX: **2,630**	All Supervisors/CNC's & above
Director Development Program (DDP): **2**	Nurse Managers
ER/OR Skills Boost Program: **3**	Nurse Managers or New Nurse Directors
Executive Development Program (EDP): **10**	Directors/AVPs developing into CXO roles
Chief Leadership Program (CLP): **2**	CNOs
CXO Orientation: **16**	All CXOs onboarding
Advanced Leadership Program (ALP): **10**	ACNOs
Executive Transitions Program (ETP): **20**	VPs & CXO's changing roles/facilities
Executive Development Series (EDS): **106**	All CXOs & HRVPs
Physician Leadership Academy (PLA): **2**	Hospital CMOs
CEO Accelerator Program: **3**	CEOs
ACFO Leadership Development Program (ALD): **3**	ACFOs
Executive Residency Program (ERP): **2**	Operations Residents

2025 NTX Leadership Learning Opportunities:

Ntrinsx Training: **200**
Star Coaching Foundations: **244**
Peer Interviewing Training: **394**
Crucial Conversations: **127**
Professional Presence: **129**
Facilitating High Impact Training: **10**
Coaching for Excellence: **67**
Retention Training for Leaders: **35**



IMPACT Program
(Inspiring Managers to Promote Accountability, Collaboration, and Transformation)

Launched in **2025,** the IMPACT Program supports nurse managers in high-need departments through **peer collaboration, leadership development, and best practice sharing.** Monthly sessions focus on improving **retention, quality, and patient experience,** while fostering connection, accountability, and leader resilience.

Medical City Healthcare
compassion is our CULTURE

The Voice of Our Patients: Emergency Department (ED)

My treatment was exceptional. I would definitely visit again if I became ill. The medical team is truly fantastic. This is how a medical team and facility should care for their patients.

MEDICAL CITY DENTON

All the nurses were attentive and responded to all of my needs quickly and with compassion.

MEDICAL CITY LEWISVILLE

This is the second time I've had to visit the ER in Decatur in the last 3 years. Both experiences were so gratifying. Professional, caring people throughout the facility!

MEDICAL CITY DECATUR

I felt completely safe in the emergency waiting area and was quickly transferred to the treatment area where my vitals were taken and taken to room 5 where I waited a short time for X-rays. I can't begin to tell you how kind everyone was to me. The staff treated me with respect and charity, and I am immensely grateful.

MEDICAL CITY NORTH HILLS

I felt, each and every nurse I came into contact with generally cared about my well-being. Both physically and mentally. They took time and effort to make sure that I was OK all the way around. I loved that. Honestly, all things considered, it was the best experience I could have had given the situation.

MEDICAL CITY WEATHERFORD

Every nurse we had was outstanding and extremely helpful to our needs. I felt very cared for and that me and my family were truly our nurses' first priority.

MEDICAL CITY DALLAS

The Voice of Our Patients: Inpatient

When I left the hospital, I felt like I was leaving family. The compassion and teamwork of the nurses made all the difference.

MEDICAL CITY FORT WORTH

Some of the best, most compassionate nurses I've ever worked with.

MEDICAL CITY MENTAL HEALTH & WELLNESS ALLIANCE

All staff were friendly and encouraging. I felt truly seen and cared for.

MEDICAL CITY MENTAL HEALTH & WELLNESS FRISCO

The nursing staff showed true concern for my well-being and provided the best care I've ever experienced.

MEDICAL CITY ALLIANCE

The level of care and compassion was truly exceptional. Each staff member treated me with kindness and professionalism, making a challenging time so much easier.

MEDICAL CITY DALLAS HEART & SPINE

Everyone was very personable, attentive and went the extra mile. This is the first time I have been hospitalized in 65 years. You helped me deal with the obvious physical needs as well as my emotional needs. Thank you!

MEDICAL CITY PLANO

We have been there quite a bit. It means so much that the nurses take the little extra time to not only explain medical things but to have normal conversations while a patient endures so much like asking favorite shows, foods, hobbies, and so on. For a while it takes their minds off of feeling bad and builds trust with the patients and families.

MEDICAL CITY MCKINNEY

Every nurse and doctor showed compassion and respect. Their empathy made me feel genuinely cared for.

MEDICAL CITY LAS COLINAS

Green Oaks helped me get my motivation, self-worth, and pride back.

MEDICAL CITY GREEN OAKS

I spent my birthday in the ICU, and the nurses surprised me by singing happy birthday and bringing me cheesecake.

MEDICAL CITY ARLINGTON

I have never had to be in hospital before, this was first time in my life. But the staff took care of me like I was their own kin. A+++ - I love the care I was given.

RAPIDES REGIONAL MEDICAL CENTER

The Voice of Our Patients: Outpatient Ambulatory Surgery

My care and experience while having my procedure done {here} was the most positive experience. Everyone provided me their best treatment and care. I am a walking, talking positive commercial for Medical City Surgical Hospital Alliance.

MEDICAL CITY SURGICAL HOSPITAL ALLIANCE

I've been to many hospitals in my lifetime, and this one is the best.

MEDICAL CITY SACHSE

Amazing nursing team: The nurses were absolutely wonderful with me. They made me feel safe, supported, and truly cared for during a very emotional procedure. Their kindness and empathy meant more than they know. It felt like healing for the soul.

