



HCA
International

HCA
International

242 Marylebone Road
London NW1 6JL
United Kingdom
Tel: 020-7616 4848
www.hcahospitals.co.uk

© HCA Inc. 2009
Design: Logan Design (.com) Glendale, California
All Rights Reserved.

HCA-INTL COC 1/09

THE HARLEY STREET CLINIC

HARLEY STREET AT UCH

Working in partnership with University College Hospital

THE LISTER HOSPITAL
SHELTON

London Bridge Hospital

The Portland Hospital
for Women and Children

THE PRINCESS GRACE
HOSPITAL

The Wellington Hospital

HCA
Laboratories



a tradition of caring

HCA
International

Code of Conduct

Please tear off, fold and keep this wallet card with you at all times.

HCA
International
a tradition of caring



Dear HCA Colleague,

We have a comprehensive, values-based Ethics and Compliance Programme, which is a vital part of the way we conduct ourselves at HCA. Because the Programme rests on our Mission and Values, it has easily become incorporated into our daily activities and supports our tradition of caring – for our patients, our communities, and our colleagues. We strive to deliver healthcare compassionately and to act with absolute integrity in the way we do our work and the way we live our lives.

This Code of Conduct, which reflects our tradition of caring, provides guidance to ensure our work is done in an ethical and legal manner. It emphasises the shared common values and culture which guide our actions. It also contains resources to help resolve any questions about appropriate conduct in the work place. Please review it thoroughly. Your adherence to its spirit, as well as its specific provisions, is absolutely critical to our future.

If you have questions regarding this Code or encounter any situation which you believe violates provisions of this Code, you should immediately consult your supervisor, another member of management at your facility, your Facility Chief Human Resources Officer, your Facility Ethics and Compliance Officer, the HCA Ethics Line (0800 89 0011, Ext 1-800-455-1996) or the Corporate Ethics and Compliance Officer. You have our personal assurance there will be no retribution for asking questions or raising concerns about the Code or for reporting possible improper conduct.

No Code of Conduct can substitute for each person's own internal sense of fairness, honesty, and integrity. Thus, in your daily life and work, if you encounter a situation or are considering a course of action that does not feel right, please discuss the situation with any of the resources mentioned above.

We have a rich heritage, which is reflected in our Mission and Values Statement and in this Code of Conduct. We are equally committed to assuring our actions consistently reflect our words. In this spirit, we want this organisation to be a community of shared values, and we expect all of our colleagues' actions to reflect the high standards set forth in this Code of Conduct. We ask you to assist us and all of our colleagues in this organisation in supporting the values and principles that are critical to continuing our tradition of caring.

Sincerely,



Richard M. Bracken
President and Chief Executive Officer



Jack O. Bovender, Jr.
Chairman, Board of Directors

Measuring Programme Effectiveness

We are committed to assessing the effectiveness of our Ethics and Compliance Programme through various efforts. Much of this effort is provided by the Internal Audit Consulting Services Department, which routinely conducts internal audits of issues that have regulatory or compliance implications. Responsible Executives routinely undertake monitoring efforts in support of policies and compliance in general. Facilities conduct self-monitoring, and the Ethics and Compliance Department conducts reviews of facility ethics and compliance programmes designed to assess facility implementation of the Code, policies and procedures, Ethics Line and related investigations, and monitoring efforts. These compliance process reviews permit the Ethics and Compliance Department to identify and share best practices.

Most of these methods of assessment result in reports of findings by the reviewers and corrective action plans by the facilities that are reviewed. Through these reviews, we are continuously assessing the effectiveness of the Programme and finding ways to improve it.

Acknowledgment Process

HCA requires all colleagues to sign an acknowledgment confirming they have reviewed the Code, understand it represents mandatory policies of HCA and agree to abide by it. New colleagues are required to sign this acknowledgment as a condition of employment. Each HCA colleague is also required to participate in annual Code of Conduct training, and records of such training must be retained by each facility.

Adherence to and support of HCA's Code of Conduct and participation in related activities and training is considered in decisions regarding hiring, promotion, and compensation for all candidates and colleagues. New colleagues must receive Code of Conduct training within 30 days of employment.

This Code includes several quotations from various individuals. Brief background information about each individual follows:

Sir Winston Churchill was a British statesman and author. He served as Prime Minister of Britain during World War II and in the early 1950s.

Albert Einstein was a physicist who developed the special and general theories of relativity and other critically important natural science concepts.

Ralph Waldo Emerson was a lecturer, poet, and essayist who lived and wrote in Massachusetts in the nineteenth century.

Dr. Thomas F. Frist, Sr. was a highly regarded physician who practised in Nashville, Tennessee. He was a co-founder of the Hospital Corporation of America.

Helen Keller was an author and educator, whose education and training represent an extraordinary accomplishment for someone who was both blind and deaf from early childhood.

Dr. Karl Menninger was a physician who pioneered methods of psychiatric treatment.

Florence Nightingale was an English nurse and the founder of trained nursing as a profession.

Sir William Osler was a physician and professor of medicine. He is widely recognised for having transformed the organisation and curriculum of medical education, by placing primary emphasis on clinical experience.

Albert Schweitzer was a theologian, philosopher, organist, and mission doctor in equatorial Africa.

Justice Potter Stewart was an associate justice on the United States Supreme Court.

William Wordsworth was a renowned English poet who served as the poet laureate of England in the mid-nineteenth century.

35

HCA
International

Acknowledgment Card

I certify that I have reviewed the HCA Code of Conduct and understand it represents mandatory policies of the organisation. I agree to abide by the Code.

Signature

Printed Name
(as listed in personnel records)

Department

Facility

National Insurance Number

Date

Mission and Values Statement

Above all else, we are committed to the care and improvement of human life. In recognition of this commitment, we will strive to deliver high-quality, cost-effective healthcare in the communities we serve. In pursuit of our mission, we believe the following statements are essential and timeless:

- We recognise and affirm the unique and intrinsic value of each individual.
 - We treat all those we serve with compassion and kindness.
 - We act with honesty, integrity and fairness in the way we conduct our business and in our personal behaviour.
 - We trust our colleagues as valuable members of our healthcare team and pledge to treat each other with loyalty, respect and dignity.
- To get help with an ethics or compliance concern or to report a potential violation of our Code of Conduct, contact your manager, another member of local management, the Corporate Ethics and Compliance Officer or the Ethics Line at 0800 89 0011, Ext 800-455-1996.

Please tear off, fold and keep this wallet card with you at all times.

Table of Contents

Mission and Values Statement	4	Health and Safety	21
Purpose of Our Code of Conduct	4	Insider Information and Securities Trading ..	21
Leadership Responsibilities	5	Licence and Certification Renewals	23
Our Fundamental Commitment to Stakeholders	7	Personal Use of HCA Resources	23
Patients	8	Relationships among HCA Colleagues	23
Quality of Care and Patient Safety	8	Relationships with Subcontractors and Suppliers	24
Patient Rights	8	Research, Investigations and Clinical Trials ..	24
Patient Information	10	Substance Abuse and Mental Acuity	25
Physicians	10	Competitive Activities and Marketing Practices	25
Interactions with Physicians	10	Antitrust and Unfair Competition	25
Extending Business Courtesies and Tokens of Appreciation to Potential Referral Sources	12	Marketing and Advertising	26
Legal and Regulatory Compliance	12	Foreign Corrupt Practices Act	26
Accreditation and Surveys	13	Environmental Compliance	26
Business and Financial Information	13	Business Courtesies	28
Accuracy, Retention, and Disposal of Documents and Records	13	General	28
Coding and Billing Services	15	Receiving Business Courtesies	28
Confidential Information	15	Extending Business Courtesies to Non-referral Sources	28
Cost Reports	16	Government Relations and Political Activities	31
Electronic Media and Security Requirements	16	The Corporate Ethics and Compliance Programme	32
Financial Reporting and Records	17	Programme Structure	32
Intellectual Property Rights and Obligations ..	18	Setting Standards	33
Workplace Conduct and Employment Practices	18	Training and Communication	33
Conflict of Interest	18	Resources for Guidance and Reporting Concerns	33
Controlled Substances	20	Personal Obligation to Report	34
Copyrights	20	Internal Investigations of Reports	34
Diversity and Equal Employment Opportunity	20	Corrective Action	34
Harassment and Workplace Violence	20	Discipline	34
		Measuring Programme Effectiveness	35
		Acknowledgment Process	35
		Acknowledgment Card	flap

This Code of Conduct is effective January 1, 2009.

