2014 SUSTAINABILITY REPORT

Moving Health Forward



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Tenet Healthcare Corporation is a national, diversified healthcare services company with 110,000 employees united around a common mission: to help people live happier, healthier lives. The company operates 80 hospitals, more than 200 outpatient centers, six health plans and Conifer Health Solutions, a leading provider of healthcare business process services in the areas of revenue cycle management, value based care and consumer experience.	
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Tenet uses the Global Reporting Initiative (GRI) G4 Guidelines to develop this report. GRI has confirmed that the report is fully compliant with its reporting requirements.	

MESSAGE FROM OUR CHAIRMAN AND CEO

At Tenet, we work hard to help others live happier, healthier lives. As cornerstone institutions in our communities, we are passionate about the care we deliver to every one of our patients.

A comprehensive sustainability program is important to our mission as we seek to deliver on our commitments to patients, physicians, shareholders and employees.

The 2014 Sustainability Report provides a summary of our organization and details on the progress we've made in the past year implementing sustainable business practices across our network. Our vision for sustainability is broad and includes:

A pledge to our patients to uphold the highest standards of quality, safety, service and outcomes. In 2014, we made significant progress on our efforts to enhance clinical care. Among other initiatives, we rolled out comprehensive unitbased safety programs (CUSPs) at nearly all of our hospitals to decrease hospital-acquired infections, and upgraded our facility systems to optimize point-of-care reporting and data collection capabilities. We also leveraged technology to reduce medication errors and improve patient outcomes through our electronic health records initiative, as well as several other targeted programs.

A focus on cultivating the best talent in the industry. Our 110,000 employees are committed to always doing the right thing for our patients and embracing the core values that define our company. We foster a work environment that nurtures talent and innovation, and provide our colleagues with tools and resources to broaden their base of knowledge and sharpen their skills. We also harness the potential of future leaders through comprehensive career advancement and development programs.

A promise to our communities to help the underserved. Giving back is a central component of who we are. We provided \$800 million in charity and uncompensated care last year to help patients in need. In the first two enrollment periods of the Affordable Care Act, we helped more than 30,000 individuals gain insurance coverage on the health exchanges and assisted with over 70,000 Medicaid enrollments through our Path to Health education and outreach campaign. Our employees are also active volunteers in their communities. Their efforts include providing health screenings at community events, raising money for important research and programs, visiting schools to educate students on healthy behaviors and donating time and resources to food banks.

A commitment to reduce our ecological footprint. As a company of caregivers, we take seriously our responsibility to maintain a sustainable environment for generations to come. Guided by an advisory council of leaders from our hospitals, we have several initiatives in place to preserve the earth's resources and safeguard the planet. Last year, we collaborated with colleagues across our network on energy conservation, waste reduction, environmentally conscious construction and the adoption of more nutritious standards in our cafeterias and patient meal operations.

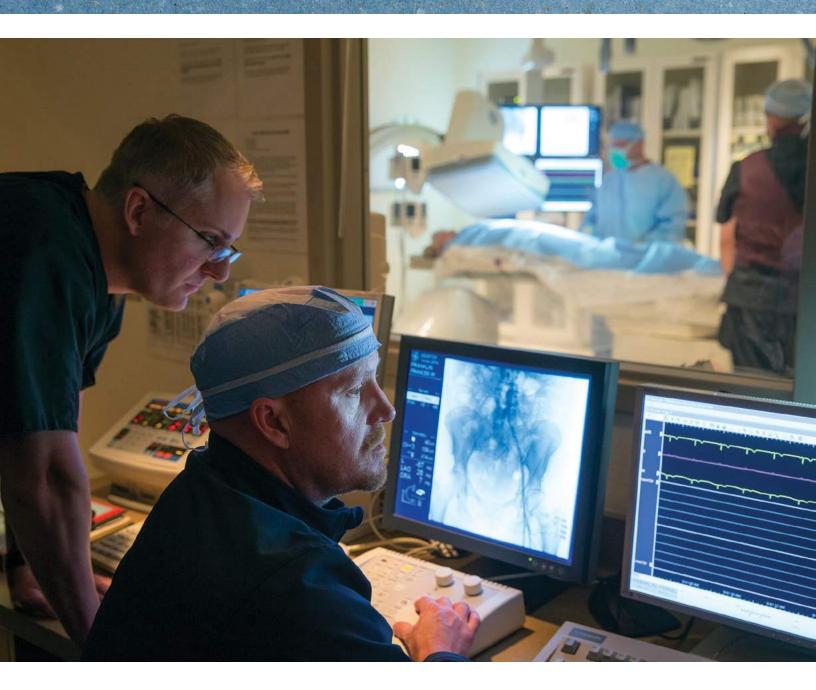
I'm encouraged by the progress we've made in our sustainability efforts over the past few years and grateful to our employees for serving both as compassionate stewards of care and responsible global citizens. We will continue to identify new and innovative ways to enhance our sustainability program as it remains a priority for our business and an integral component of our mission.

Sincerely,

Trevor Fetter Chairman & CEO



OUR COMPANY OVERVIEW



Tenet is one of the nation's leading healthcare services companies, with a comprehensive network of care facilities.

enet employees provide compassionate, quality care to millions of patients in such areas as wellness, primary care, urgent care, chronic care management, advanced diagnostics, outpatient surgery, rehabilitation and acute hospital care.

As we seek to serve our patients, customers and communities - to provide an exceptional environment for our employees and affiliated physicians and an attractive return to our shareholders - we are guided by five core values:

QUALITY

Quality is at the core of everything we do and every decision we make.

INTEGRITY

We manage our business with integrity and the highest ethical standards.

SERVICE

We have a culture of service that values teamwork and focuses on the needs of others.

INNOVATION

We have a culture of innovation that creates new solutions for our patients, physicians and employees.

TRANSPARENCY

We operate with transparency by measuring our results and sharing them with others.

A NEW MOVEMENT IN HEALTH **BEGINS HERE**

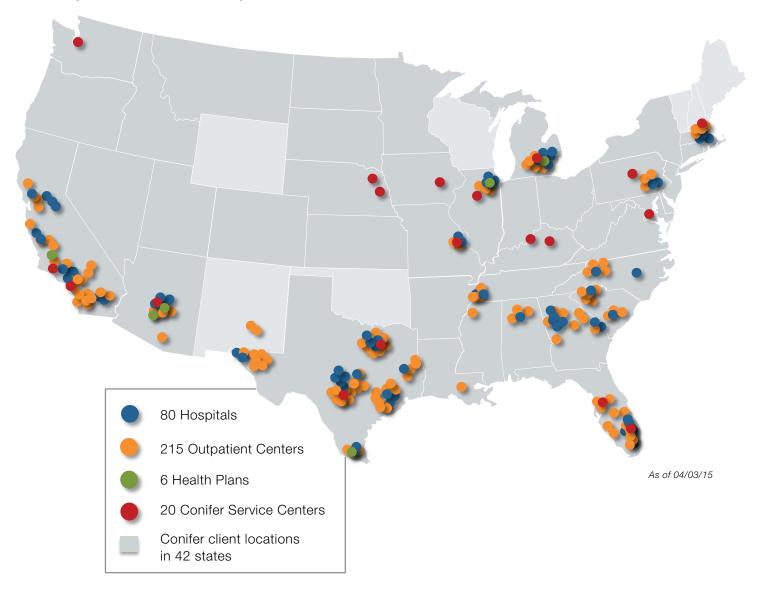
At Tenet we're united around a common mission — to help people live happier, healthier lives by transforming the way healthcare is delivered:

- By making care better
- By improving outcomes
- By embracing innovation through new technologies and treatments
- By always doing what's right
- By developing new facilities and creating new healthcare solutions for our patients, physicians and employees

Healthcare is changing, and Tenet is changing it for the better.

Our Businesses

Headquartered in Dallas, Texas, Tenet Healthcare, an investor-owned healthcare system, is one of the nation's leading healthcare services companies, with a comprehensive network that extends from coast to coast.



110,000 Employees Company-wide



HOSPITALS

80 acute care facilities in 14 states:

- Four children's hospitals
- Four academic centers
- 26 other teaching hospitals
- 16 faith-based facilities
- 29 safety-net hospitals



OUTPATIENT BUSINESSES

More than 200 facilities across the country that include freestanding and provider-based diagnostic imaging centers, ambulatory surgery centers, satellite emergency departments and urgent-care centers, including MedPost, which launched in 2014 as our national brand of urgentcare centers.





PHYSICIAN PRACTICES

More than 600 physician practices across the country.



CONIFER HEALTH SOLUTIONS

The leading provider of healthcare business process services in revenue cycle management, value-based care and consumer experience. Today, Conifer:

- Serves 800 clients nationwide
- Employs more than 13,000 people
- Operates in more than 40 states





HEALTH PLANS

Six health plans provide affordable coverage options in Arizona, California, Michigan, Illinois and Texas.



2014 Key Performance Indicators

Core strategies drove strong financial performance

Highest quarterly EBITDA in 10 years

Admissions growth among the highest in our industry

70 percent of volume growth independent of ACA

Nearly a 17 percent increase in visits since the end of 2013

Follows the trend toward lower cost and greater

Substantial growth opportunities in existing and new markets

Outpatient services delivered exceptional growth

Completed contracts covering 91 percent of 2015 projected commercial revenue

Accountable Care Organizations in more than half of our markets, more in development

Continued success with **Managed Care** contracting

Contracted with 83 percent of lowest-cost silver exchange plans

Generated strong growth in both revenue and **EBITDA**

Conifer is solidifying its position as an industry leader

Reached agreement on extension and expansion of Catholic Health Initiatives contract

Awarded top industry ranking in Black Book survey, a healthcare and public opinion research company

KEY STATISTICS	2014	2013*	2012
Hospitals	80	77	49
Licensed beds	20,814	20,293	13,216
Inpatient admissions	791,165	558,726	506,485
Outpatient centers	210	183	117
Outpatient visits	8,283,878	5,115,853	4,167,114
Employees	109,989	103,711	59,164

FINANCIAL SUMMARY (\$ MILLIONS)	2014	2013*	2012
From 2014 10K CONSOLIDATED STATEMENTS OF OPERATIONS			
Net operating revenues after provision for doubtful accounts	16,615	11,102	9,119
Salaries, wages and benefits	8,023	5,371	4,257
Other operating expenses	7,667	5,068	4,113
Operating income	925	663	749
Specific references from 2014 10K			
Payments to federal governments for income tax	(8)	(6)	(13)
From 2014 10K CONSOLIDATED STATEMENTS OF CASH	FLOWS		
Net cash provided by operating activities	687	589	593
Net cash used in investing activities	(1,322)	(2,164)	(662)
Net cash provided by (used in) financing activities			
Repayments of borrowings under credit facility	(2,430)	(1,286)	(1,773)
Repayments of other borrowings	(683)	(5,133)	(248)
Other categories	3,828	7,743	2,341
Net cash provided by (used in) financing activities	715	1,324	320
Net increase (decrease) in cash and cash equivalents	80	(251)	251
From 2014 10K ADDITIONAL SUPPLEMENTAL NON-GAAP DISCLOSURES			
Adjusted EBITDA	1,952	1,342	1,203
From 2014 10K CONSOLIDATED BALANCE SHEETS			
Total assets	18,141	16,450	9,044
Long-term debt, net of current portion	11,695	10,696	5,158
Total equity	785	878	1,218

^{*2013} statistics include Vanguard Health Systems for the period owned by Tenet Healthcare

Our Governance — Board of Directors

Our key leaders guide the entire Tenet team as we work to fulfill our most important mission - moving health forward.



TREVOR FETTER Chairman & Chief Executive Officer, Tenet Healthcare

Mr. Fetter was named Tenet's president in November 2002, was appointed chief executive officer in September 2003 and chairman in May 2015. From March 2000 to November 2002, Mr. Fetter was chairman and chief executive officer of Broadlane, Inc. From October 1995 to February 2000, he served in several senior management positions at Tenet, including chief financial officer.



EDWARD A. KANGAS

Lead Independent Director, Tenet Healthcare; Retired Chairman & CEO, Deloitte Touche Tohmatsu

Mr. Kangas served as global chairman and chief executive officer of Deloitte Touche Tohmatsu from 1989 until his retirement in 2000. He also served as the managing partner of Deloitte & Touche (USA) from 1989 to 1994. He was elected managing partner and chief executive officer of Touche Ross in 1985, serving through 1989. Mr. Kangas began his career as a staff accountant at Touche Ross in 1967, where he became a partner in 1975.



BRENDA J. GAINES

Retired President & CEO, Diners Club North America

Ms. Gaines served as president and chief executive officer of Diners Club North America from 2002 until her retirement in 2004. She also served as president of Diners Club, the nation's oldest credit card company, from 1999 to 2002 and held a number of senior management positions within Citigroup from 1988 to 1999. From 1983 to 1987, she worked for the City of Chicago, including as Commissioner of Housing and Deputy Chief of Staff to the Mayor.



KAREN M. GARRISON

Retired President, Pitney Bowes Business Services

Ms. Garrison served as president of Pitney Bowes Business Services, a business services company and a division of Pitney Bowes Inc., from 1999 until her retirement in 2004. From 1978 to 1999, she held a number of senior management positions at Pitney Bowes and Dictaphone Corporation (then a subsidiary of Pitney Bowes), including vice president of operations and vice president of finance and chief financial officer.



J. ROBERT KERREY

Executive Chairman, Minerva Institute for Research and Scholarship; Former U.S. Senator

Mr. Kerrey is a former governor and U.S. Senator from Nebraska. He has served as managing director at Allen & Company since January 2014. He also serves as executive chairman of The Minerva Institute for Research and Scholarship. Between 2011 and 2013 Mr. Kerrey was President Emeritus of The New School University in New York City, and from 2001 to 2010, he served as president of The New School University.



FREDA C. LEWIS-HALL. M.D. Executive Vice President & Chief Medical Officer, Pfizer Inc.

Dr. Lewis-Hall is the executive vice president and chief medical officer of Pfizer Inc., leading the division responsible for ensuring the safe, effective and appropriate use of Pfizer's products. Prior to joining the biopharmaceutical industry, she served as vice chairperson and associate professor of the Department of Psychiatry at Howard University College of Medicine and an advisor to the National Institute of Mental Health.



RICHARD R. PETTINGILL Retired President & CEO, Allina Hospitals and Clinics

Mr. Pettingill served as president and chief executive officer of Allina Hospitals and Clinics in Minneapolis, Minnesota, from 2002 until his retirement in 2009. Prior to joining Allina Hospitals and Clinics, Mr. Pettingill served as executive vice president and chief operating officer of Kaiser Foundation Health Plans and Hospitals from 1996 to 2002. From 1991 to 1995, he served as president and chief executive officer of Camino Healthcare.



RONALD A. RITTENMEYER Retired President & CEO, Expert Global Solutions, Inc. Former Chairman, President & CEO, Electronic Data Systems Corporation

Mr. Rittenmeyer served as the chairman, president and chief executive officer of Expert Global Solutions, Inc. from 2011 until his retirement in 2014. From 2005 to 2008, Mr. Rittenmeyer held a number of senior management positions with Electronic Data Systems Corporation (EDS), including chairman and CEO, president, COO and executive vice president of global service delivery. From 2004 to 2005, he was a managing director of the Cypress Group.