MEDICAL CITY FRISCO

Never had been to Medical City Argyle. I had a wonderful experience at the facility. Everyone was excellent with my care and answered all of my questions. The whole staff was very attentive. It felt like being part of a family.

MEDICAL CITY ARGYLE

I was so impressed with my first experience at Medical City Dallas! Zero wait time, everyone friendly and informative and helpful. I was especially impressed with my OR nurse, Sharon, and my recovery nurse, Bre. I have had a number of surgical procedures and never has one gone so smoothly with zero wait time.

MEDICAL CITY DALLAS

MEDICAL CITY ALLIANCE AND MEDICAL CITY SURGICAL HOSPITAL ALLIANCE



ANGIE GUTIERREZ,
MHCL, BSN, RN, NEA-BC

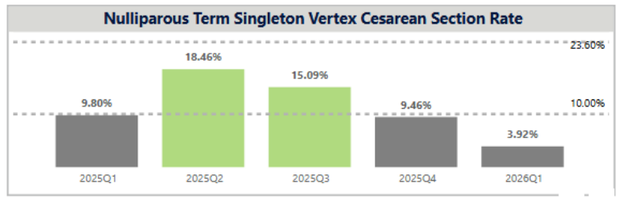
CHIEF NURSING OFFICER

140
LICENSED BEDS

EVIDENCE-BASED CARE

We are immensely proud to celebrate our nursing team's extraordinary dedication to professional excellence throughout 2025. This past year, our nurses achieved more than 30 new specialty certifications, advanced degrees, and significant educational milestones, further sharpening their clinical expertise and leadership skills. This collective commitment to lifelong learning is a testament to their unwavering devotion to our patients, ensuring we continue to provide the superb, high-quality clinical care our community deserves.





MCAL demonstrated exceptional patient care in 2025:

- Maintained Leapfrog Grade A safety rating for seven straight reporting cycles
- Maintained a zero-harm benchmark for Catheter-Associated Urinary Tract Infections (CAUTI) for five consecutive years through the rigorous application of advanced infection control protocols
- Successfully reduced NTSV Cesarean delivery rates by over **58%** from 9.46% to **3.9%** through the execution of targeted evidence-based clinical initiatives and strategic implementation

COMPASSION

Under the strategic direction of our Chief Nursing Officer and Associate Chief Nursing Officer, Medical City Alliance (MCAL) launched 'Wellness Wednesday'—a point-of-care rounding initiative designed to fortify our nursing workforce and colleague resilience. This initiative reflects our commitment to caring not only for our patients, but for one another. Recognizing that clinical excellence is inextricably linked to the well-being of our frontline teams, these monthly rounds prioritize the holistic well-being of our staff. By delivering a curated suite of mental health resources, nutritional support, and stress-mitigation tools directly to the units, we are providing a tangible reminder that we not only value the work you do—we value you.









MEDICAL CITY ARLINGTON



MEGAN GALLEGOS,
DNP, BS, RN, NEA-BC

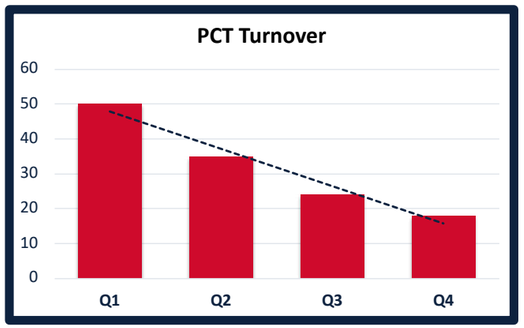
CHIEF NURSING OFFICER

493
LICENSED BEDS

TEAMWORK

2025 was an exceptional year for Medical City Arlington (MCA) nurses! We were able to stabilize the workforce by adding more than **120** nurses to our care team, reaching 700 strong by year-end. Our nurses created a patient-centered environment by providing *connected, compassionate care* with a *You First attitude.*

- 2025 saw a significant decrease in patient care tech (PCT) turnover decreasing from 50% to 19%
- 2025 nursing engagement remained strong with a score of 75% for RN engagement and 81% PCT engagement
- Nurses stayed engaged through Unit Practice Councils, Shared Governance, CNC Council, and PCT Council









COMMUNITY

MCA ushered in a new era of care excellence with the opening of our new patient tower. This tower opened 60 additional inpatient beds and 4 additional operating rooms.

Through strong teamwork, we opened without relying on contract labor by hiring more than 30 full-time and part-time RNs and PCTs, strengthening our patient-centered care model.









MEDICAL CITY DALLAS, MEDICAL CITY HEART & SPINE, AND MEDICAL CITY CHILDREN'S HOSPITAL



MICHAEL A. LOPEZ,
BSN, MBA, RN

SENIOR VICE PRESIDENT AND CHIEF NURSING EXECUTIVE, MEDICAL CITY DALLAS

770
LICENSED BEDS



TABITHA SOUTH,
DNP, RN, NE-BC, CCFP

CHIEF NURSING OFFICER, MEDICAL CITY CHILDREN'S HOSPITAL & MEDICAL CITY DALLAS WOMEN'S HOSPITAL

254
LICENSED BEDS

COMMUNITY

Nurses at Medical City Dallas (MCD) are not only driving practice within the organization but throughout the profession and the community. Active participation and affiliation with a variety of professional organizations in various roles is encouraged to ensure both personal and professional development locally, regionally and nationally.