Note: All references to "HCA" or the "organisation" in this Code of Conduct refer to HCA Inc. and/or its affiliates, as applicable.

Mission and Values Statement

Above all else, we are committed to the care and improvement of human life. In recognition of this commitment, we will strive to deliver high quality, cost-effective healthcare in the communities we serve. In pursuit of our mission, we believe the following value statements are essential and timeless:

- *We recognise and affirm the unique and intrinsic worth of each individual.*
- *We treat all those we serve with compassion and kindness.*
- *We act with absolute honesty, integrity and fairness in the way we conduct our business and the way we live our lives.*
- *We trust our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect, and dignity.*

4

Purpose of Our Code of Conduct

Our Code of Conduct provides guidance to all HCA colleagues and helps us in carrying out our activities within appropriate ethical and legal standards. These obligations apply to our relationships with patients, affiliated physicians, third-party payers, subcontractors, independent contractors, vendors, consultants, and with each other.

The Code is a critical component of our overall Ethics and Compliance Programme. We have developed the Code to ensure we meet our ethical standards and comply with applicable laws and regulations.

The Code is intended to be comprehensive and easily understood. In some instances, the Code deals fully with the subject covered. In many cases, however, the subject requires additional guidance for those directly involved with the particular area to have sufficient direction. To provide additional guidance, we have developed a comprehensive set of compliance policies and procedures which may be accessed on the Ethics and Compliance site of our Intranet, as well as our external web site at www.hcahealthcare.com. Those policies expand upon or supplement many of the principles discussed in this Code of Conduct.

Although we promote the concept of management autonomy at individual hospitals and our other facilities, the following standards laid down in the Code are mandatory.

Leadership Responsibilities

While all HCA employees are obliged to follow our Code, we expect our leaders to set an example.

We expect everyone in the organisation with supervisory responsibility to exercise that responsibility in a manner that is kind, sensitive, thoughtful, and respectful. The CEOs and all Senior Financial Officers are bound by all provisions of this Code of Conduct and particularly those provisions relating to ethical conduct, conflicts of interest, compliance with law, and internal reporting of violations of the Code. We expect each supervisor to create an environment where all team members are encouraged to raise concerns and propose ideas.

We also expect that they will ensure those on their team have sufficient information to comply with laws, regulations, and policies, as well as the resources to resolve ethical dilemmas. They must help to create a culture within HCA which promotes the highest standards of ethics and compliance. This culture must encourage everyone in the organisation to share concerns when they arise. We must never sacrifice ethical and compliant behavior in the pursuit of business objectives.

Specific guidance for leaders throughout the organisation regarding their responsibilities under our Ethics and Compliance Programme is included in a supplement for leaders to this Code. Leaders at all levels of the organisation should use that guidance to most effectively incorporate ethics and compliance into all aspects of our organisation.

Any waiver or amendments to the Code of Ethics for Senior Financial Officers and CEOs must be approved by the Board of Directors.

In addition, all leaders should be mindful that HCA supports and utilises various training mechanisms to ensure that our supervisors have excellent managerial skills. These training tools are coordinated by the Corporate Human Resources Department. The foundational principles in such tools reflect the basic concepts of our Ethics and Compliance Programme. The Ethics and Compliance Programme, together with our leadership training efforts, encourages what we refer to as “principled leadership.” Such leadership assumes that those in our organisation will lead by example, will confront problems directly and candidly, will be inclusive in taking decisions as to who should participate in the decision-making process, will try to give the maximum responsibility to those who work with them, and will emphasise effective team-building. In addition to these fundamental approaches to principled leadership, we expect those in our organisation to understand and care about their colleagues at work. Though HCA is a large organisation, its work is accomplished each day, for the most part, in small team settings. This encourages all leaders to try to ensure that the talents of each member of the organisation are utilised to the maximum extent possible and that we give careful attention to the professional development of all of those within HCA.



Our Fundamental Commitment to Stakeholders*

We affirm the following commitments to HCA stakeholders:

To our patients: We are committed to providing quality care that is sensitive, compassionate, promptly delivered, and cost effective.

To our HCA colleagues: We are committed to a work setting which treats all colleagues with fairness, dignity, and respect, and affords them an opportunity to grow, to develop professionally, and to work in a team environment in which all ideas are welcomed.

To our doctors and consultants: We are committed to providing a work environment which has excellent facilities, modern equipment, and outstanding professional support.

To our business partners: We are committed to dealing with our business partners in a way that demonstrates our commitment to contractual obligations and reflects our shared concern for quality healthcare and bringing efficiency and cost effectiveness to healthcare. We want to do business with others who are ready to reflect our own ethical standards.

To our regulators: We are committed to an environment in which compliance with rules, regulations, and sound business practices is woven into the corporate culture. We accept the responsibility to aggressively self-govern and monitor adherence to the requirements of law and to our Code of Conduct.

To our joint venture partners: We are committed to fully performing our responsibilities to manage our jointly owned facilities in a manner that reflects the mission and values of each of our organisations.

To the communities we serve: We are committed to understanding the particular needs of the communities we serve and providing these communities quality, cost-effective healthcare. We realise as an organisation that we have a responsibility to help those in need and we support a range of charitable contributions and events.

To our suppliers: We are committed to fair competition among prospective suppliers and the sense of responsibility required of a good customer. We encourage our suppliers to adopt their own set of comparable ethical principles.

To our volunteers: The concept of voluntary assistance to the needs of patients and their families is an integral part of the fabric of healthcare. We are committed to ensuring that our volunteers feel a sense of meaningfulness from their volunteer work and receive recognition for their volunteer efforts.

To our shareholders: We are committed to the highest standards of professional management, which we intend will create unique efficiencies and innovative healthcare practice. This will help to ensure favourable returns on our shareholders' investments over the long term.

*The term "stakeholder" refers to those groups of individuals to whom an institution sees itself as having obligations.

Albert Schweitzer

There is no higher religion than human service. To work for the common good is the greatest creed.

Patients

Quality of Care and Patient Safety

Our mission is to provide high quality, cost-effective healthcare to all of our patients. To that end, we are committed to the delivery of safe, effective, efficient, compassionate and satisfying patient care. We treat all patients with warmth, respect, and dignity and provide care that is both necessary and appropriate. HCA has a comprehensive programme to promote the quality objectives of the organisation. In promoting a high quality of care, HCA facilities are focused on the attentiveness and dedication of service to patients; the utilisation of evolving technology to ensure quality and patient safety and to create an overall culture that makes patient safety paramount; a comprehensive and effective approach to handling the issues of credentialing and privileging of members of the medical staff; and the creation of effective peer review mechanisms within the medical staff. As a general principle, HCA aspires to a standard of excellence for all caregivers within its facilities, including the entire facility team, which is committed to the delivery of safe, effective, efficient, compassionate and satisfying care and services.