TAMMY ROMO SVP. Finance & CFO. Southwest Airlines

Ms. Romo is senior vice president of finance and chief financial officer of Southwest Airlines Co., where she is responsible for strategic planning and overall finance activities. Ms. Romo previously served in a number of financial management and leadership positions at Southwest Airlines, including SVP of planning, VP and controller, VP and treasurer, and senior director of investor relations. Before joining Southwest Airlines in 1991, Ms. Romo was an audit manager at Coopers & Lybrand, LLP.



JAMES A. UNRUH Principal, Alerion Capital Group LLC

Mr. Unruh has served as principal of Alerion Capital Group LLC since 1998. Prior to founding Alerion, Mr. Unruh was the chairman, president and chief executive officer of Unisys Corporation from 1990 until 1997. Before being named CEO, Mr. Unruh held a number of senior management positions at Unisys and its predecessor corporation, Burroughs Corporation. He currently serves on the board of directors of two other public companies, CSG Systems International, Inc. and Prudential Financial, Inc., and he formerly served as a director of CenturyLink, Inc. and Qwest Communications International. In addition, he serves as chairman of the Board of Trustees of Jamestown College.

Tenet's Ethics and Compliance Program

Tenet's Standards of Conduct are the basis for our Ethics and Compliance Program, which includes a process for identifying, reviewing, analyzing and coordinating ethical questions and issues within Tenet.

hese values are the reasons our patients and physicians choose us, and we seek relationships with those who share them.

We define ourselves by our values. Tenet's board of directors has set a clear path for the company one based on the values of quality, integrity, service, innovation and transparency. These standards describe how to make decisions that support our values. Because value-based decisions are so critical, these standards are a condition of employment for every Tenet employee. They ensure that we make consistent decisions that are in the best interests of our patients, our communities, our employees, our shareholders and Tenet.

We do the right thing the first time, every time. Each Tenet employee has an obligation to do the right thing the first time, every time. Doing the right thing is the responsibility of our employees and nobody has the authority to instruct them to deviate from these standards. Employees are asked to contact the Ethics

See it. Say it. Fix it.

Action Line if they feel that anyone has asked them to violate these standards.

We see it, say it and fix it. At Tenet, if we see a problem, we "say it" by identifying it to others, and we fix it. Doing the right thing means standing up for Tenet's values even when it is

not convenient. If our employees see something that is wrong, they say it and fix it. They hold each other accountable for doing the right thing, and they have Tenet's full support.

We get help when the right choice is not clear. If our employees need help or are unclear about what to do, they have the responsibility to get help. They use Tenet's Ethical Decisions Guide when they are confronted with a tough choice. They are also encouraged to talk with their managers, compliance officer or contact the Ethics Action Line.



We are committed to meeting federal healthcare program requirements. Tenet hospitals treat patients who are covered by Medicare, Medicaid, TRICARE and other federal healthcare programs. These programs have many requirements that are designed to ensure that taxpayer dollars are spent only on care that is needed and of appropriate quality. Tenet is fully committed to following the requirements of all federal

healthcare programs and failure of any person to do so leads to disciplinary action up to and including termination of employment.



ANNUAL ETHICS TRAINING

In 2014, a one-hour general training program was created called, "Tenet's Values and Culture: Our Commitment to Quality, Compliance and Ethics." The program explored the important relationship between Tenet's Commitment to Quality, Commitment to Compliance and Commitment to People.

The program covered the elements of Tenet's ethics and compliance program, values and culture, and mission, and featured executive leaders from Compliance, Clinical Operations and Human Resources. The program described what it really means to be a Tenet employee and demonstrated how our actions can affect our patients, our facilities and our company.

The "Values and Culture" program was designed so that it could "level-set" the entire company on Tenet's ethics and compliance program. The content not only provided a refresher on the basics of the compliance program and Standards of Conduct for Tenet's existing markets where prior compliance training had taken place, but it also caught Tenet's new markets up on the essential elements of the compliance program and Standards of Conduct. The first compliance training was in 2014. Because there were two distinct audiences completing the program, it was designed so that it could be presented live or viewed via video.

More than 106,000 Tenet employees (99.23 percent) completed the training. Although the official reporting period for the compliance charter ended December 31, 2014, the vast majority of the "Values and Culture" training was completed between March and July.

Marketing and Advertising Review

2014 was a year of building for the future by establishing a foundation to support Tenet's commitment to relevant consumer engagement utilizing modern day tools and technologies. This foundation will allow consumers to more easily find our services that are highly relevant to the issues they are looking to solve and see an appropriate provider. While physician referrals and inclusion in health plans will continue to bring consumers to our facilities, more and more consumers are playing a larger role in their healthcare decisions. Technological advancements, content marketing, social media, user reviews and a myriad of other "influences on consumer choice" will become more prevalent, and it is critical for Tenet to be ahead of the curve engaging consumers in our value proposition by delivering the right message at the right time

The Marketing and Advertising Review System continues to be refined ensuring Tenet has a stringent review process to ensure our advertisements are factual and accurate.

and in the right place.



Our Stakeholders — Our Responsibilities and Delivery Mechanisms*



PATIENTS & THEIR FAMILIES

It is our responsibility to provide high-quality, cost-effective medical care.

- Feedback through various channels
- Patient satisfaction surveys
- Patient focus groups
- Health screenings and support groups



EMPLOYEES

It is our responsibility to provide fair compensation, a safe workplace and a culture that promotes our values and high standards of conduct.

- Employee orientation and training
- Annual performance reviews and merit programs
- Employee engagement survey
- Employee assistance fund and wellness programs
- Employee committees



SHAREHOLDERS

It is our responsibility to create financial value and operate the business according to strategies and sustainable practices.

- Quarterly earnings calls
- Investor conferences and periodic webinars
- Press releases
- · Annual shareholder meeting
- SEC filings



SUPPLIERS

It is our responsibility to conduct ethical business relationships for mutual benefit.

- Day-to-day business transactions
- Ongoing discussions regarding opportunities to improve the business relationship



HEALTHCARE SERVICES CLIENTS

It is our responsibility to transform healthcare by enhancing the patient experience, supporting financial improvement and driving valuebased performance.

- Patient experience solutions
- Revenue cycle management offerings
- Value-based care support

^{*} We do not necessarily engage our stakeholders to ensure that we are meeting sustainability reporting requirements, but that we are meeting their needs on an ongoing basis.



PHYSICIANS

It is our responsibility to provide a safe environment for care, access to technology and strategic alignment opportunities.

- Physician leadership groups
- · Regional and hospital chief medical officers
- Physician satisfaction surveys
- Physician relationship managers



COMMUNITIES WE SERVE

It is our responsibility to promote citizenship and volunteerism, patient advocacy, environmental stewardship and participation in local partnerships to improve the healthcare system.

- Hospital governing boards
- Health fairs and education seminars
- Sponsorship of and contribution to numerous charity events and civic organizations
- Participation in civic organizations



ELECTED OFFICIALS & REGULATORY **AGENCIES**

It is our responsibility to comply with existing laws and regulations and to participate in the dialogue regarding changes to those laws and regulations.

- Regular communications with legislators and regulatory officials on key policy issues
- Participation in industry conferences and roundtables
- Membership in industry associations



COMMERCIAL PAYERS

It is our responsibility to enter into market-based negotiations in a fair and transparent manner, collaborate in new payment models and manage the day-today issues.

- Ongoing negotiations with commercial payers in all of our markets
- Escalation groups for billing dispute resolution

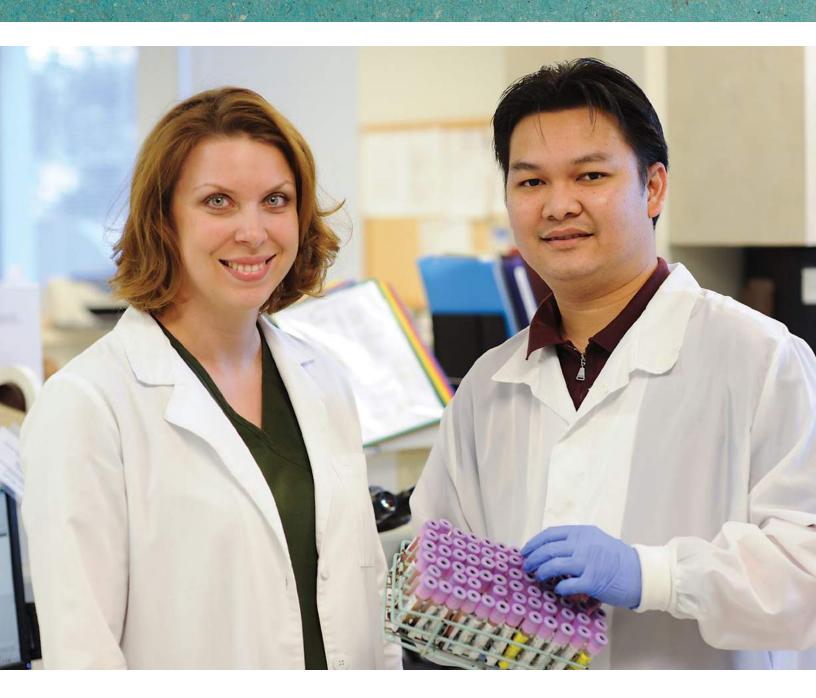


FEDERAL & STATE HEALTHCARE PROGRAMS

It is our responsibility to comply with government program requirements and to provide quality care to beneficiaries.

- Policies and procedures that fall under our Quality, Compliance and Ethics Program
- Compliance with regulatory reporting to federal Medicare and state Medicaid programs

MOVING OUR PEOPLE FORWARD



Answering the Call

After all, it's our people - 110,000 at the end of 2014 – who deliver the care to our patients in the most vulnerable times of their lives; a situation where extra effort makes all the difference. Our strategies align around this aspiration, creating a work environment where our people are provided great jobs and wages, caring leaders, a company with which they are proud to be affiliated, and opportunities for career progression.

Our current initiatives are focused in three areas:

EMPOWERING CULTURE

On the foundation of a high accountability culture, our balanced scorecard aligns our organization on five critical performance pillars - cost, growth, quality, service and people. Recognizing the power of person-to-person connections, we are building and promoting online and physical work and social communities.

LEADERSHIP DEVELOPMENT

We are building the strongest leadership capability in healthcare by recruiting proven talent and developing emerging talent that possess personal attributes of passion, creativity, and an unwavering drive for excellence.

EFFECTIVE, EFFICIENT WORKFORCE

Our progressive staffing and labor management approaches ensure our people skills and capabilities are well-leveraged in the company. We analyze our data to design and monitor the highest value people programs.

Our Commitment to People is how we hold ourselves accountable to a core set of principles expected and deserved by each one of our employees. Specifically, we act to the expectations that every employee:

- Fits their position
- Knows what is expected
- Gives and receives timely feedback
- Is recognized and rewarded
- Grows and learns

We know that with the right strategies and our Commitment to People, our employees will flourish, and our patients will receive the best possible care.

Tenet's compensation philosophy is to provide market-competitive pay while rewarding employees for strong individual and company performance. Our compensation packages include base salary and may include incentive pay, such as cash bonuses or stockbased compensation. Tenet recognizes that central to our mission of providing quality patient care is our ability to provide employees with a rewarding place to work and impact the communities we serve. We are pleased to report that during 2014, our average annual compensation was \$70,000 and every employee earned more than \$9 per hour.

All employees receive annual performance reviews that provide guidance and opportunities for career development.

2014, A YEAR OF GROWTH...

The year marked a successful year of integration bringing 44,000 new employees from the Vanguard acquisition to Tenet. We also welcomed new employees from acquired hospitals Texas Regional Medical Center (Sunnyvale, Texas) and Emanuel Medical Center (Turlock, California), as well as many outpatient centers and physician practices that were acquired or built in the year. Our significant growth from existing operations also brought new people to our organization.

Our company's increased size and scope leads us to consider new opportunities in workforce planning and development. We recognize the risk of shortages of highly skilled healthcare workers in the future. With this in mind, we are actively exploring health education

More than 44,000 Number of new employees who were welcomed into the Tenent family in 2014

opportunities leveraging our own Baptist School of Health **Professions** online certificate and degree programs. During the year, more than 100 Tenet employees accepted the challenge of

pursuing new certifications or degrees through our "Invest in U" tuition assistance program. We also began exploring partnerships to affect the skills and number of future workers in the United States.

Employee Survey

The ability to listen to, understand, and act on the needs of our employees is a key success factor for Tenet. In September 2014, Tenet administered its annual employee survey to all of its employees. Seventy-five percent of our people responded to Share Your Opinion the survey, a five percent

This was a critical year for Tenet as we included our new legacy Vanguard employees

improvement over 2013.

in the survey with the goal of welcoming them to the Tenet family and engaging them in dialogue about their acclimation to Tenet. With this goal, we were happy to realize improvement in the response rate.

The survey provided valuable information regarding work environments, culture of patient safety, and overall satisfaction with Tenet as a place to work. We are proud to have realized a two percentage point improvement in engagement in 2014, while benchmark healthcare engagement scores trended downward.

Each year we review and analyze both quantitative and qualitative data from the survey in addition to conducting feedback sessions with employees to further understand the results. These feedback sessions have been instrumental in pinpointing specific actions pertinent to our employees. We ask each of our hospitals and entities to understand their results, establish priorities, communicate those results and priorities, generate recommendations, develop action plans and monitor progress.



Tenet Total Wellness

NOT THE TRADITIONAL DEFINITION

Tenet has a progressive wellness program we call "Tenet Total Wellness." We subscribe to the concept that a person's wellness is a function of many elements, not just physical health. Specifically, we actively promote six dimensions of health - physical, emotional, environmental, intellectual, financial and social. We encourage a well-balanced lifestyle through fun individual and team challenges, informative webinars, and other local activities.

This program has evolved over the past few years, from a basic program focused on activities that promote physical health to an outcomes-based program focused on the above defined "total wellness."

The health risk of our population is relatively normal when compared to the U.S. population. Tenet's top four health risks are lack of physical activity, stress, poor nutrition and tobacco usage.

We have designed our wellness program to address these four health risks head on with personal coaching, engaging wellness activities and challenges offered throughout the year.

Employees and their spouses participate by completing an online health assessment and a biometric screening covering four areas:

- Blood pressure
- Total cholesterol
- Body mass index
- Tobacco use

Should employees have measures outside of the designated healthy ranges, they are offered wellness coaching and are encouraged to update their screening once positive improvements have been made. Employee Health Incentives are tied to these biometric measures.

2014 PROGRAM OVERVIEW:

60,539

employees and spouses participated in the 2014 Tenet Total Wellness program

24,292

employees and spouses completed biometric screenings, a 47 percent increase from 2013

32,752

employees and spouses completed an online health assessment, a 36 percent increase from 2013

33

percent of screening participants earned a Health Incentive in all four screening categories

My Heart, My Life.