Lauren Kennedy, BSN, RNC-OB, C-EFM

Perinatal Program Manager

Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) Dallas Chapter Co-Chair

AWHONN Texas Secretary-Treasurer

AWHONN National Conference Committee







Joan Yvette Ronquillo, MSN, RN, CNN

Clinical Nurse Coordinator Hemodialysis

American Nephrology Nurses Association Advocacy Forum

- The Honor Our Living Donors (HOLD) Act – signed into law February 2, 2026
- PRECEPT ACT - providing tax credit for nurse preceptors

Certified Nephrology Nurses and Certified Dialysis Nurse Certification Test Committee Member



Stephanie MacVeigh, MSN, RN, CPPS, CPHFH

Vice President Clinical Excellence

Institute for Healthcare Improvement Subject Matter Expert Panel for the Certification Board for Professionals in Patient Safety's Human Factors in Health Care Certification

TEAMWORK

Nurses at MCD are committed to providing the highest-level evidence-based quality of care delivered with true connected compassion. To meet this commitment, nurses collaborate actively on nursing and interprofessional teams through unit-based, service line and organizational care initiatives.



100 Liver Transplants



Best Place to Have a Baby

Cardiac Intensive Care Unit 1,000 Days CAUTI and Six Months CLABSI free





MEDICAL CITY DECATUR



DEAN MILLER,
MSN, MBA, RN

CHIEF NURSING OFFICER

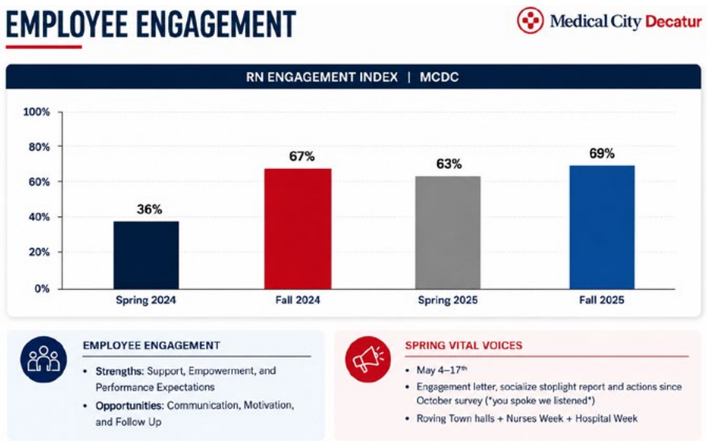
150
LICENSED BEDS

TEAMWORK

2025 was an exceptional year for Medical City Decatur nurses, marked by meaningful progress driven by a strong commitment to teamwork. Our nurses fostered a patient-centered environment by delivering connected, compassionate care grounded in our ALWAYS values—and the results speak for themselves. Throughout the year, our nurses remained highly engaged and committed to continuous learning, actively participating in Unit Practice Councils, Shared Governance, the CNC Council and the PCT Council.

- **RN external turnover** saw a notable reduction, dropping from 36.97% to 18.68%, surpassing the 2025 goal of 31.42%
- **First-year RN external turnover** improved significantly decreasing from 80.36% to 35.56%, demonstrating stronger onboarding, mentorship and early engagement of new nurses
- **PCT external turnover** decreased from 45.96% to 10.91%, far exceeding the goal of 39.53%
- **GN first year external onboarding turnover** improved from 53.73% to 25.26%, reflecting enhanced support for graduate nurses transitioning into practice





PERSON-CENTERED CARE

The inpatient rehabilitation department demonstrates person-centered care through the intentional development of meaningful connections with patients and a culture rooted in compassion. A family-like team environment promotes collaboration, mutual support, and consistent caring behaviors in all interactions. This strong internal culture reinforces the understanding that supported and engaged staff contribute directly to positive patient experiences. A commitment to teamwork, where everyone supports one another, has resulted in exceptional outcomes, including a No. 1 ranking in overall rating of care.

99TH **PERCENTILE** **&** **#1** **IN HCA HEALTHCARE**



MEDICAL CITY DENTON AND MEDICAL CITY ARGYLE



JENNY S. EARLS,
DNP, RN, AGACNP-BC, CCRN, NEA-BC

CHIEF NURSING OFFICER

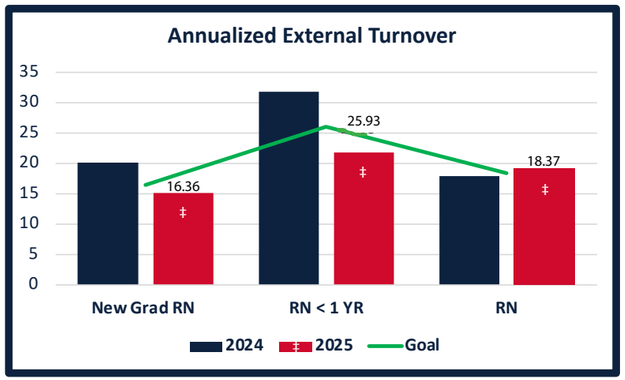
209
LICENSED BEDS

PERSON-CENTERED CARE

Medical City Denton (MCDN) and Medical City Argyle (MCAG) focused on strengthening the early-career nurse pipeline through the launch of a New Graduate Council led by Clinical Support Coordinators (CSCs). This initiative provided structured support, mentorship, and professional development for new nurses.