This commitment to quality of care and patient safety is an obligation of every HCA colleague. Accordingly, it is a fundamental principle of being part of HCA that each person dedicates himself or herself to achieving the goals described here. In addition, in any circumstance where an HCA colleague has a question about whether the quality or patient safety commitments set forth herein are being fully met, that individual is obligated to raise this concern through appropriate channels until it is satisfactorily addressed and resolved. Such channels include those established at the facility, and if necessary, beyond the facility, including the HCA Ethics Line. In addition to the facility and HCA channels, HCA colleagues are provided resources and guidance as to how to solicit intervention or review by external quality partners.

Patient Rights

We make no distinction in the availability of services; the admission, transfer or discharge of patients; or in the care we provide based on age, gender, disability, race, color, religion, or national origin. We recognise and respect the diverse backgrounds and cultures of our patients and make every effort to equip our caregivers with the knowledge and resources to respect each patient's cultural and heritage needs. We are mindful that the populations in those communities we serve are becoming even more diverse. Accordingly, we are structuring more formal programmes to ensure that HCA colleagues are equipped to meet these articulated commitments for multi-cultural competency in patient care. The hospital respects the patient's right to and need for effective communication.

Each patient is provided with a written statement of patient rights and a notice of privacy practices. These statements include the rights of a patient to take decisions regarding medical care, the right to refuse or accept treatment, the right to informed decision-making, and a patient's rights related to his or her health information maintained by the facility. Such statements conform to all applicable Government laws

including but not limited to The Data Protection Act 1998 (DPA).

We seek to involve patients in all aspects of their care, including giving consent for treatment and making healthcare decisions, which may include managing pain effectively, foregoing or withdrawing treatment, and, as appropriate, care at the end of life. The hospital addresses the wishes of the patient relating to end of life decisions. As applicable, each patient or patient representative is provided with a clear explanation of care including, but not limited to, diagnosis, treatment plan, right to refuse or accept care, care decision dilemmas, advance directive options, estimates of treatment costs, organ donation and procurement, and an explanation of the risks, benefits, and alternatives associated with available treatment options. Patients have the right to request transfers to other facilities. In such cases, the patient is given an explanation of the benefits, risks, and alternatives of the transfer.

Patients are provided information regarding their right to make advance directives regarding treatment decisions, financial considerations and the designation of surrogate healthcare decision-makers. Patient advance directives or resuscitative measures are honoured within the limits of the law and our organisation's mission, philosophy, values, and capabilities.

In the promotion and protection of each patient's rights, each patient and his or her representatives are accorded appropriate confidentiality, privacy, security, advocacy and protective services, opportunity for resolution of complaints, and pastoral care or spiritual care. Patients have the right to an environment that preserves dignity and contributes to positive self-image.

Patients are treated in a manner that preserves their dignity, autonomy, self-esteem, civil rights, and involvement in their own care. HCA facilities maintain processes to support patient rights in a collaborative manner which involves the facility leaders and others. These structures are based on policies and procedures, which make up the framework addressing both patient care and organisational ethics issues. These structures include informing each patient or, when appropriate, the patient's representative of the patient's rights in advance of furnishing or discontinuing care. Patients receive information about the person(s) responsible for their care, treatment and services. Patients and, when appropriate, their families are informed about the outcomes of care, treatment and services that have been provided, including unanticipated outcomes. Patients are also involved as clinically appropriate in resolving dilemmas about care decisions. Facilities maintain processes for prompt resolution of patient grievances which include informing patients of whom to contact regarding grievances and informing patients regarding the grievance resolution. The hospital addresses the resolution of complaints from patients and their families. Patients have the right to refuse care, treatment, and services in accordance with the law and regulations. HCA facilities maintain an ongoing, proactive patient safety effort for the identification of risk to patient safety and the prevention, reporting and reduction of healthcare errors. HCA colleagues receive training about patient rights in order to clearly understand their role in supporting them.

We strive to provide health education, health promotion, and illness-prevention programmes as part of our efforts to improve the quality of life of our patients and our communities.

Sir William Osler

The trained nurse has become one of the great blessings of humanity.

Patient Information

We collect information about the patient's medical condition, history, medication, and family illnesses in order to provide quality care. We realise the sensitive nature of this information and are committed to maintaining its confidentiality. Consistent with DPA, we do not use, disclose or discuss patient-specific information, including patient financial information, with others unless it is necessary to serve the patient or required by law.

HCA colleagues must never use or disclose confidential information that violates the privacy rights of our patients. In accordance with our privacy and security policies and procedures, which reflect DPA requirements, no HCA colleague, affiliated physician, or other healthcare partner has a right to any patient information other than that necessary to perform his or her job.

Subject only to emergency exceptions, patients can expect their privacy will be protected and patient-specific information will be released only to persons authorized by law or by the patient's written authorisation.

Physicians

Healthcare facilities like those owned and operated by HCA reflect a collaboration between those who are part of HCA and those who have been credentialed and privileged to practice in HCA facilities. As in any collaboration, each party has important roles and responsibilities. HCA is committed to providing a work environment for physicians and other privileged practitioners who practice in our facilities that is excellent in all respects. We know that historically, members of our medical staffs have interacted with those who work in our hospitals in a respectful and supportive way. We appreciate this and know that we can expect it to continue. We encourage members of our Medical Staffs to be familiar with this Code of Conduct. There are many portions of this Code of Conduct that pertains to ethical or legal obligations of physicians in hospitals, and this document is likely to be a helpful summary of those obligations for our medical staff members.

Interactions with Physicians

Government laws and regulations govern the relationship between hospitals and physicians who may refer patients to the facilities. It is important that those colleagues who interact with physicians, particularly regarding making payments to physicians for services rendered, providing space or services to physicians, recruiting physicians to the community, and arranging for physicians to serve in leadership positions in facilities, are aware of the requirements of the laws, regulations, and policies that address relationships between facilities and physicians.

If relationships with physicians are properly structured, but not diligently administered, failure to administer the arrangements as agreed may result in violations of the law. Any arrangement with a physician must be structured to ensure compliance with legal requirements, our policies and procedures and with any operational guidance that has been issued. Most arrangements must be in writing and approved by the Legal Department. Failure to meet all requirements of these laws and regulations can result in serious consequences for a facility.



Albert Einstein

Empathy is patiently and sincerely seeing the world through the other person's eyes. It is not learned in school; it is cultivated over a lifetime.

Keeping in mind that it is essential to be familiar with the laws, regulations, and policies that govern our interactions with physicians, two overarching principles govern our interactions with physicians:

We do not pay for referrals. We accept patient referrals and admissions based solely on the patient's medical needs and our ability to render the needed services. We do not pay or offer to pay anyone – colleagues, physicians, or other persons or entities – for referral of patients.

We do not accept payments for referrals we make. No HCA colleague or any other person acting on behalf of the organisation is permitted to solicit or receive anything of value, directly or indirectly, in exchange for the referral of patients. Similarly, when making patient referrals to another healthcare provider, we do not take into account the volume or value of referrals that the provider has made (or may make) to us.

Extending Business Courtesies and Tokens of Appreciation to Potential Referral Sources

Any entertainment, gift or token of appreciation involving physicians or other persons who are in a position to refer patients to our healthcare facilities must be undertaken in accordance with corporate policies, which have been developed consistent with Government laws, regulations, and rules regarding these practices. HCA colleagues must consult Company policies prior to extending any business courtesy or token of appreciation to a potential referral source.

12

Legal and Regulatory Compliance

HCA provides varied healthcare services in the UK. These services are provided pursuant to appropriate Government, laws and regulations, and the conditions of participation for Government healthcare programmes. Such laws, regulations, and conditions of participation may include, but are not limited to, subjects such as certificates of need, licences, permits, accreditation, access to treatment, consent to treatment, medical record-keeping, access to medical records and confidentiality, patients' rights, clinical research, end-of-life care decision-making, medical staff membership and clinical privileges, corporate practice of medicine restrictions. The organisation is subject to numerous other laws in addition to these healthcare laws, regulations, and the conditions of participation.