Fit-Friendly Worksite

CORPORATE RECOGNITION FOR WELLNESS

American Heart Association (AHA) Fit-Friendly Platinum Status Award

We are pleased to report that for the fourth year in a row, our Home Office has received AHA's platinum level Fit-Friendly award. This program recognizes

employers who champion the health of their employees and work to create a culture of physical activity and health in the workplace.

Applications are evaluated based on creativity in the promotion of physical activity in the workplace and/or community.

Dallas Business Journal Healthiest Employers in North Texas

In 2014, Tenet was awarded a "Healthiest Employers in North Texas" by the Dallas Business Journal. Tenet's

program was compared with other North Texas companies that go above and beyond to champion their employees' health. Nearly 100 companies



were nominated for this year's program, now in its fifth year. Each company was surveyed and then ranked, based upon survey results.

Growing Our Talent

TENET LEADERSHIP ACADEMY

The Tenet Leadership Academy is a one-year senior leader development program that, in 2014, brought together 36 high-potential clinicians (including nurses and employed/affiliated physicians), healthcare administrators, and corporate functions to further develop and refine their leadership skills. The curriculum includes individual training in areas of innovation, operations, and growth, and significant senior leadership networking, individual skills-building, and the design and delivery of a strategically relevant team project including topics such as physician alignment, organic growth and patient experience.

Prospective candidates are nominated by local leadership teams based on criteria including their current performance, readiness for C-level roles, predictive leadership assessment results and future career aspirations. Candidates also commit to remain employed with Tenet for three years, post-program graduation.

TENET FINANCE ACADEMY

In 2014 we launched the Tenet Finance Academy, designed to retain and develop high-potential finance leaders. Similar to the Tenet Leadership Academy, participants are nominated by their local leaders and participate in a curriculum lasting approximately one year. The academy largely focuses on technical training with the faculty consisting of our finance leaders and experts.

EMERGING TALENT PROGRAMS

Masters of Business Administration (MBA) Leadership Development Program

Tenet recruits MBAs from top schools and elite conferences in the country, seeking out additional future leaders of our company.

Once accepted to the program, a candidate participates in orientation, training and immersion that spans approximately 12 to 18 months. At the end of the program, successful candidates are expected to ascend to hospital leadership roles in the company.

Masters in Healthcare Administration (MHA) Leadership/Residency Programs

The Masters of Hospital Administration Program is similar to the MBA program in its preparation of future Tenet hospital administrators. Most candidates are formally fulfilling a residency requirement for formal graduation for an accredited MHA degree program, while others are new graduates. Candidates are selected from the top MHA programs and given the opportunity to gain an orientation to hospital leadership and operations, information systems and data resources with an overall understanding of the hospital business planning and execution process.

SPOTLIGHT: EMERGING TALENT



Ann Lucena Chief of Staff, Hospital Operations

"The MBA Leadership Development Program has given me extensive access to the top decision makers in my hospital as well as the Tenet Health system.

In my daily interactions with hospital executives I have learned a great deal about the inner workings of hospitals operations. The confidence and faith Tenet and my team have placed in me has enabled me to grow in my career much more quickly than I could have anywhere else."

Veteran Leadership & Recruiting Program

Tenet recognizes that veterans exhibit the compassion, drive and leadership that we look for in leaders. Tenet attends local and national career fairs to identify and attract veterans to Tenet. We place veterans without the prerequisite experience in our Veteran development program, following similar tracks as our MBA and MHA leadership associates and residents.

CLINICAL TRAINING AND **CONTINUING EDUCATION**

Tenet's training and education programs are designed to ensure our employees receive the training and development they need to do their job. Our centralized approach to training ensures consistency of training expectations and standards, as well as the best use of resources tied to evidenced based practices. During 2014, our employees and contractors completed two million hours of training in the following areas:

- Ebola Preparedness Support of the national Ebola Care Team to train clinicians and physicians throughout the Tenet network on this national issue.
- Clinical Value Councils Develop and design of standardized training as well as individual resources, courses and toolkits for each of the associated workgroups.
- Leadership Development Design and implementation of the Foundations of Leadership in-person workshop was available to our frontline leaders. The 2014 workshop was "Embracing Change."
- Labor and Productivity Training National launch of instructor-led training and online programs to support our Performance Excellence initiatives.
- Ethics and Compliance Various national, state and local regulatory and compliance requirements.



During 2014, our employees and contractors completed 2 million hours of training.

Peer and Affinity Groups

Tenet CEO Council (TCC)

The TCC is a group of hospital CEOs who participate in prioritization of the design, implementation, and effectiveness of company-wide initiatives and programs. Currently, the council consists of 19 CEOs, serving a 12 or 18 month term. TCC holds in-person meetings three times a year, with additional conference calls as necessary.

Advisory Councils and Peer Groups

These councils and groups consist of leaders from across our company, ensuring representation from our various regions and markets. Each member of the council assists in creating/facilitating subcommittee work groups, focusing on creating standardized initiatives and identifying and sharing best practices on key metric improvements.

Peer groups are open to all leaders within each role (e.g. all Chief Operating Officers) and are typically convened as quarterly calls where best practices and new programs are shared.

Nurse Executive Council

The Nurse Executive Council recommends strategybased projects and provides guidance for nursing leadership and clinical practice based on overall Tenet goals, priorities and strategies. This group defines and implements the vision and purpose of Nursing Shared Governance, which includes differentiation from multidisciplinary committees.

This group ensures that the Nursing Shared Governance model adheres to the evidence based principles of shared governance, and is founded on the cornerstones of partnership, equity, accountability and ownership to support clinical practice, which provides a foundation for both Magnet and Pathway environments and designations.

Sustainability Advisory Council

The Sustainability Advisory Council is made up of thought leaders from throughout the company who work together to develop strategies, implement new programs and share ideas within the Sustainability Interest Group. The Sustainability Interest Group is made up of champions in each of our hospitals who work together to drive the company's sustainability initiatives at their local level. Quarterly webcasts are held for all members of the Advisory Council, Interest Group and Home Office leaders to share best practices across the organization.

DIVERSITY AND INCLUSION

In 2014, we introduced a company-wide focus on diversity and inclusion (D&I) at our leadership conference attended by the top 800 leaders across the company. Our D&I agenda is focused on four core areas:

- Patient Equality of Outcomes
- Workforce Planning in an Increasingly Diverse Way
- Community and Public Relations
- Compliance and Risk





In 2014, our D&I work included assessing our D&I profile, cataloging our local programs, and continuing to act on D&I opportunities gleaned from employee and patient survey data.

In early 2015, we held Tenet's first Women Leader Event, with 40 of our women officers and hospital CEOs in attendance. We prioritized key activities including mentorship/sponsorship of our emerging women pipeline, and gender effective communication awareness and skills.

In the area of ethnic diversity, we know there are many leaders interested in this work with 50 leaders voluntarily participating in conveying sessions. We are now planning forums for a self-created and self-initiated agenda. At Tenet, these self-directed affinity groups have been extremely successful at building awareness and making substantive progress in areas of passion among the members.

While most of our D&I affiliations occur in our local hospitals and communities, at the corporate level, Tenet is a member of the industry's leading diversity association, American Hospital Association's Institute for Diversity in Healthcare Management, and a leading association focused on gender and ethnic equality, Catalyst. We actively sponsor associations that promote diversity in which our executives are members, including the National Association of Latino Healthcare Executives. We successfully recruit at conferences with D&I focus, including the National Black MBA Association and National Hispanic MBA Association. Our executives are frequently recognized in trade and professional publications in D&I recognition categories including Modern Healthcare and Dallas Business Journal.

Benefits & Compensation

Benefits are an important part of our commitment to our employees. Tenet offers a benefits package with a choice that is flexible and focused to meet the needs of all eligible employees and their family members, including domestic partners.

Full-time employees and part-time employees who work 24 or more hours a week qualify for the following:

- Comprehensive medical/dental/vision plans
- 401(k) retirement plan
- Life and accidental death & dismemberment insurance
- Business travel insurance
- Prepaid legal assistance
- Employee stock purchase plan
- Reimbursement accounts

Full-time employees are also eligible for:

- Basic life insurance
- Basic personal accident insurance
- Disability plan
- Long-term care

Helping our employees save for retirement contributes to their long-term financial health. Tenet's 401(k) plan holds investments of over \$4.4 billion. At the end of 2014, approximately 57 percent of our eligible employees participated in the plan and made investment choices from a number of available investment funds. The company also makes a matching contribution for each participant in support of their future. This match totaled \$94 million for the plan year 2013. Tenet's commitment continues through education events and online tools for our employees to build their financial acumen and help them plan for retirement.

PENSIONS

We maintain one active and two frozen non-qualified defined benefit pension plans that provide supplemental retirement benefits to certain current and former executives. We also maintain frozen pension plans related to hospital acquisitions.

Tenet Heroes

Each year, our Tenet Heroes are selected by leaders from our hospitals, regional and market offices, outpatient centers and the Home Office, who are asked to nominate individuals or teams who best exemplify the Tenet values of Quality, Integrity, Service, Innovation and Transparency.

From all Tenet Heroes honored annually, a selection committee chooses a small number to be inducted into the Tenet Heroes Hall of Fame. These Hall of Fame inductees are honored at an annual awards program.

SPOTLIGHT: TENET HERO



Jeff Brown Tenet Heroes Hall of Fame Inductee

Jeff Brown, Clinical Nurse III at Doctors Medical Center in Modesto, CA, is a tireless advocate for

disadvantaged children. After a young mother gave birth to twin daughters born at only 27 weeks gestation, the mother decided she was not able to take care of them.

One of the infants had significant health issues, making her chances for a positive foster experience or permanent adoption unlikely.

When Jeff heard this story he became a guardian of the unhealthy infant and took her into his home, even though he and his wife understood that the baby's significant health needs would require intense management. Jeff and his wife Kim revised their work schedules so that one was always at home to monitor the child, provide breathing treatments every two to three hours and ensure that her complex medical needs were met. When additional hospitalizations could not be avoided. Jeff or Kim split shifts so one of them could always be by her side. As a direct result of their actions, the little girl is now 2 years old.

Tenet Care Fund

The Tenet Care Fund provides assistance to our employees who have been affected by hardship due to an event beyond their control. The Care Fund supports employees by providing emergency information, referrals and/or financial grants to help pay for essential living expenses, such as housing, utilities, food, clothing and other basic necessities.

Almost **\$1,500,000** Care Fund grants awarded to employees since 2010

We have chosen to be a public charity rather than a private foundation because certain federal tax laws prevent a private foundation from giving grants to employees, other than in times of a declared natural disaster. As a public charity, a significant amount of donations must come from sources outside of the corporation. Tenet employees can make tax-deductible donations to the Care Fund, and the Care Fund can subsequently make tax-free grants to qualifying employees.

In 2014, Tenet celebrated the fifth anniversary of the Care Fund. Donations totaling \$1.9 million have been received since the inception of the program. Early in the program there were 6,000 employees donating \$70 per year. By 2014, the average number of donors had risen to 9,000, donating \$57 per year.

Since 2010, almost \$1.5 million has been granted to employees in need through our Care Fund, and more than 1,000 employees have received assistance.

In 2014, the Care Fund provided emergency assistance to more than 300 employees in Detroit, Michigan with essential living expenses immediately following a largescale flood that hit the area. Ultimately, the event was declared a natural disaster and FEMA funding was made available, but the Care Fund was able to provide immediate assistance.

Key Employee Metrics*

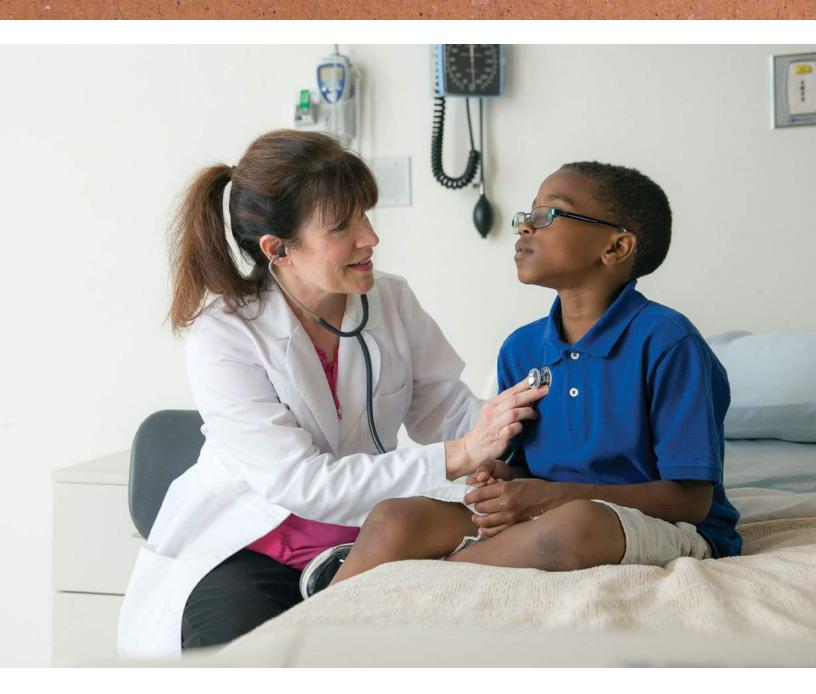
		Managers nd Above	Corporate Hospital Officers	Board of Directors
Population	108,989	6,000	400	10
Ethnic minority	47%	27%	21%	20%
Women	78%	68%	47%	40%
Age < 30 years	17%	3%	1%	0%
Age 30 - 49	49%	48%	43%	0%
Age 50+	34%	5%	56%	100%
DEMOGRAPHICS		2014	2013	2012
Total employees		108,989	65,366	59,164
Part-time		23%	22%	24%
Represented by labor unions		20%	27%	29%
RECRUTING		2014	2013	2012
New hires, total		18,938	11,384	10,234
New hires, RNs		5,844	3,484	3,645
Overall turnover		16%	16%	15%
WORKPLACE SAFETY		2014	2013	2012
Recordable incident rate per 10	00 full-time equivalents (FTE	8.5	5.2	5.4
Occupational disease rate per	100 FTEs	1.3	0.6	0.6
Lost days rate per 100 FTEs		1.9	1.4	1.2
Work-related fatalities		0.0	0.0	1.0

Turnover	As Percent of Total 2014 Terms
Age < 30	25%
Age 30 - 49	52%
Age 50+	23%
Female	79%
Female < 30	20%
Female 30 - 49	41%
Female 50+	18%
Male	21%
Male < 30	5%
Male 30 - 49	11%
Male 50+	5%

New Hire Metrics	As Percent of Total 2 014 New Hires
Age < 30	36%
Age 30 - 49	50%
Age 50+	15%
Female	78%
Female < 30	28%
Female 30 - 49	39%
Female 50+	11%
Male	22%
Male < 30	8%
Male 30 - 49	11%
Male 50+	3%

^{*} Data as of December 31, 2014.

MOVING PATIENT CARE FORWARD



Our commitment to quality, our patients, our communities and each other is what drives us to improve everything we do.