RN turnover improved in 2025, with a 4.91% reduction from the prior year, reflecting increased stability within the nursing workforce.

Engagement efforts centered on empowering frontline nurses through Unit Practice Councils, where nurses actively influenced changes to improve their work environment and clinical practice.

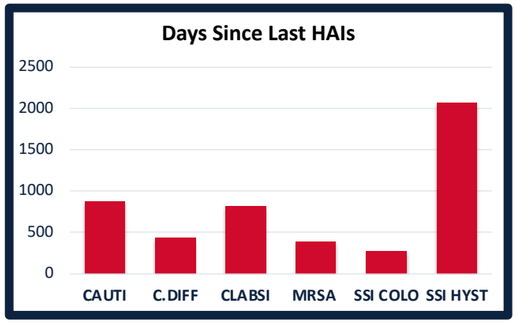




EVIDENCE-BASED CARE

With the nurses' dedication to their profession and **high-quality patient care,** MCDN and MCAG ended the year ranked *No. 17 in quality for HCA Healthcare and No. 3 in North Texas Division.*

In 2025, MCDN and MCAG had zero hospital-acquired infections (HAI).













MEDICAL CITY FORT WORTH



BRANDY STEGALL,
MSN, RN, NEA-BC

CHIEF NURSING OFFICER

378
LICENSED BEDS

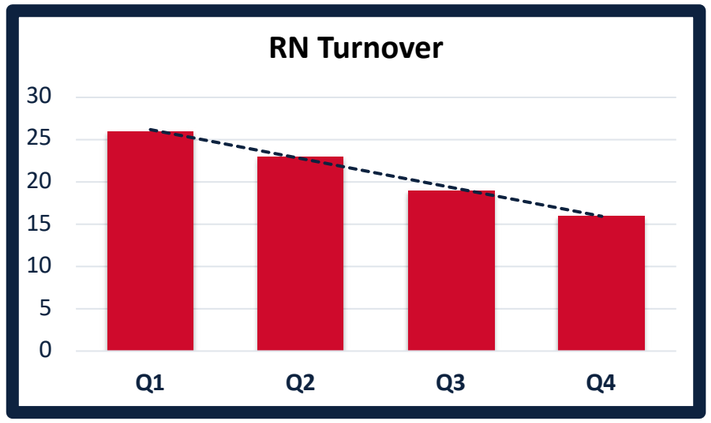
TEAMWORK

In 2025, Medical City Fort Worth strengthened workforce stability by expanding the nursing team by more than 200 nurses, while leading the division in both RN retention and colleague engagement. This growth supported a more consistent, patient-centered care experience aligned with our “You First” culture.

RN turnover decreased by 10% during the year, and vacancy rates improved significantly, dropping from 22% to 8%, reflecting a more stable and sustainable workforce.

Nursing engagement demonstrated meaningful improvement, increasing from 67% in fall 2024 to 76% in fall 2025, highlighting continued progress in workforce satisfaction and connection.

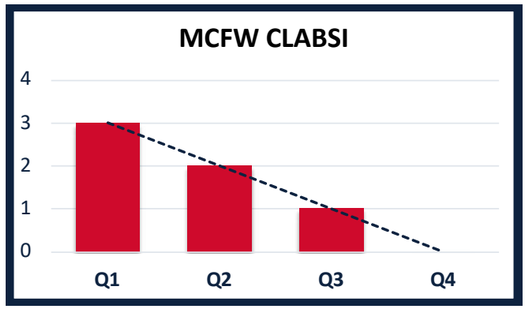
Engagement and collaboration were sustained through active participation in Unit Practice Councils, Shared Governance, CNC Council, and the PCT Council, reinforcing frontline involvement in decision-making and practice improvement.

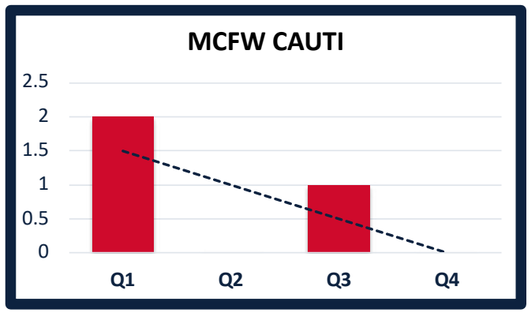


EVIDENCE-BASED CARE

With the nurses’ dedication to their profession and high-quality patient care, MCFW greatly improved the hospital-acquired infection rates in 2025. Specifically, central line-associated bloodstream infections (CLABSI) and catheter-associated urinary tract infections (CAUTI) significantly decreased throughout 2025.

MSICU and NSICU achieved zero CLABSIs and CAUTIs in 2025, reflecting exceptional infection prevention efforts.