We have developed policies and procedures to address many legal, accreditation, certification and regulatory requirements. However, it is impractical to develop policies and procedures that encompass the full body of applicable law, standards, conditions and regulation. Obviously, those laws, standards, conditions and regulations not covered in organisation policies and procedures must be followed. There is a range of expertise within the organisation, including operations counsel and numerous functional experts (*i.e.*, Responsible Executives), who should be consulted for advice concerning human resources, legal, regulatory, standards and the conditions of participation requirements.

Anyone aware of violations or suspected violations of laws, regulations, standards and the conditions of participation, or Company policies and procedures must report them immediately to a supervisor or member of management, the hospital Chief Executive, the Ethics Line, or the Chief Executive of HCA International.

Accreditation and Surveys

In preparation for, during and after surveys, HCA colleagues must deal with all accrediting and external agency survey bodies in a direct, open and honest manner. No action should ever be taken in relationships with accrediting or external agency survey bodies that would mislead the accrediting or external agency survey teams, either directly or indirectly.

The scope of matters related to accreditation or external agency survey is extremely significant and broader than the scope of this Code of Conduct. The purpose of our Code of Conduct is to provide general guidance on subjects of wide interest within the organisation. Accrediting bodies and external agency survey entities may address issues of both wide and somewhat more focused interest.

From time-to-time, government agencies and other entities conduct surveys in our facilities. We respond with openness and accurate information. In preparation for or during a survey or inspection, HCA colleagues must never conceal, destroy, or alter any documents; lie; or make misleading statements to the agency representative. Colleagues also must never attempt to cause another colleague to fail to provide accurate information or obstruct, mislead, or delay the communication of information or records relating to a possible violation of law.

13

Business and Financial Information

Accuracy, Retention, and Disposal of Documents and Records

Each HCA colleague is responsible for the integrity and accuracy of our organisation's documents and records, not only to comply with regulatory and legal requirements but also to ensure records are available to support our business practices and actions. No one may alter or falsify information on any record or document. Records must never be destroyed in an effort to deny governmental authorities that which may be relevant to a government investigation.

Medical and business documents and records are retained in accordance with the law and our record retention policy, which includes comprehensive retention schedules. Medical and business documents include paper documents such as letters and memos, computer-based information such as e-mail or computer files on disk or tape, and any other medium that contains information about the organisation or its business activities. It is important to retain and destroy records only according to our policy. HCA colleagues must not tamper with records. No one may remove or destroy records prior to the specified date without first obtaining permission as outlined in the Company records management policy. Finally, under no circumstances may an HCA colleague use patient, colleague or any other individual's or entity's information to personally benefit (e.g., perpetrate identity theft).

Sir Winston Churchill *We make a living by what we get, we make a life by what we give.*



Coding and Billing for Services

We have implemented policies, procedures and systems to facilitate accurate billing to third-party payers, insurance payers, and patients. These policies, procedures, and systems conform to pertinent Government laws and regulations. We prohibit any colleague or agent of HCA from knowingly presenting or causing to be presented claims for payment or approval which are false, fictitious, or fraudulent.

In support of accurate billing, medical records must provide reliable documentation of the services we render. It is important that all individuals who contribute to medical records provide accurate information and do not destroy any information considered part of the official medical record.

Accurate and timely documentation also depends on the diligence and attention of physicians who treat patients in our facilities. We expect those physicians to provide us with complete and accurate information in a timely manner.

Any subcontractors engaged to perform billing or coding services are expected to have the necessary skills, quality control processes, systems, and appropriate procedures to ensure all billings for government and commercial insurance programmes are accurate and complete. HCA expects such entities to have their own ethics and compliance programmes and Code of Conduct. In addition, third-party billing entities, contractors, and preferred vendors under contract consideration must be approved consistent with the corporate policy on this subject.

Confidential Information

The term “confidential information” refers to proprietary information about our organisation's strategies and operations as well as patient information and third party information. Improper use or disclosure of confidential information could violate legal and ethical obligations. HCA colleagues may use confidential information only to perform their job responsibilities and shall not share such information with others unless the individuals and/or entities have a legitimate need to know the information in order to perform their specific job duties or carry out a contractual business relationship, provided disclosure is not prohibited by law or regulation. Confidential information, also referred to as “sensitive information,” covers virtually anything related to HCA's operations that is not publicly known, such as personnel data maintained by the organisation; patient lists and clinical information, including individually identifiable patient information; patient financial information, including credit card data and social security numbers; passwords; pricing and cost data; information pertaining to acquisitions, divestitures, affiliations and mergers; financial data; details regarding Government, and local tax examinations of the organisation or its joint venture partners; proprietary information from a research sponsor or the data generated from the research; strategic plans; marketing strategies and techniques; supplier and subcontractor information; and proprietary computer software. In order to maintain the confidentiality and integrity of patient and confidential information, colleagues must protect such information in accordance with information security policies and standards when it is e-mailed outside the Company or otherwise sent through the Internet; stored on portable devices such as laptops and portable digital assistants (PDAs); or transferred to removable media such as CD or USB drive. These policies and standards require, among other things, that the individual and/or entity be validated and the information be encrypted.

Use of due care and due diligence is required to maintain the confidentiality, availability and integrity of information assets the Company owns or of which it is the custodian. Because so much of our clinical and business information is generated and contained within our computer systems, it is essential that each HCA colleague protect our computer systems and the information contained in them by not sharing passwords and by reviewing and adhering to our information security policies and standards.

Any HCA colleague who knows or suspects confidential information to have been compromised must report the potential security breach to the Facility Ethics Officer

If an individual's employment or contractual relationship with HCA ends for any reason, the individual is still bound to maintain the confidentiality of information viewed, received or used during the employment or contractual business relationship with HCA. This provision does not restrict the right of a colleague to disclose, if he or she wishes, information about his or her own compensation, benefits, or terms and conditions of employment. Copies of confidential information in an employee's or contractor's possession shall be left with HCA at the end of the employment or contractual relationship.

Cost Reports

We are required by Government laws and regulations to submit certain reports of our operating costs and statistics. We comply with Government laws, regulations, and guidelines relating to all cost reports. These laws, regulations, and guidelines define what costs are allowable and outline the appropriate methodologies to claim reimbursement for the cost of services provided to programme beneficiaries.

Several HCA policies address cost report compliance and articulate our commitment to: maintain and distribute a Reimbursement Manual to Reimbursement Department personnel that includes corporate and departmental policies and procedures; provide effective and timely education and training programmes for Reimbursement Department personnel regarding Government laws, regulations and guidelines, and corporate policies; maintain a standardised workpaper package to provide consistency in the preparation, organisation, presentation, and review of cost reports; apply a uniform cost report review process; identify and exclude non-allowable costs; adhere to documentation standards; and use transmittal letters to report protested items and make other appropriate disclosures. In addition, we submit our cost report process to internal audits and maintain a peer review process.

All issues related to the preparation, submission and settlement of cost reports must be performed by or coordinated with our Reimbursement Department.

Electronic Media and Security Requirement

All communications systems, including but not limited to computers, electronic mail, Intranet, Internet access, telephones, and voice mail, are the property of the organisation and are to be used primarily for business purposes in accordance with electronic communications policies and standards. Limited reasonable personal use of HCA communications systems is permitted; however, users should assume these communications are not private. Users of computer and telephonic systems should presume no expectation of privacy in anything they

create, store, send, or receive on the computer and telephonic systems, and the Company reserves the right to monitor and/or access communications usage and content consistent with Company policies and procedures.