Improving Patient Safety

ROLLOUT OF COMPREHENSIVE UNIT-BASED SAFETY PROGRAMS

- In 2014, Tenet rolled out comprehensive unit-based safety programs (CUSPs) at 76 hospitals. CUSPs - a nationally recognized best practice — are five-step programs designed to change a unit's workplace safety culture.
- CUSPs are based on the concept that those who deliver patient care are best positioned to identify and correct defects in care that can result in patient harm. Staff members are empowered to assume responsibility for safety in their environment. This is achieved through education, awareness, access to organizational resources and a toolkit of interventions.
- Last year, Tenet's CUSPs were focused on reducing central line-associated bloodstream infections (CLABSIs) in ICUs. Overall, the rate of CLABSIs in Tenet's ICUs dropped 23 percent in 2014. In addition, 27 ICUs have been free of CLABSIs for more than a year.
- Tenet plans to roll out CUSPs to all acute-care units in the coming year. A major focus will be on reducing catheterassociated urinary tract infections (CAUTIs).

EXPANSION OF OUR ELECTRONIC SAFETY AND RISK MANAGEMENT SYSTEM

- Each Tenet hospital has an electronic safety and risk management system (eSRM). These systems allow the company to aggregate trends around adverse events, develop best practices using high-reliability principles and rapidly disseminate information and education across the company.
- Last year, enhancements were made to the eSRM at many Tenet hospitals to make point-of-care reporting easier and to optimize reporting and data collection capabilities.
- In particular, data and information from Tenet's eSRMs are driving major initiatives aimed at reducing patient falls and central line associated bloodstream infections (CLABSIs).



Our clinical operations mission:

- Be the safest provider of care
- Lead in care quality
- Eliminate unnecessary waste and variability
- Exceed expectations in every interaction
- Drive innovation and transparency



REDUCTION IN MEDICATION ERRORS

- As more Tenet facilities implemented Cerner's electronic health record system last year, the number of severe medication events decreased across Tenet's system, while the number of near misses increased. A factor is bedside barcode scanning that identifies an error before it impacts the patient, which in turn prevents a more serious medication event.
- Another success last year involved expanding the use of "guardrails" on our Alaris pumps, which deliver IV medication, to 60 percent of our hospitals. These guardrails are extra protections built into the pumps that ensure a patient is getting the right medication at the right dose (or rate of infusion). Last year, use of these guardrails, where the target for use is 80 percent, jumped to 77 percent from 50 percent the year before, greatly reducing the chances for medication errors.
- Looking ahead, an adverse drug event (ADE) reporting tool has been created and will be used to survey all medication orders in Cerner to identify "triggers" for patients that have had an adverse drug event. This tool will launch in 2015 and will represent a move away from self-reporting to observation reporting, improving the accuracy of the rate of ADEs and allowing investigation into ADE trends that are identified.
- Additional medication safety initiatives will focus on appropriate medication selection based on clinical evidence. The lack of evidence demonstrating clinical superiority of several medications has led to the development of strategies to decrease the use of these medications in 2015.

REDUCTION IN RETAINED SURGICAL ITEMS

- Tenet hospitals have programs to reduce retained surgical items (RSIs), which typically are sponges left in patients after various surgical procedures. Tenet's RSI program was designed in collaboration with Dr. Verna Gibbs, a nationally recognized expert in reducing RSIs. It's built around recognizing and eliminating the mistakes and practices (the "human factors") that can lead to retained surgical items. The program also includes onsite training, auditing and monitoring, and monthly best-practice calls.
- These enhanced strategies have been implemented at 47 Tenet hospitals and will continue to be rolled out to other facilities.

Overall, these 47 hospitals reduced the number of retained sponges by 50 percent in 2014. And 42 of the 47 hospitals have had no retained sponges for more than a year.

Leaping Forward in 2014

Of the many ways hospitals are judged on patient safety, Leapfrog Hospital Safety Scores are among the most prominent and visible.

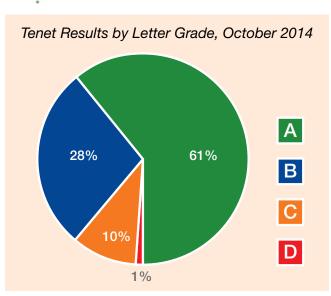
Tenet's Leapfrog scores are well above the national average.

Leapfrog, a non-profit organization, scores more than 2,500 hospitals around the country twice each year on 28 measures of patient safety. It tracks a broad range of process and structural measures - whether a hospital uses a computerized entry system for physician orders, for instance, or how often patients are given antibiotics prior to surgery. Leapfrog also tracks outcome measures, such as the rates of falls and urinary tract infections. Based on how they perform on these 28 safety measures, hospitals are given a numerical score, which is then converted into a letter grade - A is the best, followed by B, C, D or F.

In the Leapfrog survey from October 2014, Tenet did exceptionally well: 61 percent of Tenet's hospitals scored an A - almost double the 31 percent of all hospitals nationally that earned an A. Tenet's performance is also up significantly from two years ago, when 41 percent of Tenet's hospitals were given A scores by Leapfrog - still a strong showing.

Framed another way, in the most recent survey, Tenet's hospitals collectively earned a 3.48 GPA, compared with a 2.82 GPA for all hospitals nationally. That's also risen substantially from two years ago, when Tenet's GPA was 3.05. (For all hospitals nationwide, the GPA has declined slightly in that same time, down from 2.84.)





Clinical Successes in 2014

BLOOD PRODUCT UTILIZATION

To support our ongoing blood utilization efforts, Tenet convened a group of system-wide experts to review the latest literature and develop a clinical standard for blood utilization, which includes the most current evidence-based practice in this area, including guidance on when to transfuse, what products to transfuse and in what quantities, as well as recommended best practices in utilization management.

In addition to our evidence-based standards development, Tenet has launched a comprehensive campaign to educate physicians, nurses and other clinical staff on the importance of administering blood product transfusions appropriately. Since 2011, this initiative has saved about \$24 million. In 2014 alone, cost savings were more than \$5 million. These results demonstrate our clinicians' ability to drive change consistent with evolving best clinical practices.

STROKE THERAPY

Through the Tenet Stroke Collaborative, we launched a Door-to-Needle Challenge at most Tenet hospitals over the past 18 months to reduce the amount of time for patients to receive that therapy. As a result of our clinicians' focus during 2013 and 2014, we were able to increase the number of stroke patients receiving this rapid treatment by 20 percent. Today, more than 70 percent of stroke patients at those hospitals receive the intravenous drug within one hour of arrival, exceeding the national rate of 30 percent.

Our hospitals will continue to carry out processes to improve stroke awareness and treatment by partnering with emergency medical services and community organizations to educate the public regarding stroke symptoms. The Stroke Collaborative Group will continue to assist our hospitals with education, developing resources and providing expertise to meet our goals. We are looking forward to Phase 2 of the Door-to-Needle Challenge and continued progress for all stroke measures.



IMPACT Program

As our footprint of Electronic Health Records (EHR) broadens, Tenet continues to realize the benefits that technology can bring to patient care.

At the end of 2014, Tenet's IMPACT initiative (IMproving PAtient Care through Technology) had 57 hospitals on a standard EHR application suite producing the reporting of federal Meaningful Use measures and setting the foundation for electronic submission of additional quality measures in the future.



All hospitals met Meaningful Use criteria and attested for HITECH incentives in 2014.

As a result of the EHR implementations over the past 4 years, Tenet has achieved a critical mass of clinical data and developed a clinical informatics capability that enables us to perform analytics to determine the effectiveness of treatments in improving patient outcomes. Early pilot studies show that use of evidence-based order sets (best clinical treatment practices based on research) by physicians result in lower mortality and length of stay.

Tenet's clinical informatics capability goes beyond analytics. Nursing, physician, and pharmacy informaticists are embedded at all levels of the organization - Home Office, regional/market and hospital - to maximize the use of the EHR through process and workflow optimization, targeted training, and sharing of best practices. These individuals are charged with translating analytical findings to clinical behavior at the bedside for the benefit of the patients that we serve.

To keep pace with the company's growth plan, Tenet is staging the EHR conversion of acquired hospitals and planning enhancements to its data warehouse solution to collect data from disparate EHR systems that are already in place. In this manner we can broaden the patient population of our analytics and promote and monitor best clinical practices uniformly across our growing health system.



Since the inception of Tenet's journey to implement electronic health records, our patients continually benefit from patient safety features that are built into our clinical information system:

Increased patient safety

- Potential medication administration events identified (avoidance of patients receiving the wrong drug, or drugs being given to the wrong patient) = 774,887*
- Access to latest clinical practices at order entry
- Alerts built into the system to prevent clinical errors

Reduced costs in duplicate tests

- Duplicate lab tests avoided = 1,782,025*
- Duplicate radiology tests avoided = 179,339*

*Cumulative measures for hospitals live on IMPACT through November 2014. Includes 57 hospitals live on Cerner; go-live dates have varied starting from 2011.

MOVING OUR **COMMUNITIES** FORWARD



At Tenet, we care about the people in our communities and strive every day to help others lead happier, healthier lives.

e help our communities by not only providing quality care but also by helping the underserved. Each Tenet facility plays an integral part in its local community and we take this role very seriously. To support our neighbors and neighborhoods, Tenet's hospitals and businesses

regularly make charitable contributions to local non-profit agencies and encourage our employees to volunteer in meaningful ways. Philosophically, we believe that it's our local teams who can best guide our charitable efforts for the greatest impact.

800 million Charity and uncompensated care

provided by Tenet to patients in need

a company of caregivers, we are passionate about helping people. It's no surprise that our employees embrace hands-on volunteer opportunities to address local needs. We all strongly believe in the importance of giving back and continually look for ways that we can make a difference.

> In 2014, Tenet was proud to provide \$180 million charity care and \$620 million in uncompensated care to patients in need.

Tenet is proud of the positive impact we have on the communities we serve and pledges to

continue our commitment to the health and well-being of our patients and neighbors alike.

Thanks to our dedicated employees, this impact extends far beyond the walls of our hospitals. As

SPOTLIGHT: COMMUNITY SERVICE



Carolyn Caldwell CEO, Desert Regional Medical Center

Desert Regional Medical Center (Palm Springs, CA) CEO Carolyn Caldwell received a Community Service Award in 2014 from the Palm Springs Human Rights Commission. The commission recognized Carolyn for "her championing of Get Tested Coachella Valley, the Unity Center in the Desert Highland Neighborhood and her commitment to affordable, accessible, high-quality healthcare for everyone in the Coachella Valley." Get Tested Coachella Valley is a region-wide public health campaign dedicated to dramatically reducing HIV by making HIV testing standard and routine medical practice and ensuring linkage to care.



Tenet Sponsors Fourth-Annual Clinton Health Matters Summit

For the fourth consecutive year, Tenet, along with Desert Regional Medical Center and JFK Memorial Hospital, was the presenting sponsor of the Clinton Foundation's Health Matters Activation Summit.

The Summit, held Jan. 25-27, 2015, in Indian Wells, California, brought together thought leaders from across the country who are working to affect positive change in the health and wellbeing of Americans.

Our chairman and CEO, Trevor Fetter, gave opening remarks at the conference and participated in a panel discussion called "The Economics of Healthcare Transformation," moderated by President Bill Clinton.

In conjunction with the Summit, Chelsea Clinton hosted a "Day of Action" to encourage the community, conference participants and local students to volunteer their time at the James O. Jessie Highland Unity Center, where they planted an orchard and beautified the park. Carolyn Caldwell, CEO of Tenet's Desert Regional Medical Center, spoke at the event.

Political Priorities

TENET POLITICAL ACTION COMMITTEE (TENET-PAC)

Tenet-PAC, Tenet's voluntary political action committee, is funded by personal contributions from management-level employees and serves as the company's primary source of contributions to political candidates and organizations.

When permitted by law, Tenet may contribute to political candidates and organizations from corporate funds. Tenet and Tenet-PAC maintain systems and policies designed to ensure compliance with all state and federal laws and limits related to contribution and advocacy. Contributions to candidates from Tenet and Tenet-PAC are made, regardless of party affiliation, based on representation of a Tenet facility or a large number of Tenet employees; election-cycle timing; demonstrated leadership on committees of importance to the healthcare industry; voting record or announced positions on issues important to Tenet, investor-owned hospitals and healthcare providers in general; requests from federal and state hospital associations; or recommendations from Tenet-PAC contributors.

GRASSROOTS ADVOCACY WORK

Tenet participates in various state and federal trade associations, along with educating our employees on policy issues and providing them with the resources needed to engage elected officials on issues that impact our company and our individual hospitals. In 2011, we introduced a voluntary online grassroots advocacy tool that enables our employees to easily and efficiently communicate with elected officials on issues important to our business interests. Using this tool, as well as traditional advocacy methods, we stay in regular contact with legislators and regulatory officials to share our interests and perspectives, and offer input into the policy-making process.

Tenet has a Government Relations department that includes members who are registered to lobby federal and state governments, and the company maintains a Washington D.C. government affairs office to conduct federal lobbying activities. In addition, we engage various external consultants who have expertise in state and federal healthcare programs, some of whom engage in lobbying activities on our behalf.

Social Accountability

COMPACT WITH UNINSURED PATIENTS

Tenet demonstrates its commitment to the community through our Compact with Uninsured Patients, helping uninsured and underinsured patients identify funding for healthcare services. In addition, we serve as patient advocates to help patients apply for a variety of programs that provide financial assistance for other basic needs such as food and housing. Whether we are providing the very best in patient care or working with a local charity to fulfill its mission, we are dedicated to making a difference.

PATH TO HEALTH

Tenet launched its Path to Health campaign designed to inform uninsured populations about the new health

insurance options available under the new healthcare law. the Affordable Care Act (ACA), and educate them about how to sign up.



The campaign seeks to simplify this complicated law and provide user-friendly guidance and tips on what you need to know in order to make sure you are ready for the open enrollment period and beyond.

The campaign also seeks to partner with established local community groups to build support for this critical effort. Many of the groups have a long history of providing unique resources to those most likely to benefit from this new law. As such, they are among the most trusted messengers in these communities. We are working with them to reach the uninsured by sharing our educational materials and participating in their community outreach activities.

During the ACA's first two open enrollment periods, we collaborated with grassroots teams and over 400 community-based partners to help more than 30,000 individuals gain coverage on the exchange and assisted with over 70,000 Medicaid enrollments.

Other highlights:

- Recruited 442 trusted community-based partners that assisted with enrollment and outreach efforts;
- Held 641 outreach events and 199 enrollment events. attended by more than 214,000 people;
- Deployed 355 Certified Application Counselors in all Tenet hospitals.



Disaster Preparedness

Tenet is committed to fulfilling the healthcare needs of our patients, our employees and the communities we serve, both in good times and in bad.

Tenet created its Disaster Preparedness Task Force to supplement a local facility's disaster preparedness efforts and to ensure it is equipped to quickly and effectively respond in any situation, such as a natural or man-made disaster.

