

November 2, 2021



Following is the transcript of the Weekly Update video.

Hi Team!

Well, I hope that each of you had a fun and “spooky” Halloween last Sunday and your weekend was filled with more treats than tricks!

I’m Mark Clement and I am returning once again to this short video format for today’s Weekly Update so that I can more directly and personally speak to you about our system’s vaccination requirement and last Sunday’s deadline!

I am pleased to report that nearly 100 percent of TriHealth team members and physicians across our system are now in compliance with our vaccination requirement, either by becoming fully vaccinated or by receiving an exemption or temporary deferral. I know that becoming vaccinated was a difficult and very personal decision for some, so I want to express my deep appreciation to each and every one of you for stepping up and embracing our system’s commitment to the safety of our patients and visitors, as well as your fellow team members and physicians. And I also want to acknowledge and thank our leaders for the role they played in assisting and supporting many of our team members through their own vaccination decision process. Their understanding, support, and genuine concern for our team members since we announced our vaccination requirement in August is a shining example of servant leadership in action and is a testament to their unwavering commitment to The TriHealth Way of Leading. Each of us at TriHealth is a role model within our community, and your actions set an important example for patients, employers, fellow team members, friends and family to follow. We are grateful for the impact your decision has made on all those we serve and the safety of the larger community.

As you are probably aware, some of our team members started the two-dose mRNA vaccine regimen last month but began the process too late to complete the full regimen by our October 31 deadline. These team members are now on administrative leave as they complete their vaccination regimen, and we look forward to welcoming them back to work in the coming weeks. And a relatively small number of team members – less than 1 percent - chose not to become vaccinated, and they are also on administrative leave until the end of the calendar year or until they become fully vaccinated. We respect their decision but remain hopeful that all team members will remain with us, which is why we opted for this interim period of unpaid leave. For the next several months, they will have time to reflect and hopefully reconsider their decision with the opportunity to rejoin our system’s sacred, mission-driven work to deliver the safest, highest-quality care to our patients and the larger community.

And, so that our ability to care for patients and serve this community is never compromised, we have proactively developed staffing plans anticipating that a small number of team members may not meet the deadline – which is exactly what other health systems across the country have experienced. These plans have been activated in our hospitals and other clinical and support areas, and we are continuing to provide the exceptional care and service our patients and community have come to expect of TriHealth!

Now that our internal vaccination process is largely complete, we can return our focus to other important aspects of our journey to Get Healthcare Right. So, today I’d like to talk with you about the results of our recent Safety Survey. The Centers for Medicare and Medicaid, or CMS, requires all hospitals to conduct a safety survey every two years. But, for TriHealth, this is more than a regulatory requirement. Conducting regular safety surveys aligns with TriHealth’s Journey to High Reliability and Safety, and helps us to measure and guide our progress in building

a culture of safety and high reliability – one in which each of our more than 13,000 team members and physicians strives every day to deliver exceptional care with Zero patient harm.

In spite of the continuing personal and professional stresses of managing through this seemingly unending pandemic, it was encouraging to see that nearly 70 percent of team members participated in the survey – impressive representation across our system and further evidence of the TriHealth Team’s collective commitment to moving from Good to Great and always putting our patients first! This high level of participation reinforced for all of us that even during a pandemic, safety remains our first and most important priority for all of us here at TriHealth!

And what’s more, this year’s safety survey findings are the best results we have ever achieved! Now that is a BIG deal!!! And these survey results — or what you have told us about our system’s commitment to safety — correspond with the improvements we are seeing in our safety pillar goals—goals ranging from reductions in serious harm events to improvements in mortality and morbidity. It’s really working!!!

Specifically, you told us through this survey that TriHealth is outperforming the industry in our commitment to and adoption of safety practices, to reducing harm events like falls and HAIs, and to reporting of safety concerns with the confidence that the organization will address them. Our scores in these categories jumped from the 25th to the 90th percentile when compared with our industry, which is a remarkable improvement in normal times! The fact that we accomplished this during a pandemic is truly amazing – and a testament to your commitment to patient safety.

The most important reason for completing safety surveys, however, is to identify opportunities for improvement. And we heard very clearly from you that we have all been stretched thin during the pandemic, which affects our ability to deliver the safest and most reliable care possible for those we serve. That is why throughout this prolonged COVID pandemic, we have focused so deliberately on supporting our people through retention, recruitment and wellbeing initiatives, including our COVID Heroes and Serve Bonuses, one-time PTO gift, federal tuition reimbursement and mass transit vouchers, just to name a few. I want you to know that identifying and responding to the needs of team members will continue to be among our highest priorities even as we put this prolonged pandemic behind us.

In the coming days, we will provide our leaders with department- and unit-specific safety survey findings and results which they will share with you and our teams. Team members will be asked to work with their leaders to understand the findings and identify improvement priorities and action plans which will help us continue our journey to achieve ZERO Harm. Please stay tuned for more information from your leader later this month!

Finally, last Thursday, I was joined by many leaders, team members and physicians in recognizing more than two hundred TriHealth honorees and their guests at our special 2021 Service Awards Celebration – our annual celebration of those team members who have reached key milestones of 20 or more years in service to TriHealth along with those who have been recognized with a *Living Our Values Award*.

Even in the face of our current COVID challenges and restrictions on in-person gatherings, we were determined to find a safe, fun way to honor our team members and their achievements this year – because we simply were not going to skip this celebration! And despite the soggy weather, that’s exactly what we did with a very special and SAFE event at the Starlite Drive-in Movie Theater featuring the film, “Rudy.” Upon arriving in their cars, every honoree was welcomed by me and other TriHealth leaders and team members and presented a really cool TriHealth throw blanket, a delicious “boxed picnic dinner”, and an endless supply of movie snacks! And what was really fun was that we were able to personally meet and speak with every team member and her or his guest to personally share our thanks for their service and to recognize their loved ones, whose support at home has been so important throughout this seemingly unending pandemic.

Regardless of whether you have been with TriHealth for five weeks or for 50 years – like two of our Service Awards honorees this year, Karen Kammer and Catherine Meister – what makes us so special is our people and our shared commitment to selflessly serve our community. You bring our mission to life every day, in every interaction, and in so many ways – including choosing to become vaccinated in the name of patient and team member safety – and I could not be more proud to work beside such an amazing and talented team of caregivers and support staff!

Thanks for all you do. As our COVID numbers continue to fall, it is clear that brighter, better days are ahead!