Colleagues may not use internal communication channels or access to the Internet at work to view, post, store, transmit, download, or distribute any threatening materials; knowingly, recklessly, or maliciously false materials; obscene materials; or anything constituting or encouraging a criminal offense, giving rise to civil liability, or otherwise violating any laws. In addition, these channels of communication may not be used to send chain letters, personal broadcast messages, or copyrighted documents that are not authorised for reproduction.

Colleagues who abuse our communications systems or use them excessively for non-business purposes may lose these privileges and be subject to disciplinary action.

Colleagues shall comply with HCA's information security policies and standards governing the use of information systems. Only assigned user IDs and "Secure ID" cards shall be used. Individuals may only use officially assigned User IDs and passwords and are not permitted to share or disclose any password that is used to access HCA systems or information. Portable devices and removable media, such as laptop computers, PDAs, USB drives, CDs and external hard drives, must be physically secured at all times. Colleagues shall never use tools or techniques to break or exploit HCA information security measures or those used by other companies or individuals.

Financial Reporting and Records

We have established and maintain a high standard of accuracy and completeness in documenting, maintaining, and reporting financial information. This information serves as a basis for managing our business and is important in meeting our obligations to patients, colleagues, shareholders, suppliers, and others. It is also necessary for compliance with tax and financial reporting requirements.

All financial information must reflect actual transactions and conform to generally accepted accounting principles. All funds or assets must be properly recorded in the books and records of the Company. HCA maintains a system of internal controls to provide reasonable assurances that all transactions are executed in accordance with management's authorisation and are recorded in a proper manner to maintain accountability of the organisation's assets.

We diligently seek to comply with all applicable auditing, accounting and financial disclosure laws, including but not limited to the Securities Exchange Act of 1934 and the Sarbanes-Oxley Act of 2002. Senior Financial Officers receive training and guidance regarding auditing, accounting and financial disclosure relevant to their job responsibilities. They are also provided the opportunity to discuss issues of concern with the Board of Directors' Audit and Compliance Committee. Anyone having concerns regarding questionable accounting or auditing matters should report such matters to the Board of Directors' Audit and Compliance Committee by calling the HCA Ethics Line (0800 89 0011. ext 1-800-455-1996).

William Wordsworth

*The best
portion of a
good person's
life is the little,
nameless,
unremembered
acts of
kindness and
of love.*

Intellectual Property Rights and Obligations

Any work of authorship, invention, or other creation (“Development”) created by a colleague during the scope of the colleague’s employment with HCA shall be considered the property of HCA, including any patent, trademark, copyright, trade secret or other intellectual property right in the Development. Whether something is developed during the scope of a colleague’s employment depends on a number of factors, including:

- *the nature of the colleague’s work,*
- *whether the Development is related to HCA’s business,*
- *whether the colleague was directed to produce the Development as part of the colleague’s work,*
- *whether the colleague utilised HCA intellectual property or resources at least in part to make the Development, and*
- *whether the colleague created the Development while being paid by HCA.*

If any Development created is copyrightable or patentable, then it will be considered as “Copyright Work” under the Copyright, Designs and Patents Act 1988, with HCA being considered the author and owner of such work.

When creating Developments for HCA, colleagues shall respect the intellectual property rights of others. Any works or inventions created by colleagues prior to employment by HCA shall be disclosed to HCA upon commencement of employment, and management and Legal Department approval shall be obtained prior to any use of these works or inventions in a Development for HCA.

By signing the acknowledgment card at the end of this Code of Conduct, a colleague specifically agrees to be bound by these provisions of the Code of Conduct. As such, the acknowledgment card serves as an assignment by the named colleague to HCA of all right, title, and interest in all Developments created by the colleague within the scope of his or her employment, as well as an appointment of the Secretary for HCA as the colleague’s attorney-in-fact to execute documents on his or her behalf for the foregoing purposes. Colleagues shall assist HCA in obtaining and enforcing intellectual property rights in their Developments, while employed by HCA and after termination of employment.

Workplace Conduct and Employment Practices

Conflict of Interest

A conflict of interest may occur if an HCA colleague’s outside activities, personal financial interests, or other personal interests influence or appear to influence his or her ability to make objective decisions in the course of the colleague’s job responsibilities. A conflict of interest may also exist if the demands of any outside activities hinder or distract a colleague from the performance of his or her job or cause the individual to use HCA resources for other than HCA purposes. HCA colleagues are obligated to ensure they remain free of conflicts of interest in the performance of their responsibilities at HCA. If colleagues have any question about whether an



Florence Nightingale

I think one's feelings waste themselves in words; they ought all to be distilled into actions which bring results.

outside activity or personal interest might constitute a conflict of interest, they must obtain the written approval of their line manager before pursuing the activity or obtaining or retaining the interest. Clinical decisions will be made without regard to compensation or financial risk to HCA leaders, managers, clinical staff, or licenced, independent practitioners.

Controlled Substances

Some of our colleagues routinely have access to prescription drugs, controlled substances, and other medical supplies. Many of these substances are governed and monitored by specific regulatory organisations and must be administered by physician order only. Prescription and controlled medications and supplies must be handled properly and only by authorised individuals to minimise risks to us and to patients. If one becomes aware of inadequate security of drugs or controlled substances or the diversion of drugs from the organisation, the incident must be reported immediately.

Copyrights

HCA colleagues may only copy and/or use copyrighted materials pursuant to the organisation's policy on such matters.

Diversity and Equal Employment Opportunity

HCA actively promotes diversity in its workforce at all levels of the organisation. We are committed to providing an inclusive work environment where everyone is treated with fairness, dignity, and respect. We will make ourselves accountable to one another for the manner in which we treat one another and for the manner in which people around us are treated. We are committed to recruit and retain a diverse staff reflective of the patients and communities we serve. We regard laws, regulations and policies relating to diversity as a minimum standard. We strive to create and maintain a setting in which we celebrate cultural and other differences and consider them strengths of the organisation.

HCA is an equal opportunity workforce and no one shall discriminate against any individual with regard to race, color, religion, sex, national origin, age, disability, sexual orientation, or veteran status with respect to any offer, or term or condition, of employment. We make reasonable accommodations to the known physical and mental limitations of qualified individuals with disabilities.

Harassment and Workplace Violence

Each HCA colleague has the right to work in an environment free of harassment and disruptive behavior. We do not tolerate harassment by anyone based on the diverse characteristics or cultural backgrounds of those who work with us. Degrading or humiliating jokes, slurs, intimidation, or other harassing conduct is not acceptable in our workplace.

Sexual harassment is prohibited. This prohibition includes unwelcome sexual advances or requests for sexual favors in conjunction with employment decisions. Moreover, verbal or physical conduct of a sexual nature that interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment has no place at HCA.

Harassment also includes incidents of workplace violence. Workplace violence includes robbery and other commercial crimes, stalking, violence directed at the employer, terrorism, and hate crimes committed by current or former colleagues. Colleagues who observe or experience any form of harassment or violence should report the incident to their supervisor, the Human Resources Department, a member of management, the Facility ECO, or the Ethics Line.

Health and Safety

All HCA facilities comply with all government regulations and rules, HCA policies, and required facility practices that promote the protection of workplace health and safety. Our policies have been developed to protect our colleagues from potential workplace hazards. Colleagues must become familiar with and understand how these policies apply to their specific job responsibilities and seek advice from their supervisor or the Safety Officer whenever they have a question or concern. It is important that each colleague immediately advise his or her supervisor or the Safety Officer of any serious workplace injury or any situation presenting a danger of injury so timely corrective action may be taken to resolve the issue.