One of the most important aspects under the purview of the Disaster Preparedness Task Force is the Tenet Disaster Response Team Volunteers. This team consists of employee volunteers who are deployed as needed to Tenet hospital or healthcare facilities during disasters. Tenet volunteers are nurses, physicians, administrative and medical staff and other employees.

Tenet's Home Office Corporate Incident Command Center (CICC) provides a focused, seamless response for disasters or other situations that impact the safety, security, or ongoing operations of Tenet hospitals. The CICC is a multi-disciplinary group of resources integrating Home Office and facility resources, assisting with logistical needs, contracted services and deployment of additional personnel, equipment and supplies as needed.

Each hospital develops a disaster preparedness plan and performs annual readiness reviews. An emergency mass response system is used to communicate with employees during an incident providing updates in an efficient and effective manner.

Each hospital's individual incident command group will activate as needed to respond to significant crisis situations that are out of the ordinary scope of daily business and/or have the potential of negatively affecting the operation or business/reputation of the facility in its community.



SPOTLIGHT: COMMUNITY SERVICE

American Heart Association

For decades, Tenet and its hospitals have supported the American Heart Association (AHA) and its mission to build healthier lives free of cardiovascular disease and stroke. Sadly, heart disease is the number one killer of Americans and something that we see in our hospitals every day. This is why Tenet has partnered with the AHA through several of its impactful initiatives such as Get With The Guidelines, Go Red for Women, Fit-Friendly Companies, and the Heart Walk.

In 2014, Tenet was proud to launch its first National Heart Walk team by encouraging our hospitals to participate in their local Heart Walks. More than half of Tenet's hospitals participated, with our employees raising more than \$489,000 for important AHA research and programs. This remarkable achievement resulted in Team Tenet becoming the second-largest National Heart Walk team in the country.

"I am overwhelmed, but not surprised, by the hard work and generosity of Tenet's employees to support our first National Heart Walk team and the great work of the AHA," said Britt T. Reynolds, Tenet's president of hospital operations and board member of the American Heart Association's Dallas affiliate. "As the second-largest Heart Walk team in America, Tenet hopes to bring greater awareness to this devastating disease and promote the importance of heart-healthy behaviors."

In 2014

Money raised by Tenet employees through local Heart Walks

CHARITABLE ORGANIZATIONS AND ACADEMIC INSTITUTIONS SUPPORTED **BY TENET IN 2014**

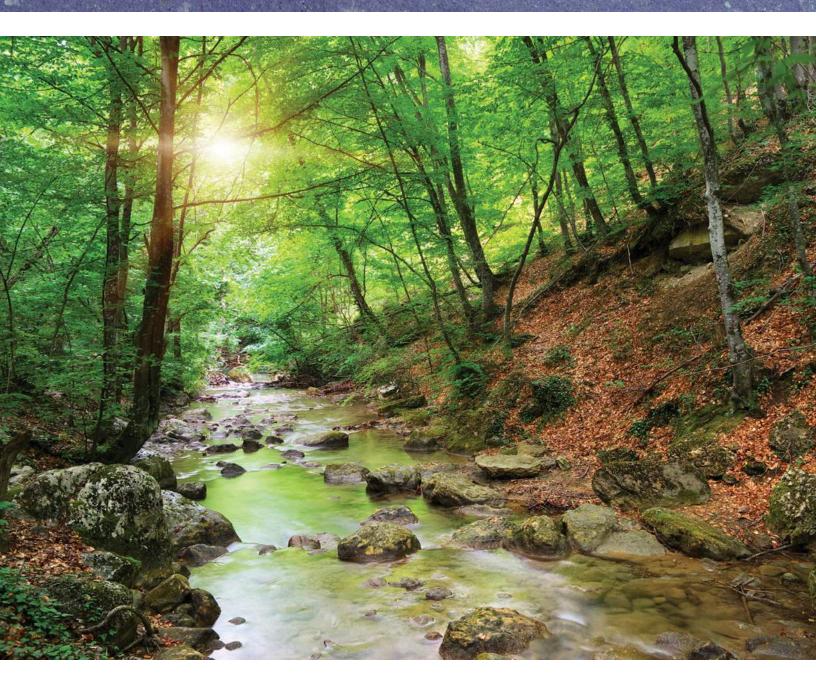
Each year, Tenet and its local facilities make hundreds of contributions to charitable organizations and academic institutions in the communities where we operate. Our support is focused on non-profit organizations that are making a difference in the areas of health, education and human services. A partial list of those receiving support in 2014:

- Alzheimer's Association
- American Cancer Society
- American Heart Association
- American Red Cross
- Americares
- Arthritis Foundation
- Autism Alliance of Michigan
- Boys and Girls Clubs
- The Bridge Homeless Shelter
- Barbara Bush Foundation for Family Literacy
- Blood Bank of San Bernardino
- Clinton Health Matters Initiative
- Community Partners of Dallas
- Crohn's & Colitis Foundation
- Mary Crowley Medical Research
- Cuesta College Foundation
- Cypress Fairbanks Educational Foundation
- Cystic Fibrosis Foundation

- Desert AIDS Project
- Desert Cancer Foundation
- Drexel University
- Duke University
- Early Learning Partnership
- Foundation for Cancer Survivors
- Gleaners Community Food Bank
- Hanson House Foundation
- Hope Haven of the Lowcountry
- Junior Achievement
- Susan G. Komen for the Cure
- Leukemia and Lymphoma Society
- Loaves and Fishes of the Rio Grande Valley
- Make a Wish Foundation
- March of Dimes
- Midwestern University
- Mizell Senior Center
- Morehouse School of Medicine
- North Texas Food Bank

- PCC Community Wellness Center
- Ronald McDonald House
- Safe America Foundation
- The Salvation Army
- St. Christopher's Foundation for Children
- St. Louis University Health Sciences Center
- United Way
- University of Alabama
- University of Miami
- University of Texas, Austin and El Paso
- Volunteer Center of North Texas
- Volunteers in Medicine
- Winthrop University Foundation
- YMCA
- York County Council on Alcohol and Drug Abuse

MOVING OUR ENVIRONMENT FORWARD



Tenet's commitment to the environment is grounded in our commitment to improve the lives of all patients who come through our doors.

y offering healthy food to our patients, their family members and the community, using safer chemicals in our hospitals and analyzing energy usage in our hospitals, we are working to improve the planet for generations to come.

In our fifth year of Tenet's Sustainability Initiative, we set our sights on transitioning from training and education to measuring and monitoring our efforts to rapidly identify areas for improvement.

2014 Goals Recap

Progress	2014 Goals	2014 Results	
100%	Launch a Sustainability Scorecard	Inaugural version focused on less waste, healthy food, safe chemicals and community outreach.	
100%	Externally report our sustainability efforts	2013 report was published in June 2014 using the GRI framework, level "B" reporting.	
100%	Benchmark our sustainability efforts and apply for external recognition	In 2014, 11 of our hospitals were recognized for their sustainability effort PracticeGreenhealth. Three were awarded the Partner for Change awarded were awarded Partner Recognition.	
100%	Develop focus groups in key areas, such as healthy food and PracticeGreenhealth	Launched healthy food group and Greening the OR group focused on sharing best practices across the company and developing tools and resources for our hospitals.	
		The healthy food group's first focus was on developing tools for capturing relevant data for reporting for hospitals with an in-house food service operation.	
		The Greening the OR group's first focus was to benchmark each member's hospital against the baseline program requirements and then develop a plan to further implement the program.	
100%	Develop a plan to obtain energy information throughout the company and develop a plan to reduce energy usage by 5 percent	During 2013, we began implementation of a data collection system to capture energy usage data across the company. In 2014, with the integration of legacy Vanguard hospitals into this project, we used existing resources to capture energy data. An energy usage study was performed to compare weather patterns, geographic temperatures and peer energy comparisons to highlight hospitals that were above and below expected energy usage. This data is being used to identify projects that can be implemented to reduce energy usage. Priority of projects will be based on evaluation of overall needs throughout the company and return on investment.	
60%	Provide community outreach with a sustainability focus in 100 percent of our hospitals	Sixty percent of our hospitals reported hosting a community outreach event with an exclusive sustainability focus, short of our goal of 100 percent. All of our hospitals are engaged in community outreach, such as wellness screenings and education.	

2014 Environmental Achievements

SUSTAINABILITY SCORECARD

In 2014 we launched the Tenet Sustainability Scorecard to measure and report on our sustainability progress. Using our company-specific goals and the Healthier Hospitals Initiative challenges, we developed the scorecard to focus on the following areas. Parameters were set based on company goals and benchmarks



set by PracticeGreenhealth in its annual benchmarking report. One of our ongoing goals will be to increase the number of hospitals that report data for our scorecard. Since we are a diverse organization it is not always feasible to obtain comparable data from all of our operating locations.

Scorecard Metric	Definition	Year-End Result	Met Goal
Healthy Food: Less Meat	Reduce the amount of meat served per meal and increase servings of fruits and vegetables	.09 pounds (1.44 ounces) of meat were served per meal	√
Healthy Food: Healthy Beverages	Increase spend on healthy beverages: water, fruit juice and milk, and reduce the spend on sugar-sweetened beverages	56 percent of total beverage spend was used for defined healthy beverages	
Healthy Food: Nutritional Education	Provide healthy eating tips and education as well as nutritional information on entrees served to our patients and their guests	55 percent of hospitals provided nutrition education	√
Less Waste: Recycling	Increase recycling as a percentage of total waste	17 percent of total waste was recycled	√
Less Waste: Regulated Medical Waste	Reduce red-bag waste as a percentage of total waste	Regulated medical waste made up 11 percent of total waste	
Safer Chemicals	Increase spend on Green Seal and Ecologo chemicals in our hospitals	69 percent of total chemical spend was used on safer chemicals	√
Reprocessing	Increase savings due to reprocessing from 2013 to 2014	Increased savings by 2 percent	✓
Community Outreach	Organize a Community Outreach event with a sustainability/environmental focus	58 percent of hospitals held sustainability events	

Healthier Food

BALANCED PLATE: LESS MEAT, MORE FRUITS AND VEGETABLES

By increasing the fruits and vegetables served with each meal and decreasing the amounts of meat served, we are creating a better balanced meal for our patients, their family members, employees and community members. As our guests experience new menu items, we hope that they take these back home and serve them to their families and friends thus creating healthier eating habits.

Working with our primary food service providers, we tracked and monitored the pounds of meat served with each paid meal in 2014. Our goal in this area was to serve .10 pounds (1.6 ounces) of meat or less per paid meal. Overall we met the goal of .10 pounds of meat per meal served and ended the year at .09 pounds (1.44 ounces) of meat per meal served.

Sixty-five percent of our hospitals reported on this metric in 2014 and half of those (31 percent) successfully decreased pounds of meat per paid meal to .09 pounds or less. Seven of these hospitals ended the year in the "exceeded expectations" level with .05 pounds (.8 ounces) of meat or less per paid meal. The other half of our hospitals were in the range of .10 to .15 pounds of meat per paid meal. We will continue to include this metric as a key

> benchmark and expect to see further improvement in 2015.

The challenges in this area include:

- Developing menu items that are appealing to guests while lowering the meat group. In some region areas this is well-received, while in others it is not.
- Providing balanced menu offerings with more fruits and vegetables while maintaining a competitive price point.



SPOTLIGHT: OUR GOING GREEN EXPERIENCE

"Since undertaking our Going Green initiative more than five years ago, Sierra Vista Regional Medical Center has established itself as a community leader in the areas of sustainable food sources, healthy lifestyles, recycling, water conservation, energy savings and composting.

Utilizing local food sources not only supports the local economy, but provides alternative choices supporting a healthy lifestyle for patients, families and staff. Reducing our carbon footprint is exemplified by carpooling and bicycling to work, organic vegetable delivery for staff to the hospital, and active team building events such as hiking and running clubs. Embracing the tenets of conservation and modeling a healthy lifestyle has become ingrained in our culture."



Joe DeSchryver CEO, Sierra Vista Medical Center

NUTRITION EDUCATION

Tenet's commitment to educating employees, patients, their family members and community guests on health food offerings is another way in which we are working to improve the life of every patient who walks through our doors. In the areas we serve, there are community population diseases that erode the wellness of the community, but by providing healthy food offerings we strive to change the physical profile of the entire community.

In 2014, we worked closely with our food service vendors to educate our patients, their family members and community guests on healthy food choices. This included providing nutrition tips in dining areas, such as posters and table tents containing nutrition facts and providing nutritional information on entrees served at the order point.

By the end of 2014, more than half of our hospitals had developed nutrition tips for their dining areas and were displaying nutritional information on entrees served. This number will continue to increase as we move in to 2015 as our primary food service vendor has committed to implement these practices in all of the hospitals they serve.

LOCAL NUTRITION EDUCATION **CAMPAIGNS**

Our hospitals created campaigns that were fun, engaging and informative:

- Meatless Mondays
- Reducing the price of healthy entrees to encourage diners to try new items
- Sponsoring farmers markets on-site
- Hosting healthy food cooking classes
- Providing space and resources for community gardens

The challenges in this area include:

- Providing meals that are well received by guests at a reasonable price
- Providing a healthy variety of options while still maintaining a competitive price
- For in-house food service operations, compiling and reporting data can be a time consuming project

SPOTLIGHT: HEALTH FOR LIFE

Baptist Health System (BHS) is made up of five hospitals in the San Antonio area. In 2009, the hospital launched its "health for life" mission to provide quality healthcare and promote wellness to implement system-wide sustainability efforts.

Because their community struggles with obesity and diabetes, the BHS sustainment team worked with the



dietary team to develop healthy food options and education for employees, patients and their families. Jennifer Meachum, wellness director at North Central Baptist Hospital and a member of the sustainability team, helped implement system-wide nutritional efforts that included "Meatless Mondays," nutritional information and menu education, and eliminating sugar-based drinks. "There was a small amount of pushback (about the lack of soda)," Meachum said, "but six months later, we were receiving success stories from staff members who have lost weight."

The BHS sustainability team is also tackling projects to improve water conservation, reduce solid waste, increase recycling, and increase reprocessing of medical devices and materials. Over the last 12 months, Baptist's water conservation efforts have saved more than 7.5 million gallons.

SPOTLIGHT: OUR HEALTHY INITIATIVE

61-Day Challenge

Since 2012, the Detroit Medical Center, led by Dr.

Reginald Eadie, the President at Harper-Hutzel Hospital, and local community leaders have teamed up to educate the community on healthy living.

In 2012, they launched a "No Soda Pop in November" challenge. For 30 days, participants were asked to not drink soda pop. The



Dr. Reginald Eadie President, Harper-Hutzel Hospital

campaign received national attention as hundreds of local Detroiters took the pledge and gave up the high sugary drink for the month of November.

In 2013, the team decided to add "no fried foods" to the challenge, and the event was extended another month. Adding December was ideal because most Americans increase their caloric intake during the holidays.

The 2014 61-Day Challenge added even more healthy requirements:

- No soda pop
- No fried foods
- · No sweets or junk foods
- · Increased physical activity

These areas of focus were selected due to the prevailing health issues in their area. Employees and community members completed a pledge to commit to the challenge and Dr. Eadie and his team provided education throughout the challenge period.