MEDICAL CITY GREEN OAKS



RUSSELL REED,
MSN, RN

CHIEF NURSING OFFICER

124
LICENSED BEDS

TEAMWORK

Green Oaks added a critical new role to our team this year in the form of Clinical Nurse Coordinators.

We are proud to have had seven of our staff nurses recognized in our initial cohort.

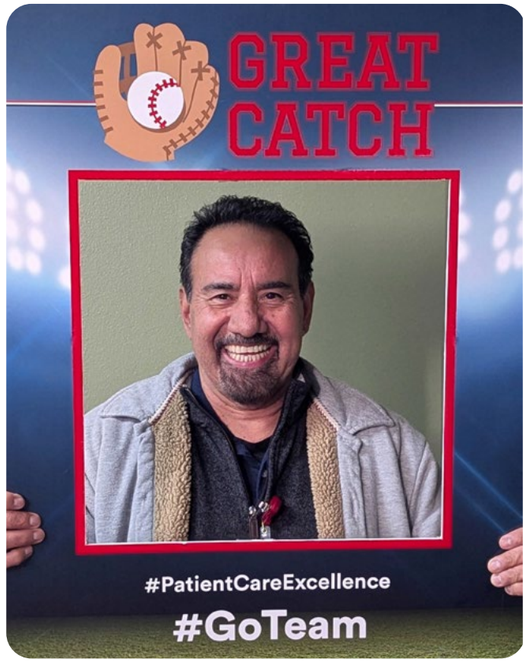
Pictured are Tracy Azie and Jerin Sivy receiving accolades for their selection at Thank You Thursday.



EVIDENCE-BASED CARE

MCGO continued its dedicated efforts to recognize and reward colleagues who made Great Catches. In 2025, MCGO awarded 73 Great Catch Awards.





MEDICAL CITY LAS COLINAS



JOSEPH BERUMEN,
DNP, RN, CCRN
NEA-BC

CHIEF NURSING OFFICER

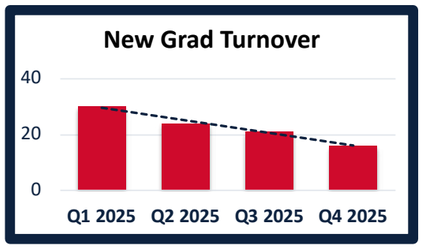
99
LICENSED BEDS

TEAMWORK

2025 was an exceptional year for Medical City Las Colinas (MCLC) nurses! We were able to stabilize the workforce by adding more than **160** nurses to our care team while **leading the division** in RN retention. Our nurses created a patient-centered environment by providing *connected compassionate care* with a **You First attitude.**

New Grad turnover declined quarter over quarter in 2025.

Pathway to Excellence® document was submitted, highlighting the outstanding, compassionate and connected care provided by our nursing teams. Our teams celebrated Pathways® designation in 2025!!



Pathway to Excellence® designation



EVIDENCE-BASED CARE



With the nurses' **dedication** to their profession and **high-quality patient care,** MCLC ended the year ranked *#2 in quality for the North Texas Division.*

In 2025, MCLC sustained **no CLABSI infections in the NICU,** marking **five consecutive years CLABSI-free.** This milestone reflects the NICU team's exceptional precision, vigilance, and consistent application of evidence-based practices required to safely initiate and maintain central lines in our most vulnerable patients.



EMILY SNEED,
MSN, RN, NEA-BC

CHIEF NURSING OFFICER

191
LICENSED BEDS

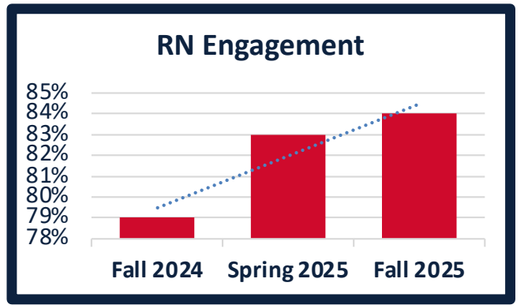
TEAMWORK

2025 was an exceptional year for Medical City Lewisville (MCL) nurses! Clinical nurses remained highly engaged in Shared Governance, strengthening teamwork, advancing nursing practice and **leading the division** in *RN engagement.*

Through active participation in Unit Practice Councils, nurses collaborated to implement practice changes that improved their work environment and patient outcomes.

Nurses at every level consistently demonstrated a Culture of Nursing Excellence.

In July 2025, MCL nurses proudly celebrated achieving Magnet® *with Distinction.* This achievement reflected the team's dedication and led to the recognition of 11 ANCC exemplars, including a BSN rate exceeding 80%, outperforming benchmarks in five nurse-sensitive indicators, four patient experience categories, and the RN satisfaction survey.