21

Insider Information and Securities Trading

While HCA is no longer a publicly listed company, one or more of its debt or equity securities may from time to time be publicly registered under the various securities laws or otherwise have an active trading market. In the course of colleagues' employment with HCA, they may become aware of non-public information about HCA material to an investor's decision to buy or sell the organisation's securities. Non-public, material information may include, among other things, plans for mergers, marketing strategy, financial results, or other business dealings. Regardless of whether our securities are publicly registered or traded, colleagues may not discuss this type of information with anyone outside of the organisation. Within the organisation, colleagues should discuss this information on a strictly "need to know" basis only with other colleagues who require this information to perform their jobs.

Securities law and HCA policy prohibit individuals from trading in the marketable securities of an organisation or influencing others to trade in such securities on the basis of non-public, material information. These restrictions are meant to ensure the general public has complete and timely information on which to base investment decisions.

If an HCA colleague obtains access to non-public, material information about the organisation, or any other company while performing his or her job, the colleague may not use that information to buy, sell, transfer, gift or effect other transactions of securities of HCA or that other company. Even if he or she does

Ralph Waldo Emerson

No member of a crew is praised for the rugged individuality of his rowing.



not buy, sell, transfer, gift or effect other transactions of such securities based on what he or she knows, discussing the information with others, such as family members, friends, vendors, suppliers, and other outside acquaintances, is prohibited until the information is considered to be public. Information is considered public twenty four hours after a general release of the information to the media. Any HCA colleague desiring to purchase, sell, gift or otherwise effect a transfer of HCA equity securities, and any HCA officer or member of HCA's Board of Directors (including immediate family members or entities they may control) desiring to purchase, sell, gift or otherwise effect a transfer of securities of HCA (debt or equity), is required to pre-clear such transfer with HCA's corporate secretary's office in advance of such acquisition, sale or other transfer.

Licence and Certification Renewals

Colleagues, individuals who act as independent contractors, and privileged practitioners in positions which require professional licences, certifications, or other credentials are responsible for maintaining the current status of their credentials and shall comply at all times with the law. To ensure compliance, HCA may require evidence of the individual having a current licence or credential status.

HCA does not allow any colleague, independent contractor or privileged practitioner to work without valid, current licences or credentials. Each colleague must have evidence of current and valid licences, certification, registration, accreditation or credential as required by their position description. Each facility must have appropriate processes and procedures to assure documentation of compliance with each position description requirement.

23

Personal Use of HCA Resources

It is the responsibility of each HCA colleague to preserve our organisation's assets including time, materials, supplies, equipment, and information. Organisation assets are to be maintained for business-related purposes. As a general rule, the personal use of any HCA asset without prior supervisory approval is prohibited. The occasional use of items, such as copying facilities or telephones, where the cost to HCA is insignificant, is permissible. Any community or charitable use of organisation resources must be approved in advance by one's supervisor. Any use of organisation resources for personal financial gain unrelated to the organisation's business is prohibited.

Relationships Among HCA Colleagues

In the normal day-to-day functions of an organisation like HCA, there are issues that arise which relate to how people in the organisation deal with one another. It is impossible to foresee all of these, and many do not require explicit treatment in a document like this. A few routinely arise, however. One involves gift giving among colleagues for certain occasions. While we wish to avoid any strict rules, no one should ever feel compelled to give a gift to anyone, and any gifts offered or received should be appropriate to the circumstances. A lavish gift to anyone in a supervisory role would clearly violate organisation policy.

Another situation, which routinely arises, is a fund-raising or similar effort undertaken by individual colleagues, in which no one should ever be compelled to participate. Similarly, when the Company or a facility determines to support charitable organisations, no colleague should be compelled to contribute to the charitable organisation, nor should there be any workplace consequences of such non-participation.

Relationships with Subcontractors and Suppliers

Those seeking to be suppliers of HCA should understand that virtually all of the system-wide procurement effort is executed, in effect, by the HealthTrust Purchasing Group. As in any large organisation, once central procurement decisions have been taken, it is anticipated that local facilities will utilise the negotiated contracts. Organisations that compete unsuccessfully through HPG for national agreements with HCA, or, for whatever reason, elect not to compete in such processes, should not be disappointed by efforts of those in the HCA supply chain to maintain compliance with negotiated national agreements. We encourage those with new technologies or product innovations to be certain that HPG fully understands their capabilities.

We must manage our consulting, subcontractor, and supplier relationships in a fair and reasonable manner, free from conflicts of interest and consistent with all applicable laws and good business practices. We promote competitive procurement to the maximum extent practicable. Our selection of consultants, subcontractors, suppliers, and vendors will be made based on objective criteria including quality, technical excellence, price, delivery, adherence to schedules, service, and maintenance of adequate sources of supply. Our purchasing decisions will be made on the supplier's ability to meet our needs, and not on personal relationships and friendships. We employ the highest ethical standards in business practices in source selection, negotiation, determination of contract awards, and the administration of all purchasing activities. We comply with contractual obligations not to disclose vendor confidential information unless permitted under the contract or otherwise authorised by the vendor. (The subject of Business Courtesies, which might be offered by or to subcontractors or suppliers, is discussed in this Code.)

Research, Investigations, and Clinical Trials

We follow the highest ethical standards in full compliance with Government laws and regulations in any research, investigations, and/or clinical trials conducted by our physicians and professional staff. We do not tolerate research misconduct, which includes activities such as making up or changing results, copying results from other studies without performing the clinical investigation or research, failing to identify and deal appropriately with investigator or institutional conflicts of interest. Our hospitals' first priority is always to protect the patients and human subjects and respect their rights during research, investigations, and clinical trials.

Physicians conducting clinical trials of investigational products and services are expected to fully inform all subjects of their rights and responsibilities of participating in the clinical trial. All potential subjects asked to participate in a clinical trial are given a full explanation of alternative services that might prove beneficial to them. They are also fully informed of potential discomforts and are given a full explanation of the risks,

Pablo Casals

I feel the capacity to care is the thing which gives life its deepest significance.

Gelen Keller

*When we do
the best that
we can, we
never know
what miracle
is wrought in
our life, or in
the life of
another.*

expected benefits, and alternatives. The subjects are fully informed of the procedures to be followed, especially those that are experimental in nature. Refusal of a potential subject to participate in a research study or the voluntary withdrawal of his or her participation in an existing study will not compromise his or her access to services or other benefits to which he or she is otherwise entitled. A subject's voluntary informed consent to participate in a clinical trial is documented and retained pursuant to Company and hospital policies.

Any HCA facility or colleague applying for or performing research of any type must follow all applicable research guidelines and privacy policies and maintain the highest standards of ethics and accuracy in any written or oral communications regarding the research project. As in all accounting and financial record-keeping, our policy is to submit only true, accurate, and complete costs related to research grants. Any HCA facility or colleague engaging in human subject research must do so in conjunction with IRB approval and consistent with Company policies regarding human subject research and IRBs.

Substance Abuse and Mental Acuity

To protect the interests of our colleagues and patients, we are committed to an alcohol and drug-free work environment. All colleagues must report for work free of the influence of alcohol and illegal drugs. Reporting to work under the influence of any illegal drug or alcohol; having an illegal drug in a colleague's system; or using, possessing, or selling illegal drugs while on HCA work time or property may result in immediate termination. We may use drug testing as a means of enforcing this policy.

It is also recognised individuals may be taking prescription or over-the-counter drugs, which could impair judgment or other skills required in job performance. Colleagues with questions about the effect of such medication on their performance or who observe an individual who appears to be impaired in the performance of his or her job must immediately consult with their supervisor.

Competitive Activities and Marketing Practices

We operate in a highly competitive environment. Our competitive activities must conform to the high standards of integrity and fairness reflected in this Code of Conduct. The Company requires compliance with antitrust and other laws governing competitive activities, and with the Company's written policies governing interactions with competitors, customers and suppliers.