HEALTHY BEVERAGES

Our commitment to improving the life of all patients who walk through our doors includes providing them with healthy beverages - water, juices and milk - and limiting sugar-sweetened beverages. High sugar content in beverages contributes to obesity and diabetes not only in adults but also in children.

Our goal in this area is to serve 60 percent or greater healthy beverages in our dining areas. At the end of 2014, 65 percent of our hospitals were reporting data on beverages served. Overall, healthy beverages accounted for 56 percent of all drink purchases last year just short of our goal.

We will continue to include this metric as a key benchmark and expect to see further improvement in 2015.



Less Waste

Decreasing solid waste in landfills not only supports the environment but also helps the company save money. In 2014, we increased the reporting of waste metrics to include 47 percent of our hospitals. Our focus in this area is on increasing the amount of materials that are recycled and decreasing regulated medical waste.

that only true biohazard items are placed in this waste stream reduces the cost of disposal for this type of waste. Regulated medical waste was 11 percent of total waste, just short of our goal of 10 percent, which is a high-performing benchmark from PracticeGreenhealth.

In 2014, the reported recycling rate was 17 percent, exceeding our goal in this area of 15 percent. Twenty-three percent of our hospitals met or exceeded the goal and 24 percent were in the "needs improvement" category.

10.2 million

Pounds of waste diverted from local landfills due to Tenet facility recycling efforts Several hospitals implemented a consolidated waste stream program in 2014, which provides education to employees and better signage on proper waste placement. Once their programs are fully implemented, their reporting should improve.

Recycling in 2014 diverted a total of 10.2 million pounds from local landfills, which helped to impact the environment in the following manner:

- Reduction of annual greenhouse gas emissions equivalent to 3,000 passenger vehicles
- Reduction of electricity equivalent to the electricity usage for 2,000 homes in one year
- Reduction of emissions equivalent to burning 77 railcars worth of coal

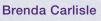
Regulated medical waste is a biohazard and very expensive to dispose in a safe manner. Ensuring

The challenge in this area is reporting pounds of waste by waste stream when multiple vendors are used. Additionally, in many cities where the municipal waste provider is the primary vendor, waste is not weighed at the time it is picked up, but takes place at the end of a route which includes multiple customers. Our hospitals are working with their vendors to develop plans to report and manage waste stream measures in 2015.

We will continue to include this metric as a key benchmark and expect to see further improvement in 2015.

SPOTLIGHT: OUR SUSTAINABILITY INITIATIVES

"At Brookwood Medical Center, we are committed to making a positive impact on sustainability. From our numerous recycling initiatives, healthy eating initiatives and focus on education, our staff has made a difference in our community. We view sustainability as a responsibility and an opportunity to serve the Birmingham area. Our sustainability initiatives have not only provided significant cost savings but also allow us the ability to increase our focus on excellent patient care. We have been able to make great strides toward our goals to create a more sustainable and efficient workplace, largely due to the commitment of our very dedicated employees."



COO, Brookwood Medical Center, Birmingham, AL

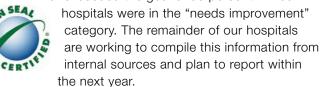


Safer Chemicals

Promoting the use of safer chemicals in our hospitals ensures a healthy environment. GreenSeal and EcoLogo chemicals are safer for our hospital and the environment and provide the same or better cleaning potency.

Seventy percent of our hospitals are reporting data on chemical spend. At the end of 2014, our use of safer chemicals had increased 94 percent from 2013 and 66 percent of chemicals purchased were classified as "safe chemicals." Our goal in this area was 50 percent so we are pleased to report that performance overall

exceeded expectations. Individually, 48 hospitals met or exceeded the goal of 50 percent. Three



The challenges in this area include:

- Availability of GreenSeal or EcoLogo chemicals with same or better pricing as traditional chemicals
- Acceptance of GreenSeal or EcoLogo chemicals as comparable by employees and patients.

Reprocessing

Reprocessing is a scientifically rigorous, FDAregulated process that allows many single-use devices to be validated for multiple uses. These devices are reprocessed using FDA-compliant processes to ensure they are cleaned and decontaminated, refurbished, tested for functionality and then packaged and sterilized for another use. This practice not only increases cost savings, but also reduces waste.

In 2014, 80 percent of our hospitals were tracking savings from reprocessed devices. Our goal in this area was simple: save more in 2014 as compared with 2013 by reprocessing devices as opposed to purchasing a new item. Our reprocessing efforts have diverted 1.3 million devices or 222 tons from local landfills. Savings from the use of reprocessed devices increased 110 percent from 2013 and 35 percent reported saving more in 2014 than in 2013. Forty-five percent reported saving less in 2014 than in 2013. This metric will continue to be monitored in our 2015 Sustainability Scorecard.

The challenges in this area include:

- Physician acceptance of reprocessed devices as opposed to the purchase of a new device
- As new lines of business are provided, it can take some time to identify devices that are eligible for reprocessing. During this time, new devices are purchased which reduces the achieved savings from reprocessing.

ENGAGED LEADERSHIP

In 2012, Tenet formally organized the Sustainability program and launched the Sustainability Advisory Council, a group of thought-leaders focused on annual goal setting, implementation and monitoring.

The current Advisory Council members are:

- Cathy Fraser, Executive Sponsor and SVP Human Resources, Home Office, Dallas, Texas
- Brenda Carlisle, Southern States Region and COO at Brookwood Medical Center
- Joe DeSchryver, California Region, CEO at Sierra Vista RMC
- Cristina Jimenez, Florida Region and COO at Coral Gables Hospital
- Sheila Finch, Detroit Medical Center and Executive Director, Environment of Care at Detroit Medical Center
- Shan Largoza, San Antonio Market and VP, Environment of Care at Baptist Health System
- Marco Marguez, Central States and Director of Plant Operations at Providence Memorial Hospital
- Irma Pye, South Texas Market and Chief HR Officer at Valley Baptist
- Mark Racicot, Northeast Region and Associate COO at MetroWest Medical Center

Energy Usage

Tenet's commitment to conserving energy not only provides for environmental improvement but also decreases ongoing operating costs. Following are a few examples of energy programs across our organization.

Baptist Health System (BHS) Energy Programs

BHS participated in the Better Buildings Program, which is a partnership between the Department of Energy (DOE), City of San Antonio (COSA) and local utility provider City Public Service (CPS), to receive low cost energy audits with incentives and rebates for the installation of energy efficiency measures. BHS was the only large employer in the area to participate and received rebates totaling approximately \$200,000.

Across the system, BHS replaced 96 percent of lights and fixtures with a \$570,000 investment and \$460,000 recurring savings. Over a 10-year period this will result in a reduction of 167 million pounds of carbon dioxide, 81 million pounds of coal not burned and 9,000 homes provided with electricity. Based on the success of this project, the system developed a long term plan to reduce energy usage. At the end of 2014, the program had exceeded its goals and implemented efficiencies that saved the organization \$100,000 and was at 139 percent of the goal.





Detroit Medical Center's Heart Hospital Initiatives

In the summer of 2014, the Detroit Medical Center opened the Heart Hospital, a five story 96,000 square foot building that was constructed using LEED environmentally preferable practices, including:

- A variable primary flow chilled water system with high efficiency variable speed chillers
- A heat pump system to cool equipment spaces rather than building ventilation air
- Water-use reduction of domestic, building and cooling tower systems
- Use of low VOC (volatile organic compounds) emitting finishes: exterior and interior paints, coatings, adhesives, sealants and flooring
- Tinted, insulated exterior glazing
- Cool white roof with low emissivity
- Construction waste recycling to minimize the impact on landfills

The project also supported local construction labor and utilized companies located within the city of Detroit or Wayne County.

Resolute Health Hospital Energy Initiatives

In 2014, we opened Resolute
Health Hospital in New Braunfels,
Texas, which earned the Leadership
in Energy and Environmental Design
(LEED) Silver Certification from
the U.S. Green Building Council.
The designation makes Resolute
Health Hospital the largest inpatient
hospital in Texas certified within the
LEED v3 New Construction rating
system.

During the construction process, more than 3.5 million pounds of recycled waste was diverted from local landfills.

This hospital was designed to save more than 4.1 million gallons of water annually, with condensation from cooling towers used for makeup water, efficient fixtures and landscaping.

The facility is constructed of materials containing recycled content, and 30 percent of materials were supplied by local or regional sources.

The interior components of the hospital were specified to promote indoor air quality, including low or no volatile organic compound (VOC) paints, adhesives, flooring and composite wood products.



Celebrating Earth Day Across Our Company

Earth Day 2014 served as the official kick off of this program and more than 40 hospitals developed programs that celebrated Earth Day and provided education opportunities.

Some highlights include:

- Sierra Vista Regional Medical Center developed an event that spanned several days and included an eWaste recycling event, community clean up, community-sponsored food drop-off and employee herb plantings.
- Palmetto General Hospital launched a farmers market in coordination with the Hialeah Mayor's "Get Healthy" initiative and was a part of a community health fair on the hospital grounds where they featured the Farmers Market and offered Zumba classes to the audience. The Farmers Market is open each Friday and has been a great success.



• San Ramon Medical Center hosted an event that included several areas of focus with prizes and

desserts. The local Lion's Club supplied an eyeglass donation container and San Ramon hosted a raffle with prizes. A used battery drop-off collection was set up. San Ramon employees grew green bean seedlings in recycled toilet paper rolls for people to take home.



- · St. Christopher's Hospital for Children hosted a cell phone drop-off, provided flowers for planting and launched their new recycling program.
- Placentia-Linda Hospital partnered with their local Chamber to host an eWaste recycling event.
- Los Alamitos Medical Center hosted a health fair in October 2014 that included a medication disposal event, which collected 100 pounds of medications that were disposed and did not end up in the community's water supply or local landfill.
- · Coral Gables Hospital hosted a community event that included recycling, cooking lessons using locally grown fruits and vegetables and a pledge wall for attendees.
- Tenet's Home Office, Conifer, and Dallas Market hospitals participated in Dallas' Earth Day festival for the third year. Participating hospitals included Centennial Medical Center, Doctors Hospital at White Rock Lake, Lake Pointe Medical Center and Texas Regional Medical Center.

Compliance with Environmental Regulations

In 2014, one of our hospitals reported citations related to environmental infractions. Corrective actions were

immediately put in place and the company incurred a total of \$1,800 in fines.

AWARDS AND RECOGNITION



NURSING EXCELLENCE AWARDS

- Magnet hospitals designated by the American **Nurses Credentialing Center**
 - St. Christopher's Hospital for Children
 - Hahnemann University Hospital
 - Huron Valley-Sinai Hospital
 - MacNeal Hospital
 - Rehabilitation Institute of Michigan
- Pathways to Excellence hospitals designated by the American Nurses Credentialing Center
 - Lake Pointe Medical Center
 - Providence Memorial Hospital

CLINICAL QUALITY RECOGNITIONS

- 173 American Heart Association: Get With the Guidelines Achievement Awards
- **54** The Joint Commission: Certified Primary Stroke Centers
- 31 Society for Chest Pain Centers: Accredited Chest Pain Centers
- 31 The Joint Commission: Top Performers on Key Quality Measures
- 22 Metabolic and Bariatric Surgery: Accreditation and Quality Improvement Program accreditations

RECOGNITION FROM INSURERS

- 244 Cigna Center of Excellence Designations
- 59 Blue Cross and Blue Shield Distinction Centers

HOSPITAL ACCOMPLISHMENTS

Arizona Heart Hospital

- 2014 Healthcare Leadership Award program by Arizona Business Magazine
- Truven Health Analytics: Nation's 50 Top Cardiovascular Hospitals

Atlanta Medical Center

- Blue Cross and Blue Shield Blue: Distinction Center for Gastric Bypass
- CMS Organ Donation Medal of Honor
- Georgia Hospital Association's: Chairman Level Quality Honor Roll
- GHA Core Measures Honor Roll Trustee Category, Georgia Hospital Association
- GHA Core Measure Honor Roll Presidential category, Georgia Hospital Association
- The Joint Commission: Advanced Primary Stroke
- Leapfrog Group "A" in Hospital Safety Score, Fall 2014

Baptist Health System

- American Association of Blood Bank (AABB)
- The Joint Commission Disease Specific Accreditation for Abdominal Aortic Aneurysm (AAA)
- Lung Cancer Alliance Screening Center of Excellence
- Society of Cardiovascular Patient Care Percutaneous Coronary Intervention (PCI) Accreditation Center --Certification
- Gold Award for donor awareness efforts, U.S. Department of Health and Human Services
- Becker's Hospital Review list of Top-Grossing For-**Profit Hospitals**
- Becker's Hospital Review list of 100 Largest Hospitals in America
- Finalist, San Antonio Business Journal, Healthiest **Employers Finalist**
- Gold-level recognition, San Antonio Business Group on Health and the Mayor's Fitness Council

Baptist Health System South Texas Lung Institute

• Lung Cancer Alliance Screening Center of Excellence

Baptist Medical Center

- Commission on Accreditation of Rehabilitation Facilities (CARF) certification for Inpatient Rehabilitation Centers, Comprehensive Rehab, Amputation Specialty, Stroke Specialty
- Intersocietal Commission for the Accreditation of Echocardiography Laboratories (ICAEL)
- Undersea & Hyperbaric Medical Society Certification (UHMSC)

Brookwood Medical Center

• Becker's Hospital Review list of 100 Best Hospitals for Patient Engagement

Central Carolina Hospital

- American Association of Cardiovascular and Pulmonary Rehabilitation Certification
- College of American Pathologist (CAP) Accreditation

Coastal Carolina Hospital

- American College of Radiology (ACR) Gold Seal Accreditation for Computed Tomography (CT)
- American College of Radiology Gold Seal Accreditation for Ultrasound
- American Heart Association Fit Friendly Award
- The Joint Commission Advanced Certification for COPD and Stroke
- South Carolina Hospital Association Certified Zero Harm Award

Coral Gables Hospital

• Leapfrog Group - "A" in Hospital Safety Score, Fall

Cypress Fairbanks Medical Center

 Advanced Level III Trauma Facility designation from the Texas Department of State Health Services

Delray Medical Center

- Becker's Hospital Review list of the Nation's Top 100 Hospitals with Great Heart Programs
- Becker's Hospital Review's list of 100 Hospitals with Great Orthopedic Programs
- Comprehensive Integrated Inpatient Rehabilitation Program 3-Year Status from Commission on Accreditation of Rehabilitation Facilities (CARF)
- Designated by the State of Florida Brain and Spinal Cord Injury as a Center for Adults, Pinecrest Rehabilitation and Outpatient Hospital
- Healthgrades® Cardiac Care Excellence Award™ and the Healthgrades Cardiac Surgery Excellence Award™
- Healthgrades Critical Care Excellence Award™ Recipient, 2012-2014
- Healthgrades Five-Star Rated for Carotid Surgery, 2013-2014
- Healthgrades Five-Star Rated for Coronary Bypass Surgery, Heart Attack and Heart Failure, 2003-2014
- Healthgrades Five-Star Rated for Gallbladder Removal Surgery, 2013-2014
- Healthgrades Five-Star Rated for Total Knee Replacement and Hip Fracture Treatment, 2010-2014
- Healthgrades Five-Star Rated for Small Intestine Surgeries and Colorectal Surgeries, 2011-2014
- Healthgrades Five-Star Rated for Spinal Fusion Surgery, 2013-2014
- Healthgrades Five-Star Rated for Treatment of GI Bleed in 2014
- Healthgrades Five-Star Rated for Treatment of Sepsis, 2004-2014
- Healthgrades Five-Star Rated for Treatment of Stroke, 2008-2014
- · Healthgrades Five-Star Rated for Treatment of Pneumonia, 2003-2014