EVIDENCE-BASED CARE

MCL nurses are committed to integrating evidence-based practice into their daily care to deliver high-quality care. This commitment drove successful practice changes and resulted in a significant milestone in achieving **one full year of being facility-wide CLABSI-free!**





KEVIN INDERHEES,
MSN, RN, MHA, NEA-BC

CHIEF NURSING OFFICER

311
LICENSED BEDS

TEAMWORK

Teamwork + Engagement + Collaboration = Strong 2025 Performance

First-year Graduate Nurse turnover	CNC Engagement	Physician Satisfaction with Nursing	RN Leader turnover
7.4%	**87%**	**93%**	**0%**



Interdisciplinary Collaboration



Celebrating Preceptor Excellence



New Graduate “Flying Solo”



Advancing Nursing Excellence Together



Leadership Development

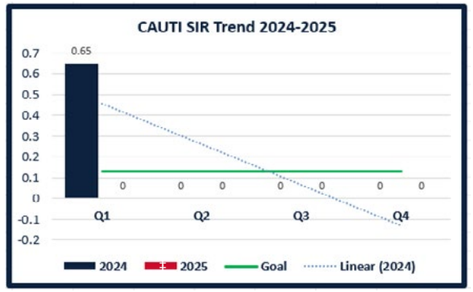


Team Engagement

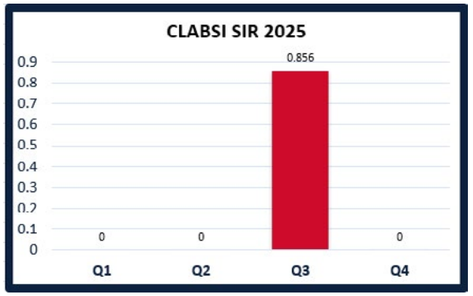
EVIDENCE-BASED CARE

HCA Healthcare Top Quartile Quality Construct ranking!

Orthopedic Surgical Trauma and ICU designated as HCA Healthcare Unit of Distinction!



CAUTI SIR Trend
Key Result: Zero



CLABSI SIR Trend
Key Result: 1



ICU Unit of Distinction Celebration



Hospital-Wide Zero Harm Celebration



NICU- 6 Month MRSA Free



MEDICAL CITY MENTAL HEALTH AND WELLNESS CENTER - ALLIANCE



LAURA NIX,
MSN, RN, PMH-C

CHIEF NURSING OFFICER

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LICENSED BEDS

COMMUNITY

2025 was an exciting year for Medical City Mental Health & Wellness Center - Alliance (MHWA). On February 3rd, we opened our new facility, and our nurses and team hit the ground running. They demonstrated collaborative leadership and professional nursing practice as we successfully opened our new hospital with a strong focus on patient-centered care and building a culture of compassion and safety. They extended that compassion to community engagement through participation in outreach activities and advocacy designed to strengthen community trust and improve access to behavioral health services.





Our team prepared 300 sandwiches for the residents of True Worth Presbyterian Shelter to take with them to work each day.



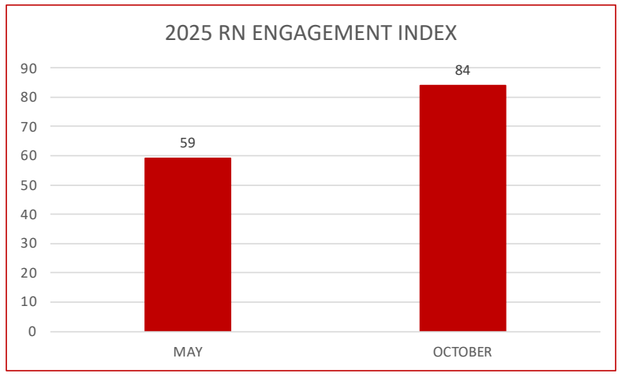
Our nurses participated in the annual National Alliance on Mental Illness (NAMI) walk.



We collected 650 lbs of canned goods to Drive Away Hunger.

TEAMWORK

As our hospital grew in 2025 so did our RN engagement scores, improving from 59% to 84%. This positively influenced both patient experience and the quality of care provided within our hospital. Enhanced engagement contributed to greater continuity of care, proactive de-escalation practices, and a more recovery-oriented treatment environment. These improvements reinforced a culture of compassion and safety, directly aligning with our mission.



MEDICAL CITY MENTAL HEALTH AND WELLNESS CENTER - FRISCO



KEVIN GARNER,
MBA, BSN, RN, CCRN-K, CLNC

CHIEF NURSING OFFICER

70
LICENSED BEDS

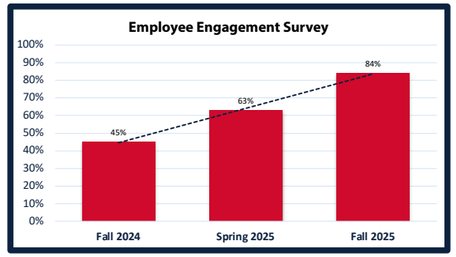
COMMUNITY

The Medical City Mental Health & Wellness Center - Frisco (MHWF) team participated in the annual North Texas NAMI Walk to raise funds and awareness for community mental health. The National Alliance on Mental Illness (NAMI) is the nation's largest grassroots mental health organization, dedicated to building better lives for the millions of Americans affected by mental illness. MHWF is proud to partner in improving the lives of those affected by mental health conditions. About 1 in 5 U.S. adults experience a mental illness each year, which equals roughly 59 million Americans annually. About 1 in 20 adults experience a serious mental illness each year.