Antitrust and Unfair Competition

The Company has strict restrictions on communications with competitors, which are set forth in the Communications with Competitors Concerning Prices, Costs of Service and other Competitively Sensitive Topics Policy. Generally, colleagues are not to discuss with competitors non-public "competitively sensitive

topics” as defined in the policy. Because the antitrust laws are so complex and their application can depend upon the conditions in local markets, it is not practical to adopt written policies to govern all situations. Colleagues should consult with their supervisors or the Legal Department for guidance concerning competitive activities, laws and policies relating to their areas of responsibility.

Marketing and Advertising

Consistent with laws and regulations that may govern such activities, we may use marketing and advertising activities to educate the public, provide information to the community, increase awareness of our services, and to recruit colleagues. We strive to present only truthful, fully informative, and non-deceptive information in these materials and announcements.

While it is permissible to compare and contrast our services and prices, it is against Company policy to intentionally disparage other persons or businesses based on information that is untrue, or not known to be true, or to intentionally interfere with another business’s contractual and business relationships through wrongful means. This does not prevent fair, non-deceptive competition for business from those who may also have business relationships with a competitor.

26

Foreign Corrupt Practices Act

The United States Foreign Corrupt Practices Act (FCPA) requires us to exercise care in our dealings with foreign government officials, employees, or representatives, and members of their families. The FCPA prohibits providing anything of value to any of these individuals for the purpose of obtaining or retaining business. Under the FCPA, HCA is responsible for the actions of its agents and representatives. Before offering anything of value to foreign government officials, employees or representatives or a member of their family, an HCA colleague must obtain advice from the Corporate Ethics and Compliance Department or the Legal Department.

Environmental Compliance

It is our policy to comply with all environmental laws and regulations as they relate to our organisation’s operations. We act to preserve our natural resources to the full extent reasonably possible. We comply with all environmental laws and operate each of our facilities with the necessary permits, approvals, and controls. We diligently employ the proper procedures to provide a good environment of care and to prevent pollution.

In helping HCA comply with these laws and regulations, all HCA colleagues must understand how job duties may impact the environment, adhere to all requirements for the proper handling of hazardous materials, and immediately alert supervisors to any situation regarding the discharge of a hazardous substance, improper disposal of hazardous and medical waste, or any situation which may be potentially damaging to the environment.



Business Courtesies

General

This part of the Code of Conduct should not be considered in any way as an encouragement to make, solicit, or receive any type of entertainment or gift. For clarity purposes, please note that these limitations govern activities with those outside of HCA. This section does not pertain to actions between HCA and its colleagues or actions among HCA colleagues themselves. (See “Relationships Among HCA Colleagues” in this Code.)

Receiving Business Courtesies

We recognise there will be times when a current or potential business associate, including a potential referral source, may extend an invitation to attend a social event in order to further develop a business relationship. An HCA colleague may accept such invitations, provided: (1) the cost associated with such an event is reasonable and appropriate, which, as a general rule, means the cost will not exceed £200.00 per person; (2) no expense is incurred for any travel costs (other than in a vehicle owned privately or by the host entity) or overnight lodging; and (3) such events are infrequent. The limitations of this section do not apply to business meetings at which food (including meals) may be provided. Prior to accepting invitations to training and educational opportunities that include travel and overnight accommodations at reduced or no cost to a colleague or HCA, consult our policies and seek appropriate approvals.

HCA colleagues may accept gifts with a total value of £100.00 or less in any one year from any individual or organisation who has a business relationship with HCA. For purposes of this paragraph, physicians practicing in HCA facilities are considered to have such a relationship. Perishable or consumable gifts given to a department or group are not subject to any specific limitation. HCA colleagues may accept gift certificates, but may never accept cash or financial instruments (*e.g.*, cheques, stocks). Finally, under no circumstances may an HCA colleague solicit a gift.

This section does not limit HCA facilities from accepting gifts, provided they are used and accounted for appropriately.

Extending Business Courtesies to Non-referral Sources

No portion of this section, “Extending Business Courtesies to Non-referral Sources,” applies to any individual who makes, or is in a position to make, referrals to an HCA facility. Such business courtesies are addressed in the *Extending Business Courtesies to Potential Referral Sources* section of this Code and Company policies.

Meals and Entertainment. There may be times when a colleague wishes to extend to a current or potential business associate (other than someone who may be in a position to

Loyalty means that I share a common ideal with you and that, regardless of minor differences, we strive for it, shoulder to shoulder, confident in one another's good faith, trust, constancy and affection.

Dr. Karl Menninger

make a patient referral) an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. The purpose of the entertainment must never be to induce any favourable business action. During these events, topics of a business nature must be discussed and the host must be present. These events must not include expenses paid for any travel costs (other than in a vehicle owned privately or by the host entity) or overnight lodging. The cost associated with such an event must be reasonable and appropriate. As a general rule, this means the cost will not exceed £100.00 per person. Moreover, such business entertainment with respect to any particular individual must be infrequent, which, as a general rule, means not more than three times per year. Consult Company policy for events that are expected to exceed £100 or were not expected to but inadvertently do exceed £100. That policy requires establishing the business necessity and appropriateness of the proposed entertainment. The organisation will under no circumstances sanction any business entertainment that might be considered lavish or in questionable taste. Departures from the £100.00 guideline are highly discouraged.

Sponsoring Business Events. HCA facilities may also routinely sponsor events with a legitimate business purpose (e.g., hospital board meetings or retreats). Provided that such events are for business purposes, reasonable and appropriate meals and entertainment may be offered. In addition, transportation and lodging can be paid for. However, all elements of such events, including these courtesy elements, must be consistent with the corporate policy on such events.

Gifts. It is critical to avoid the appearance of impropriety when giving gifts to individuals who do business or are seeking to do business with HCA. We will never use gifts or other incentives to improperly influence relationships or business outcomes. In order to avoid embarrassment, an effort should be made to ensure that any gift we extend meets the business conduct standards of the recipient's organisation. Gifts to business associates who are not government employees must not exceed £50.00 per year per recipient. An HCA colleague or facility may give gift certificates, but may never give cash or financial instruments (e.g., cheques, stocks). The corporate policy on business courtesies permits occasional exceptions to the £50 limit to recognise the efforts of those who have spent meaningful amounts of volunteer time on behalf of HCA.

Governments have strict rules and laws regarding gifts, meals, and other business courtesies for their employees. HCA does not provide any gifts, entertainment, meals, or anything else of value to any government employee, except for minor refreshments in connection with business discussions or promotional items with the HCA or facility logo valued at no more than £10.00. With regard to gifts, meals, and other business courtesies involving any other category of government official or employee, colleagues must determine the particular rules applying to any such person and carefully follow them.



Government Relations and Political Activities

The organisation and its representatives comply with all Government laws governing participation in government relations and political activities. As a general policy, HCA funds or resources are not contributed directly to individual political campaigns, political parties, or other organisations which intend to use the funds primarily for political campaign objectives. Those who seek exceptions to this general rule may only do so after obtaining the appropriate approvals required in relevant policies. Organisation resources include financial and non-financial donations such as using work time and telephones to solicit for a political cause or candidate or the loaning of HCA property for use in the political campaign. The conduct of any political action committee is to be consistent with relevant laws and regulations. In addition, political action committees associated with the organisation select candidates to support based on the overall ability of the candidate to render meaningful public service. The organisation does not select candidates to support as a reflection of expected support of the candidate on any specific issue.

The organisation engages in public policy debate only in a limited number of instances where it has special expertise that can inform the public policy formulation process. When the organisation is directly impacted by public policy decisions, it may provide relevant, factual information about the impact of such decisions on the private sector. In articulating positions, the organisation only takes positions that it believes can be shown to be in the larger public interest. The organisation encourages trade associations with which it is associated to do the same.