- Healthgrades Gastrointestinal Care Excellence Award™ and Heathgrades General Surgery Excellence Award™, 2013-2014
- Healthgrades list of America's 100 Best Hospitals for Cardiac Care™ and Cardiac Surgery™
- HealthGrades list of America's 100 Best Hospitals for Orthopaedic Surgery™, 2012-2014
- Healthgrades list of America's 100 Best Hospitals for Pulmonary Care™, 2014
- Healthgrades list of America's 100 Best Hospitals for Stroke Care™, 2012-2014
- Healthgrades Orthopaedic Surgery Excellence AwardTM, 2012-2014
- Healthgrades Pulmonary Care Excellence Award™,
- Ranked among the Top 5 Percent in the Nation for Neurosciences by Healthgrades, 2014
- Ranked among the Top 5 Percent in the Nation for Overall Orthopaedic Services by Healthgrades, 2012-
- Ranked among the Top 5 Percent in the Nation for Overall Pulmonary Services by Healthgrades, 2014
- Ranked among the Top 5 Percent in the Nation for Treatment of Stroke by Healthgrades, 2012-2014
- Ranked among the Top 10 Percent in Florida for Overall Cardiac Services and Cardiac Surgery by Healthgrades, 2013-2014
- Ranked smong the Top 10 Percent in the Nation for Critical Care by Healthgrades, 2012-2014
- Ranked among the Top 10 Percent in the Nation for General Surgery by Healthgrades, 2013-2014
- Ranked among the Top 10 Percent in the Nation for Overall GI Services by Healthgrades, 2013-2014
- Recipient of the HealthGrades Neurosciences Excellence Award™, 2012-2014
- Recipient of the HealthGrades Stroke Care Excellence Award™, 2010-2014

Desert Regional Medical Center

- Healthgrades Five-Star rated for Gallbladder Removal Surgery, 2012-2015
- Healthgrades Five-Star rated for Hip Fracture Treatment, 2008-2015
- Healthgrades Five-Star rated for Total Knee Replacement, 2008-2015
- Healthgrades Five-Star Rated for Total Hip Replacement, 2009-2015)=
- Human Rights Campaign Foundation Leader in Lesbian, Gay, Bisexual, and Transgender LGBT Healthcare Equality
- The Joint Commission Advanced Certification for Congestive Heart Failure, Hip and Knee Replacement and Spine Surgery
- Leapfrog Group "A" in Hospital Safety Score
- Ranked among the Top 10 Percent in the Nation for Joint Replacement by Healthgrades, 2009-2015
- Recipient of the Healthgrades Joint Replacement Excellence Award™, 2009-2015

Detroit Medical Center

- Bronze Aster Award for best website, DMC.org
- Named one of the "Most Wired" and "Most Wireless" by the Hospital and Health System Magazine
- Silver Award for Best Mobile Communications and a Distinction Award for Best Rich Media from eHealthcare Leadership Awards

DMC Children's Hospital of Michigan

- Extracorporeal Life Support Organization ELSO Award for Excellence in Life Support
- Leapfrog Group Top Hospital for Safety and Quality
- Level 1 Pediatric Trauma Center

DMC Detroit Receiving Hospital

- American Society of Health System Pharmacists "best practice" winner for medication reconciliation protocol in a geriatric vulnerable population.
- Leapfrog Group "A" in Hospital Safety Score
- Level I Trauma Center
- MPRO Governor's Award
- US News & World Report's Metro Area Rankings -High performing in the Detroit Metro Area (2013/2014) for the following specialties:
 - Diabetes & Endocrinology
 - Ear, Nose and Throat
 - Gastroenterology and GI Surgery
 - Geriatrics
 - Nephrology
 - Orthopedics
 - Pulmonology
 - Urology

DMC Harper-Hutzel Hospital

- The Joint Commission Advanced Certification in Bariatric Surgery
- Leapfrog Group "A" in Hospital Safety Score
- MPRO's 2014 Governor's Award of Excellence
- US News & World Report's Best Hospitals
- Ranked nationally in 2014 in Neurology & Neurosurgery (No. 32), and earned a spot as one of the top five Michigan hospitals
- Ranked as high-performing in multiple specialties:
 - Cardiology and Heart Surgery
 - Diabetes and Endocrinology
 - Gastroenterology and GI Surgery
 - Geriatrics
 - Gynecology
 - Nephrology
 - Pulmonology
 - Urology

Doctors Hospital at White Rock Lake

- American College of Radiology (ACR) Accreditation in Computed Tomography (CT) and Magnetic Resonance Imaging (MRI)
- Named one of the "Healthiest Employers in North Texas" by the Dallas Business Journal
- Recipient of the 2014 Jeb Hensarling Business of the Year Award by the Greater East Dallas Chamber of Commerce

Florida Medical Center

- Five-star ranked by Healthgrades for Coronary Interventional Procedures for Two Years in a Row
- Five-star ranked by Healthgrades for the Treatment of Heart Failure
- Leapfrog Group "A" in Hospital Safety Score
- Ranked among the Top 10 Percent in the Nation for Cardiology Services and Treatment of Stroke by Healthgrades
- Healthgrades Coronary Intervention Excellence Award™
- Ranked among the Top 10Percent in the Nation for Coronary Interventional Procedures by Healthgrades

Fountain Valley Regional Medical Center

- American Hospital Association/Health Resource & Educational Trust Hospital Engagement Network: Recognition as one of 233 hospitals nationwide that met the national falls reduction goals set out through the Partnership for Patients
- Collaborative Alliance for Nursing Outcomes (CALNOC): Recognized as a Center for Performance Excellence in the Prevention of Injury Falls
- Leapfrog Group "A" in Hospital Safety Score, Fall 2014
- US News & World Report Best Hospital in California
- US News & World Report Best Regional Hospital in LA/Metro Area
- US News & World Report Top Performing Hospital for:
 - Cancer
 - Geriatrics
 - Pulmonary Care

Good Samaritan Medical Center

- American College of Radiology (ACR) Accreditation
- American College of Radiology Breast Imaging Center of Excellence
- Comprehensive Community Cancer Center Award by the American College of Surgeons
- ECHO Lab Accreditation by the Intersocietal Accreditation Commission (IAC)
- Leapfrog Group "A" in Hospital Safety Score
- Mary Crowley Cancer Research Center Partner
- National Accreditation for Breast Centers, Comprehensive Breast Center
- Vascular Lab Accreditation Intersocietal Accreditation Commission (IAC)

Hilton Head Hospital

- AHA Fit Friendly Worksite Platinum
- American College of Radiology (ACR) Accreditation in
- · American College of Radiology Accreditation in CT, MRI. Nuclear Medicine and Ultrasound
- · American College of Radiology (ACR) Breast Imaging Center of Excellence
- American Diabetes Association Recognized Outpatient Program
- Gold Apple Award South Carolina Hospital Association (SCHA)
- Intersocietal Accreditation Commission (IAC) in Echocardiography
- The Island Packet Reader's Choice "Best Hospital"
- Leapfrog Group "A" in Hospital Safety Score, Fall
- South Carolina "Certified Zero Harm Award" (SCHA)
- WorkHealthy America Award South Carolina Hospital Association (SCHA)

Lake Pointe Medical Center

- American College of Radiology (ACR) Accreditation in
- Leapfrog Group "A" in Hospital Safety Score, Fall
- Named one of the "Healthiest Employers in North Texas" by the Dallas Business Journal
- Texas Hospital Quality Improvement Silver Award from TMF Health Quality Institute

Maryvale Hospital

• Leapfrog Group - "A" in Hospital Safety Score

MedPost

- Voted "Best Urgent Care in Atlanta" in the 2014 Best Self Atlanta Magazine reader poll
- SurgiCare of Miramar (Florida) recognized as a National APEX Quality Award Winner

Mission Trail Baptist Hospital

- Intersocietal Commission for the Accreditation of Echocardiography Laboratories (ICAEL)
- The Joint Commission Center of Excellence, Orthopedic Care, for Joint Clubs

North Central Baptist Hospital

- Intersocietal Commission for the Accreditation of Echocardiography Laboratories (ICAEL)
- The Joint Commission Center of Excellence, Orthopedic Care, for Joint Clubs

Northeast Baptist Hospital

- Intersocietal Commission for the Accreditation of Echocardiography Laboratories (ICAEL)
- The Joint Commission Center of Excellence, Orthopedic Care
- Mission: Lifeline Silver Award
- Society of Cardiovascular Patient Care Percutaneous Coronary Intervention (PCI) Accreditation Center --Certification
- Undersea & Hyperbaric Medical Society Certification (UHMSC)

North Fulton Hospital

- American Academy of Cardiovascular and Pulmonary Rehabilitation Certification
- American Association for Respiratory Care Quality Respiratory Care Recognition
- American College of Radiology (ACR) Accreditation in Magnetic Resonance Imaging (MRI), Computed Tomography (CT), Mammography, Ultrasound
- American College of Radiology (ACR) Breast Center of Excellence
- American College of Surgeons Commission on Cancer: Community Hospital Cancer Program Accreditation Award with Commendations
- Certified Quality Breast Center, National Quality Measures for Breast Center (NQMBC)
- Georgia Hospital Association: Quality Honor Roll -Trustee Category
- Institute for Healthcare Improvement (IHI) 5 Million Lives Campaign participant and partner
- The Joint Commission: Advanced Primary Stroke Certification
- Leapfrog Group "A" in Hospital Safety Score, Fall 2014

North Shore Medical Center

- American Association for Respiratory Care Quality Respiratory Care Recognition
- Healthgrades Five-Star Recipient for Maternity Care

Palm Beach Gardens Medical Center

- Accreditation for Cardiovascular Excellence (ACE) accreditation for percutaneous coronary intervention. carotid artery stenting and cardiac catheterization
- American College of Cardiology's NCDR ACTION Registry – GWTG Silver Performance Achievement
- Five-Star Recipient for Treatment of Heart Failure by Healthgrades for Eight Years in a Row (2007-2014)
- Leapfrog Group "A" in Hospital Safety Score
- Ranked Among the Top 10% in the Nation for Treatment of Stroke by Healthgrades for Five years in a row (2010-2014)
- Recipient of the Healthgrades Stroke Care Excellence Award[™] for Five years in a row (2010-2014)

Palmetto General Hospital

- Accredited as a Comprehensive Center, the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (2014)
- American College of Radiology (ACR) Breast Center of Excellence
- American Heart Association Fit-Friendly Award
- Becker's Hospital Review list of 100 Hospitals and Health Systems with Great Oncology Programs
- Sunshine Award, South Florida Hispanic Chamber of Commerce Healthcare Champion (Community involvement category)

Paradise Valley Hospital

• Leapfrog Group - "A" in Hospital Safety Score

Phoenix Baptist Hospital

• Listed as one of the Nation's 50 Top Cardiovascular Hospitals by Truven Health Analytics

Placentia-Linda Hospital

- Designation by the Nurses Improving Care for Healthsystem Elders (NICHE) organization
- Honor Roll Hospital in the Health Net Hospital Recognition Program
- Leapfrog Group "A" in Hospital Safety Score
- Providence Memorial Hospital
- · Leapfrog Group "B" in Hospital Safety Score

Saint Francis Hospital-Bartlett

- Leapfrog Group "A" in Hospital Safety Score
- Voted "Best Hospital" by Bartlett Express readers

San Ramon Regional Medical Center

- American College of Radiology (ACR) Accreditation in CT and ultrasound
- Certification and state accreditation for Mammography Quality Standards Act (MQSA)
- Leapfrog Group "A" in Hospital Safety Score
- Women's Choice Award for America's Best Hospitals in Obstetrical Services, Silver" award, Best Birth Centers (Bay Area Parent)

Sierra Medical Center

- Leapfrog Group "B" in Hospital Safety Score
- Society of Cardiovascular Patient Care Heart Failure Accreditation

Sierra Providence East Medical Center

• Leapfrog Group - "A" in Hospital Safety Score

Sierra Vista Regional Medical Center

- American Heart Association Gold Level Fit-Friendly Worksite
- Hand to Hold NICU Grand Prize Winner
- Leapfrog Group "A" in Hospital Safety Score

Spalding Regional Medical Center

- Georgia Association of EMS: Emergency Medical Services of the Year Award
- Georgia Hospital Association: Core Measures Honor
- Healogics: Center of Distinction for our Center for Wound Healing

St. Luke's Baptist Hospital

- Commission on Accreditation of Rehabilitation Facilities (CARF) certification for Inpatient Rehabilitation Centers, Comprehensive Rehab, Amputation Specialty, Stroke Specialty
- Intersocietal Commission for the Accreditation of Echocardiography Laboratories (ICAEL)
- The Joint Commission Center of Excellence, Orthopedic Care, for Joint Clubs
- Undersea & Hyperbaric Medical Society Certification (UHMSC)

St. Mary's Medical Center

- Commission on Accreditation of Rehabilitation Facilities (CARF) certification
- Florida Breastfeeding Coalition, Inc. Gold Level Breastfeeding Friendly Employers in Florida
- Leapfrog Group "A" in Hospital Safety Score

Texas Regional Medical Center

• 2014 Readers' Choice Award for Best Hospital by Mesquite News

Twin Cities Community Hospital

- American College of Radiology (ACR) Gold Seal in CT
- American Heart Association Fit-Friendly Worksite
- Beacon Award for Excellence (Critical Care, Silver)
- Designation by the Nurses Improving Care for Healthsystem Elders (NICHE) organization
- HCAHPS Four-Star Service Award
- Leapfrog Group "A" in Hospital Safety Score

Weiss Memorial Hospital

- Leapfrog Group "A" in Hospital Safety Score, Fall 2014
- Uptown United Business Partners' Soul of Uptown Award
- US News & World Report's Best Hospitals
 - Ranked nationally in 2014 in orthopedics, and earned a spot as one of the best hospitals in the Chicago metro area

West Boca Medical Center

- American Association for Respiratory Care Recognition for Quality Respiratory Care
- Aetna Newborn Safety Designation
- Healthgrades 2006-2014 Maternity Care Excellence Award; Five-Star Rated for Maternity Care; Top Five Percent in the Nation for Maternity Care
- Leapfrog Group "A" in Hospital Safety Score, Fall 2014
- South Florida Parenting's 2014 Kids Crown Award for "Best Emergency Room in Palm Beach County"