TEAMWORK

2025 was a transformative year for MHWF. As a recently acquired facility within HCA Healthcare, we focused on integrating into the Medical City Healthcare system while elevating our standards of care to better serve the needs of our community. We recognize that exceptional patient care begins with an engaged and supported workforce, and we are proud of the collaboration and teamwork our staff demonstrated throughout this journey.



Since the facility acquisition, colleague engagement has nearly doubled, reflecting the positive cultural changes and commitment of our teams. In addition, RN turnover decreased by 56.6% compared to 2024, demonstrating improved staff retention and a stronger, more stable workforce dedicated to delivering high-quality behavioral health care.



MEDICAL CITY NORTH HILLS



PAULETTE WOODARD,
DNP, MHA, BSN

CHIEF NURSING OFFICER

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PERSON-CENTERED CARE

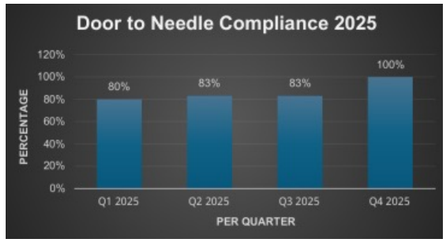
In 2025, at Medical City North Hills (MCNH), Karen Arnt, emergency department (ED) RN exemplified the highest standards of professional nursing practice through her compassionate care during a profoundly difficult patient experience. Following the loss of her father in the ED, a patient's daughter submitted a letter to ED leadership recognizing Karen's exceptional presence and support. She described Karen's calm, gentle demeanor and her ability to communicate clearly and compassionately throughout the event. Karen's approach reflected genuine empathy, professionalism, and respect during a time of significant emotional distress.

Notably, the letter was written a year after the event, underscoring the lasting impact of Karen's care and the meaningful connection she established with the family. In recognition of her dedication, humility, and exemplary nursing practice, Karen was honored with the Always Award and named Employee of the Year at the Medical City North Hills Annual Employee Gala.





TEAMWORK



In 2025, the Medical City North Hills Emergency Department demonstrated exceptional dedication to clinical excellence and high-quality patient care, earning recognition for stroke care performance, specifically in Tenecteplase (TNK) administration. The department consistently achieved the goal of a door-to-needle time of less than 45 minutes for at least 80% of eligible TNK patients, meeting this benchmark every quarter throughout the year. This sustained success reflects the team's commitment to timely, evidence-based interventions that improve patient outcomes. Christina Thompson, RN, Stroke Coordinator, played a pivotal role in supporting and advancing this initiative, contributing significantly to the program's overall success.



MEDICAL CITY PLANO, MEDICAL CITY FRISCO, AND MEDICAL CITY SACHSE



CHADI AWAD,
DNP, MBA, RN, NEA-BC

SENIOR VICE PRESIDENT AND CHIEF NURSING OFFICER
MEDICAL CITY PLANO
MEDICAL CITY FRISCO
MEDICAL CITY SACHSE

603
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JOHN HEDGPETH,
MSN, RN, NEA-BC

CHIEF NURSING OFFICER
MEDICAL CITY FRISCO

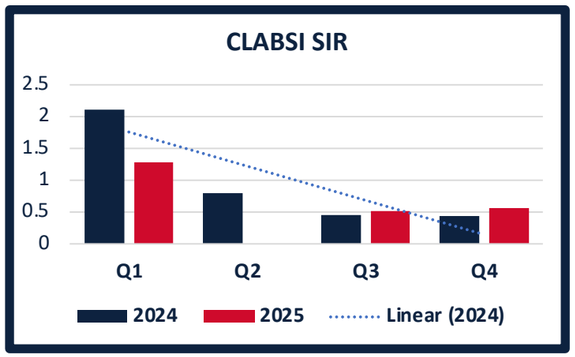
97
LICENSED BEDS

EVIDENCE-BASED CARE

2025 was a year defined by hard work, resilience, and perseverance at Medical City Plano (MCP). Our teams remained steadfast in advancing patient safety across all units in the hospital.

In keeping with our mission, we implemented evidence-based infection prevention processes to improve safety for **every patient,** every time.

MCP achieved a significant reduction in CLABSI rates, with a final SIR of <0.5- more than **50% lower** than the expected rate.



TEAMWORK & PERSON-CENTERED CARE

In 2025, our extraordinary ECMO (Extracorporeal Membrane Oxygenation) team received the **Platinum Center of Excellence Award** from **ELSO** (Extracorporeal Life Support Organization)- the **highest** recognition possible for the service line.

MCP's inaugural ECMO Survivor Reunion brought together patients, families, caregivers, and community members to celebrate outstanding outcomes, highlighting the groundbreaking ECPR (Extracorporeal Cardiopulmonary Resuscitation) program and remarkable survival rates.



2025 MCP Outcomes by ECMO Type

	Overall ECMO Survival to Discharge	ELSO Benchmark
VA	74% (14/19)	45%
ECPR	42% (19/45)	29%
VV	81% (83/102)	59%
TOTALS	70% (116/166)	49%

COMMUNITY & PATIENT-CENTERED CARE

In 2025, Medical City Frisco (MCF) partnered with Frisco Family Services creating meaningful volunteer opportunities to support individuals and families in the Frisco and Frisco ISD communities facing hunger, homelessness, and other urgent needs. Together, we worked to uplift our community by fostering stability, resilience, and self-sufficiency.