It is important to separate personal and corporate political activities in order to comply with the appropriate rules and regulations relating to lobbying or attempting to influence government officials. No use of corporate resources, including e-mail, is appropriate for personally engaging in political activity. A colleague may, of course, participate in the political process on his or her own time and at his or her own expense. While doing so, it is important HCA colleagues not give the impression they are speaking on behalf of or representing HCA in these activities. Colleagues cannot seek to be reimbursed by HCA for any personal contributions for such purposes.

At times, HCA may ask colleagues to make personal contact with government officials or to write letters to present our position on specific issues. In addition, it is a part of the role of some HCA management to interface on a regular basis with government officials. If a colleague is making these communications on behalf of the organisation, he or she must be certain to be familiar with any regulatory constraints and observe them. Guidance is always available from the Corporate Government Relations and Legal Departments as necessary.

The Company's Ethics and Compliance Programme

Programme Structure

The Ethics and Compliance Programme is intended to demonstrate in the clearest possible terms the absolute commitment of the organisation to the highest standards of ethics and compliance. The elements of the programme include setting standards (the Code and Policies and Procedures), communicating the standards, providing a mechanism for reporting potential exceptions, monitoring and auditing, and maintaining an organisational structure that supports the furtherance of the programme. Each of these elements is detailed below.

These elements are supported at all levels of the organisation. Providing direction, guidance and oversight are the Ethics and Compliance Committee of the Board of Directors; the Corporate Ethics and Compliance Steering Committee consisting of senior management; and the Corporate Ethics and Compliance Policy Committee consisting of senior management and representative facility CEOs.

The Chief Ethics and Compliance Officer for the organisation and the Ethics and Compliance Department are responsible for the day-to-day direction and implementation of the Ethics and Compliance Programme. This includes developing resources (including policies and procedures, training programmes, and communication tools) for and providing support (including operating the Ethics Line, conducting programme assessment, and providing advice) to Facility ECOs and others.

Responsible Executives are individuals in the Corporate Office who have expertise in various areas of compliance risk and who are called upon in their areas of expertise to lead policy and training development efforts, conduct monitoring and auditing as appropriate, and provide advice.

Playing a key role in ensuring the successful implementation of our Ethics and Compliance Programme, Facility ECOs are responsible for distributing standards, ensuring training is conducted, conducting monitoring and responding to audits, investigating and resolving Ethics Line cases, and otherwise administering the Ethics and Compliance Programme in their facilities. Hospital ECOs are also expected to establish and maintain a Facility Ethics and Compliance Committee (FECC) to assist them in these efforts.

All Divisions and Markets have appointed Division or Market ECOs, who assist in directing and assessing the Ethics and Compliance Programme for their Divisions or Markets.

Another important resource who may be able to address issues arising out of this Code of Conduct is the Chief Human Resources Officer. Chief Human Resources Officers are highly knowledgeable about many of the compliance risk areas described in this Code of Conduct that pertain to employment and the workplace and are responsible for ensuring compliance with various employment laws. If a concern relates to specific details of an individual's work situation, rather than larger issues of organisational ethics and compliance, the Chief Human Resources Officer is the most appropriate person to contact. In that we promote the concept of management autonomy at local facilities, every effort should be made to resolve workplace conduct and employment practice issues through the individual's supervisor and the Chief Human Resources Officer at the local facility. Experience has shown that this is an effective and productive way to deal promptly with these matters. Chief Human Resources Officers also assist in investigating and resolving Ethics Line cases and

workplace conduct and employment practices issues. HCA routinely reviews the operation of this problem solving procedure and may periodically modify the details of the approach in order to maximise its effectiveness. In circumstances where you seek to utilise the problem solving procedure, we encourage you to inquire about the specifics of how the procedure operates. Your local human resources department or representative can provide this information.

All of these individuals or groups are prepared to support HCA colleagues in meeting the standards set forth in this Code. Membership lists for each of the Corporate entities and the Facility ECOs can be found at the Ethics and Compliance site on the organisation's Intranet.

Setting Standards

With respect to our Ethics and Compliance Programme, we set standards through this Code of Conduct, ethics and compliance policies and procedures and, occasionally, through other guidance mechanisms, such as Compliance Alerts and advisory memoranda. It is the responsibility of each individual to be aware of those policies and procedures that pertain to his or her work and to follow those policies and procedures.

Training and Communication

Comprehensive training and education has been developed to ensure that colleagues throughout the organisation are aware of the standards that apply to them. Code of Conduct training is conducted at the time an individual joins the organisation and annually for all colleagues. Compliance training in areas of compliance risk (*e.g.*, billing, coding, cost reports) is required of certain individuals. Company policies outline the training requirements.

All ethics and compliance training is required to be recorded in the Company's HealthStream Learning Center (HLC). Through the HLC, system administrators and ECOs track colleagues' compliance with their training requirements and report such information as necessary.

Many resources regarding our programme are available to all HCA colleagues on our Intranet and to the general public on the Internet. We encourage all colleagues to frequently visit both sites.

Resources for Guidance and Reporting Concerns

To obtain guidance on an ethics or compliance issue or to report a concern, individuals may choose from several options. We encourage the resolution of issues, including human resources-related issues (*e.g.*, payroll, fair treatment and disciplinary issues), at a local level. Colleagues should use the human resources-related problem solving procedure at their facility to resolve such issues. It is an expected good practice, when one is comfortable with it and believes it appropriate under the circumstances, to raise concerns first with one's supervisor. If this is uncomfortable or inappropriate, the individual may discuss the situation with the Facility Chief Human Resources Manager or another member of management at the facility or in the organisation. Individuals are always free to contact the Ethics Line at 0800 89 0011, Ext 800 455 1996

HCA makes every effort to maintain, within the limits of the law, the confidentiality of the identity of any individual who reports concerns or possible misconduct. There is no retribution or discipline for anyone who reports a concern in good faith. Any colleague who deliberately makes a false accusation with the purpose of harming or retaliating against another colleague is subject to discipline.

Personal Obligation to Report

We are committed to ethical and legal conduct that is compliant with all relevant laws and regulations and to correcting wrongdoing wherever it may occur in the organisation. Each colleague has an individual responsibility for reporting any activity by any colleague, physician, subcontractor, or vendor that appears to violate applicable laws, rules, regulations, accreditation standards, standards of medical practice, Government healthcare conditions of participation, or this Code. If a matter that poses serious compliance risk to the organisation or that involves a serious issue of medical necessity, clinical outcomes or patient safety is reported locally, and if the reporting individual doubts that the issue has been given sufficient or appropriate attention, the individual should report the matter to higher levels of management or the Ethics Line until satisfied that the full importance of the matter has been recognised.

34

Internal Investigations of Reports

We are committed to investigating all reported concerns promptly and confidentially to the extent possible. The Corporate Ethics and Compliance Officer coordinates any findings from corporate-led investigations and immediately recommends corrective action or changes that need to be made. We expect all colleagues to cooperate with investigation efforts.

Corrective Action

Where an internal investigation substantiates a reported violation, it is the policy of the organisation to initiate corrective action, including, as appropriate, making prompt restitution of any overpayment amounts, notifying the appropriate governmental agency, instituting whatever disciplinary action is necessary, and implementing systemic changes to prevent a similar violation from recurring in the future.

Discipline

All violators of the Code will be subject to disciplinary action. The precise discipline utilised will depend on the nature, severity, and frequency of the violation and may result in any or all of the following disciplinary actions:

- *Verbal warning;*
- *First Written warning;*
- *Final Written Warning;*
- *Dismissal*