West Valley Hospital

- Leapfrog Group "A" in Hospital Safety Score
- Women's Choice Award for one of America's Best Hospitals in Emergency Care

HOSPITAL LEADERSHIP RECOGNITIONS

ACHE Regent's Award: Early Career Healthcare Executive

• Bradley S. Talbert, CEO, Coastal Carolina Hospital

American Diabetes Association of Southeast Michigan: Diabetes Champion Award

• Herman B. Gray, MD, Executive Vice President, Pediatric Services, Detroit Medical Center

Becker's Hospital Review: 25 "Rising Stars" under age 40

- Brett Lee, CEO, Lake Pointe Health Network
- Gabrielle Finley-Hazle, CEO, Florida Medical Center

Becker's Hospital Review: 100 Physician Leaders of Hospital and Health Systems

• Dr. Tony Tedeschi, CEO, Weiss Memorial Hospital

Becker's Hospital Review: 130 Women Hospital and Health System Leaders to Know

- Audrey E. Gregory, Ph.D., CEO, Placentia-Linda Hospital
- Carolyn Caldwell, CEO, Desert Regional Medical Center

Maryvale Revitalization Committee: 2014 Outstanding Maryvale Community Woman of the Year

• Crystal Hamilton, CEO, Maryvale Hospital

Miami Dade College: Alumni Hall of Fame

· Lourdes Camps, CNO, Hialeah Hospital

Modern Healthcare: Up & Comers

• Jeff Patterson, COO, Desert Regional Medical Center

Mujer Imagen Foundation: 2014 Woman of the Year

• Ana Mederos, CEO, Palmetto General Hospital

National Forum for Latino Healthcare Executives: 2014 Leadership Award

Monica Vargas, CEO, Sierra Medical Center

Pacific Coast Business Times: 40 Under 40

· Kristin Flynn, CHRO, Sierra Vista Regional Medical Center

Palm Springs Life Magazine: 40 Under 40

• Jeff Patterson, COO, Desert Regional Medical Center

San Antonio Business Journal: Healthcare Hero (Outstanding Healthcare Executive category)

 Graham Reeve, President and CEO, Baptist Health System

South Florida Business Journal: One of 25 Influential Business Women in the Area

Gabrielle Finley-Hazle, CEO, Florida Medical Center

EXECUTIVE/BOARD LEADERSHIP RECOGNITION

100 Diverse Corporate Leaders in STEM

· Dr. Kelvin Baggett, SVP, Clinical Operations and Chief Clinical Officer

CHIME, College of Healthcare Information Management Executives: Federal Public Policy Award for CIO Leadership

Liz Johnson, VP, Applied Clinical Informatics

Dallas Business Journal: CFO of the Year, Public Company

Dan Cancelmi, Chief Financial Officer

Evanta - Global HR: Top 10 Breakaway Leader

· Cathy Fraser, SVP, Human Resources

Modern Healthcare: 50 Most Influential Physician Executives & Leaders

• Dr. Kelvin Baggett, SVP, Clinical Operations and Chief Clinical Officer, ranked #40

Modern Healthcare: 100 Most Influential People in Healthcare

Trevor Fetter, CEO, ranked No. 13

National Association of Corporate Directors: Directorship 100

· Dick Pettingill, member, Tenet board of directors

COMPANY RECOGNITIONS

Dallas Morning News: Best Places to Work

Dallas Business Journal: Outstanding Board of Directors, Public Company

Dallas Business Journal: Healthiest Employer Award

ABOUT THIS REPORT

BOUNDARY & SCOPE

This is Tenet's fifth report on sustainability and covers our performance during calendar-year 2014. There were no significant changes in scope, boundary or measurement methods applied in this year's report. Our initial report was issued in 2011 and covered our performance in calendar year 2010. Our most recent report was published in June of 2014, and covered our performance of the 2013 calendar year.

At the request of our shareholders, we plan to issue a report on our sustainability initiatives annually and offer updates about our progress on a regular basis via the community section of our website, TenetHealth.com.

Unless otherwise stated, this report represents the consolidated results of our continuing operations including wholly-owned and majority-owned subsidiaries. These subsidiaries include those that own or lease our hospitals, outpatient centers, medical office buildings and the Conifer Health Solutions business, all of which are located in the United States. Different from our most recent report of the 2013 calendar year, facilities from our acquisition of Vanguard Health have been fully integrated into our reporting data and are included in all financial and operational figures.

This report is designed to provide all of our stakeholders with insight into our company's progress and efforts pertaining to our economic value and our impact on the environment and community. A breakdown of our stakeholders can be viewed in the

"Company Overview" section of this report.

To determine our report content, our sustainability report team reviewed industry trends, feedback from stakeholders and the company's mission, strategy and priorities to determine indicators that were relevant to understanding our sustainability efforts. Given the nature of our business, the primary focus is on social indicators, especially those dealing with quality of patient care, advocacy efforts and workforce management. The proposed indicators were further evaluated for availability of data and then reviewed and approved by senior executives. Our goal is to expand our reporting, including additional goals, targets and indicators, in future reports.

GLOBAL REPORTING INITIATIVE

The Global Reporting Initiative (GRI) is an international nonprofit organization that maintains guidelines for companies to report their economic, environmental and social performance. This report follows the GRI G3.1 Application Level B Guidelines for sustainability reporting. GRI has confirmed that the report was prepared according to the GRI G3.1 Guidelines, at Application Level B.

Our Senior Vice President of Human Resources. Cathy Fraser, serves as executive champion for our sustainability efforts. This report is produced for our stakeholders, and we welcome feedback via MediaRelations@TenetHealth.com.

GRI INDEX





PROFILE LEVEL OF **DISCLOSURE DISCLOSURE** REPORTING PAGE(S) STRATEGY & ANALYSIS 1.1 Statement from the most senior decision-maker of the organization. Fully 2-3 1.2 Description of key impacts, risks, and opportunities. **Fully** 2-3 ORGANIZATIONAL PROFILE 6 2.1 Name of the organization. Fully Primary brands, products, and/or services. 7 2.2 Fully Operational structure of the organization, including main divisions, operating companies, 2.3 **Fully** 6-7, 10-K (p. 1-11) subsidiaries, and joint ventures. 2.4 6 Location of organization's headquarters. Fully Number of countries where the organization operates, and names of countries with either 2.5 major operations or that are specifically relevant to the sustainability issues covered in the Fully 6 report. 2.6 6 Nature of ownership and legal form. **Fully** Markets served (including geographic breakdown, sectors served, and types of customers/ 6-7. 14-15. 2.7 **Fully** beneficiaries). 10-K (p. 1-10) 2.8 Scale of the reporting organization. Fully 9, 10-K (p. 39-40) 2.9 Significant changes during the reporting period regarding size, structure, or ownership. Fully 10-K (p. 1) 2.10 49-54 Awards received in the reporting period. Fully REPORT PARAMETERS 3.1 Reporting period (e.g., fiscal/calendar year) for information provided. Fully 55 3.2 55 Date of most recent previous report (if any). Fully 3.3 Fully 55 Reporting cycle (annual, biennial, etc.) 3.4 Contact point for questions regarding the report or its contents. Fully 55 3.5 Process for defining report content. Fully 14-15, 55 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, 3.6 55 **Fully** suppliers). See GRI Boundary Protocol for further guidance. State any specific limitations on the scope or boundary of the report (see completeness 3.7 55 Fully principle for explanation of scope). Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, 3.8 and other entities that can significantly affect comparability from period to period and/or Fully 55 between organizations. Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other 3.9 55 Fully information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols. Explanation of the effect of any re-statements of information provided in earlier reports, and 3.10 the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, Fully 55 nature of business, measurement methods). Significant changes from previous reporting periods in the scope, boundary, or measurement 3.11 55 Fully methods applied in the report. 3.12 57-60 Table identifying the location of the Standard Disclosures in the report. Fully 3.13 Fully 55 Policy and current practice with regard to seeking external assurance for the report.

PROFIL DISCLO		LEVEL OF REPORTING	PAGE(S)
GOV	ERNANCE, COMMITMENTS & ENGAGEMENT		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Proxy (p. 18-25)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Proxy (p. 18-25)
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	10-11, 25
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Contact Us
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Proxy (p. 50-66)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Proxy (p. 33)
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	Proxy (p. 7-16)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	12-13, Standards of Conduct
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Proxy (p. 20)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Proxy (p. 30, 51-66)
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	2-3
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	39-47
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	33-37
4.14	List of stakeholder groups engaged by the organization.	Fully	14-15
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	14-15
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	14-15, 18
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	14-15, 17-24, 27-31
MAN	AGEMENT APPROACH EC		
DMA	Economic performance	Fully	10-K (p. 11-23)
DMA	Market presence	Not	
DMA	Indirect economic impacts	Not	
MAN	AGEMENT APPROACH EN		
DMA	Materials	Not	
DMA	Energy	Fully	46
DMA	Water	Not	

PROFILI DISCLO		LEVEL OF REPORTING	PAGE(S)
DMA	Biodiversity	Not	
DMA	Emissions, effluents and waste	Not	
DMA	Products and services	Fully	38-39
DMA	Compliance	Fully	TenetHealth.com (p. 1)
DMA	Transport	Not	
DMA	Overall	Not	
MAN	AGEMENT APPROACH LA		
DMA	Employment	Fully	17-24
DMA	Labor/management relations	Fully	17-24
DMA	Occupational health and safety	Fully	17-24
DMA	Training and education	Not	
DMA	Diversity and equal opportunity	Fully	17-24
DMA	Equal remuneration for women and men	Not	
MAN	AGEMENT APPROACH HR		
DMA	Investment and procurement practices	Fully	12-13
DMA	Non-discrimination	Not	
DMA	Freedom of association and collective bargaining	Not	
DMA	Child labor	Not	
DMA	Prevention of forced and compulsory labor	Not	
DMA	Security practices	Not	
DMA	Indigenous rights	Not	
DMA	Assessment	Not	
DMA	Remediation	Not	
MAN	AGEMENT APPROACH SO		
DMA	Local communities	Not	
DMA	Corruption	Fully	12-13, 10-K (p. 23-24)
DMA	Public policy	Not	
DMA	Anti-competitive behavior	Not	
DMA	Compliance	Not	
MAN	AGEMENT APPROACH PR		
DMA	Customer health and safety	Fully	TenetHealth.com (p. 3-4)
DMA	Product and service labelling	Fully	TenetHealth.com (p. 3-4)
DMA	Marketing communications	Fully	13
DMA	Customer privacy	Not	
DMA	Compliance	Not	
ECO	NOMIC		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	9
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Not	
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	23
EC4	Significant financial assistance received from government.	Fully	10-K (p.29, 43, 50-61)

PROFILE DISCLOS		LEVEL OF REPORTING	PAGE(S)
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not	
EC6	Policy, practices, and proportion of spending on localy-based suppliers at significant locations of operation.	Not	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not	
EC8	Development and impact of ifrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Not	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Not	
ENVI	RONMENTAL		
EN1	Materials used by weight or volume.	Not	
EN2	Percentage of materials used that are recycled input materials.	Not	
EN3	Direct energy consumption by primary energy source.	Not	
EN4	Indirect energy consumption by primary source.	Fully	48
EN5	Energy saved due to conservation and efficiency improvements.	Partially	48
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	39
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not	
EN8	Total water withdrawal by source.	Not	
EN9	Water sources significantly affected by withdrawal of water.	Not	
EN10	Percentage and total volume of water recycled and reused.	Not	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not	
EN13	Habitats protected or restored.	Not	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not	
EN16	Total direct and indirect greenhouse gas emissions by weight.	Not	
EN17	Other relevant indirect greenhouse gas emissions by weight.	Not	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Not	
EN19	Emissions of ozone-depleting substances by weight.	Not	
EN20	NOx, SOx, and other significant air emissions by type and weight.	Not	
EN21	Total water discharge by quality and destination.	Not	
EN22	Total weight of waste by type and disposal method.	Not	
EN23	Total number and volume of significant spills.	Not	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	39
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not	

PROFILE DISCLOS		LEVEL OF REPORTING	PAGE(S)
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	47
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not	
EN30	Total environmental protection expenditures and investments by type.	Not	
SOCI	AL: LABOR PRACTICES & DECENT WORK		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	25
LA2	Total number and rate of new employee hires and turnover by age group, gender, and region.	Fully	25
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	23
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	25
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not	
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	25
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partially	19
LA9	Health and safety topics covered in formal agreements with trade unions.	Not	
LA10	Average hours of training per year per employee by gender, and by employee category.	Not	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	20-21
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	17
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	25
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not -	
SOCI	AL: HUMAN RIGHTS		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Not	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Not	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Fully	12-13
HR4	Total number of incidents of discrimination and actions taken.	Not	
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Not	
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not	
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Not	

PROFILE DISCLOS		LEVEL OF	
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not	
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not	
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not	
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Not	
SOCI	AL: SOCIETY		
S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Not	
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	12-13
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	12-13
SO4	Actions taken in response to incidents of corruption.	Fully	10-K (p. 23-24)
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	34
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Not	
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Not	
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Not	
SOCI	AL: PRODUCT RESPONSIBILITY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	29, TenetHealth.com (p. 3-4)
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Not	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	TenetHealth.com (p. 3-4)
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	13
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Not	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Not	

Certain statements contained in this report constitute "forward-looking statements" within the meaning of Section 27A of the Securities Act and Section 21E of the Exchange Act. These forward-looking statements are based on management's current expectations and involve known and unknown risks, uncertainties and other factors that may cause the Company's actual results to be materially different from those expressed or implied by such forward-looking statements. These factors include, among others, the following: the future impact of healthcare reform legislation, the enactment of additional federal and state healthcare reform, and the related effect on reimbursement and utilization and the future designs of provider networks and insurance plans, including pricing, provider participation, coverage, co-pays and deductibles; other changes in federal, state and local laws and regulations affecting the healthcare industry; general economic and business conditions, both nationally and regionally; adverse litigation or regulatory developments; the ability to enter into managed care provider arrangements on acceptable terms; cuts to Medicare and Medicaid payment rates or changes in reimbursement practices; competition; our success in implementing our business development plans; our ability to hire and retain qualified personnel; the availability and terms of capital to fund the expansion of our business, including the acquisition of additional facilities; our success in marketing the revenue cycle management, healthcare information management, management services, and patient communications and engagement services businesses under our Conifer Health Solutions subsidiary; our ability to fully realize the anticipated benefits and synergies of our acquisitions and to successfully complete the integration of businesses we acquire; our ability to identify and execute on measures designed to save or control costs or streamline operations; the impact of our significant indebtedness; our success in operating our health plans and accountable care networks; and our success in completing recently announced acquisition and disposition transactions. These and other risks and uncertainties are discussed in the Company's filings with the Securities and Exchange Commission, including the Company's annual report on Form 10-K and quarterly reports on Form 10-Q. Unless otherwise stated, all information in this report is as of December 31, 2014. The Company specifically disclaims any obligation to update any forward-looking statement, whether as a result of changes in underlying factors, new information, future events or otherwise.



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