The MCF ICU team was honored with a **Team DAISY Award** in recognition of the extraordinary **compassion** they consistently show to patients and families during the most critical moments of care. This award reflects their unwavering commitment to compassionate presence, clinical excellence, and heartfelt support when it matters most.



MEDICAL CITY WEATHERFORD



AMY JACKSON,
MSN, BSN, RN, NE-BC

CHIEF NURSING OFFICER

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TEAMWORK

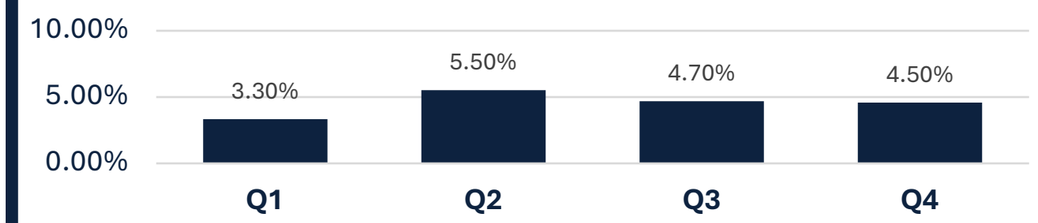
In August 2025, Medical City Weatherford achieved Pathway to Excellence® designation, recognizing a strong culture of shared decision-making, professional growth, and nurse well-being. Nurse satisfaction survey results showed consistently high favorable scores, highlighting accessible leadership, effective communication, and meaningful nurse involvement in practice, safety, and quality initiatives. Interprofessional collaboration and patient- and family-centered care remained foundational to care delivery. Continued support for education, recognition, and well-being reinforced nurse engagement and empowerment, underscoring the organization's commitment to nursing excellence and a positive practice environment.



TEAMWORK

Throughout 2025, Medical City Weatherford sustained strong nurse retention driven by a highly engaged, collaborative care team culture. Nurses demonstrated shared ownership of practice and active participation in unit and organizational initiatives. This teamwork and mutual accountability fostered trust, resilience, and commitment, resulting in low external turnover. Quarter-over-quarter stability and improvement reflect the positive impact of engagement and peer support on retention and continuity of high-quality patient care.

External Turnover: Quarter-over-Quarter Trend (2025)





KATLIN BOLTON,
MBA-HM, BSN, RN

CHIEF NURSING OFFICER

380
LICENSED BEDS

TEAMWORK

Launched in 2025, the PCT Bootcamp for National Certifications (CPCT) has quickly become a valuable development opportunity for our patient care technicians. Rapides Regional Medical Center (RRMC) has successfully hosted two onsite classes to date, resulting in four team members achieving national certification: Alexis Johnson, Kayla Stevenson, Amber Winters, and Renisha Blue.

Beginning in Fall 2025, PCTs expanded their role in patient care by actively participating in multidisciplinary rounds (MDR). Their involvement has enhanced communication, strengthened care coordination, and supported more comprehensive patient-centered planning across units.

The BEE Award continues to celebrate the compassion, dedication, and exceptional service our PCTs bring to patient care. In 2025, Rapides received 64 nominations. Each quarter, the honoree is recognized during a formal presentation, followed by a celebratory breakfast for all nominees. To date, three outstanding PCTs have been named recipients: Audrey Aaron, Kathleen Johnson, and Tawana Rosenthal.







EVIDENCE-BASED CARE









2025 was an exceptional year for CLABSI reduction for RRMC. We achieved a 44% reduction compared to 2024 and have remained CLABSI free for the last 5 ½ months. Our success is attributed to increasing our focus on care and maintenance of the lines and engagement by all team members involved in the patient's care.

Care and maintenance tactics implemented:

- Daily morning line huddles with all unit managers utilizing the NATE tool to discuss de-escalation of lines
- Daily line list reviewed by infection prevention (IP) team and sent out to unit managers and senior leaders to utilize in MDRs to have line necessity discussions with physicians
- Attendance daily at MDRs by multidisciplinary team to address all devices with an afternoon follow-up utilizing NATE tool to discuss why device must remain
- Shift change mini CHG cleaning of dressing, line and extremity if applicable
- Medication administration audits hospital-wide with primary focus on scrubbing the hub with Prevantics
- 2x/day bundle compliance assessment on central lines (CL) and peripheral intravenous lines (PIV) by nursing staff and pictures entered into Webex group chat for review by House Supervisor and leadership team
- Daily IP Spot checks of bundle compliance on CL/PIVs with follow up utilizing NATE tool
- HERO rounds 2x/Week
- 1:1 just in time education at bedside with nursing staff during all daily rounds
- Focus on removing/replacing all present on arrival (POA) PIVs within 24 hours of arrival
- Blood culture draws and dressing changes within 24 hours on all patients with a POA CL

New Products Utilized:

- 3 piece dressings with correct placement of pieces on all CL/PIVs
- Double lumen HD Caths (no pigtails)
- Male Curos caps for disconnected tubing
- CHG gel dressings
- StatSeal

POWER OF NURSES

