

FY2023 Year in Review

July 2023



TriHealth



TABLE OF CONTENTS

BETTER CARE

Right Care. Right Place. Right Way 3 – 11

BETTER HEALTH

Adopting Proactive Care Models Focused
on Prevention, Early Detection, and
Chronic Disease Management 12 – 13

BETTER VALUE

Making Care More Affordable by Doing More
to Improve Health and Deliver Care in the
Most Cost-Effective Setting 14

BETTER WORK & PRACTICE ENVIRONMENT

Dedicated to Bringing Out
the Best in Our People 15 – 17

BETTER HEALTH SYSTEM

A Leader & Model for Getting Healthcare Right...
by Every Measure 18 – 21



WE ARE GETTING HEALTHCARE RIGHT, Thanks to YOU!

Hi Team –



June 30 marked the close of Fiscal Year 2023 (FY23), and the completion of the seventh full year since we embarked on our journey from Good to Great in March of 2016. This journey has been guided by our bold vision to lead the way in **Getting Healthcare Right** – *right care* in the *right place* delivered the *right way* to produce the *right clinical outcomes* at the *right cost*.

And the “why” for Getting Healthcare Right is simple – it is the engine that drives our ability to achieve the **Triple Aim + One** – *better care, better health, and better value* for every patient we serve... and a *better work and practice environment* for every team member and physician who serves!

Following three long years of the COVID global pandemic, TriHealth emerged in FY23 ready to return our full attention to accelerating our work to Get Healthcare Right. And in doing so, we proved there’s nothing we can’t accomplish when we work together as ONE Team, TriHealth STRONG! And while, like all other U.S. health systems, TriHealth continued to be challenged by record levels of inflation, severe labor shortages, and unprecedented financial headwinds, we were uniquely positioned to address these challenges from a position of strength, largely due to our multi-year, proactive journey from Good to Great...all to Get Healthcare Right!

Because of you, our 13,000+ team members and physicians, FY23 was a truly transformative year of growth and exceptional progress on all fronts – resulting in one of TriHealth’s best years EVER!

And what we have accomplished together is nothing short of remarkable! Highlights of our impressive progress are captured throughout the pages of this **FY23 Year in Review Report** – organized around the following Triple Aim + One deliverables: **Better Care, Better Health, Better Value, Better Work and Practice Environment, and Better Health System.**

As you review this report, I hope you feel the same sense of great pride and accomplishment that I do about the positive difference we are making in the health of our community – *every day, in every way!* Today, TriHealth patients are *healthier*, their TriHealth care experience is *better*, the value/affordability we provide is *greater*, and TriHealth is increasingly being sought out as the *preferred provider and employer* in our region – as evidenced by our FY23 progress outlined in this report.

Without a doubt, we ARE Getting Healthcare Right and I am deeply grateful to each and every one of you for bringing our bold vision to life as One Team, TriHealth Strong!



Sincerely,

A handwritten signature in black ink, appearing to read 'Mark C. Clement'.

Mark C. Clement
President & CEO
TriHealth

BETTER CARE

Right Care. Right Place. Right Way.

At the heart of our commitment to Get Healthcare Right is our 170-year mission to improve the health and lives of **all** those we serve by delivering the best care, *always*. And this means providing the *right care in the right place, the right way – every patient, every time*. In FY23, we made outstanding progress on all three fronts!

New and Expanded Clinical Programs and Partnerships Strengthen Our Ability to Provide the “Right Care” the “Right Way”

PRECISION MEDICINE INSTITUTE

Diagnostic and treatment advances are now made possible through genetic testing, which increasingly serves as an essential clinical data element in the “modern” patient health record and physical by assisting clinicians to predict disease, assess risk, select therapy, prevent adverse drug reactions, and enroll patients in clinical trials. Called, “Precision Medicine,” it is rapidly becoming a standard of care because of its ability to identify risks earlier and tailor targeted therapies for optimal outcomes, which include improved patient health/saved lives, better care experiences, and reduced cost/greater affordability.

bi3 In FY23, our partner in transforming healthcare – bi3 (Bethesda Inc.) – awarded TriHealth a **three-year \$4.3 million grant to accelerate the development of the TriHealth Precision Medicine Institute.**

The Institute now offers tens of thousands of patients in our community access to the most advanced multidisciplinary genetic testing, counseling, and targeted therapy services. The TriHealth Precision Medicine Institute includes staff genetic counseling experts in key clinical areas such as preventive health, cancer risk, precision oncology, heredity cardiology, women’s services, and pharmacogenomics.

TRIHEALTH CANCER INSTITUTE

Last year, the TriHealth Cancer Institute (TCI), based at Good Samaritan Hospital, launched our system’s groundbreaking **Bone Marrow Transplant Program** with the first transplant taking place in May 2022. The launch of this program is also making it possible to introduce new and rapidly evolving **Cellular Therapies** at TriHealth – which, in many ways, is the future of cancer care.

Over the past decade, TCI has grown to become the region’s most comprehensive and most preferred cancer program, now serving nearly 50% of all cancer patients across greater Cincinnati!

BETTER CARE

Right Care. Right Place. Right Way.

TRUVETA PARTNERSHIP TO USE “BIG DATA” TO IMPROVE CARE AND PATIENT HEALTH



Through an innovative partnership with Truveta, TriHealth will now have access to more than 75 million de-identified health records (meaning all identifying personal and/or demographic information has been removed) from patients across the entire country. This gives our clinicians the ability to benchmark outcomes against nearly one-quarter of the U.S. population, provide even greater insights to support early detection and prevention, better manage chronic conditions, and proactively close gaps in care and rising risk. And by sharing our de-identified data, we will be supporting discovery of new insights around existing therapies and devices, ultimately leading to better care, better health, better value.

INTEGRATED BEHAVIORAL HEALTH

Recognizing the essential role of behavioral health in our work to Get Healthcare Right, TriHealth created a new model of care that leads to better patient outcomes by expanding access and evaluating and treating mental health conditions earlier and more accurately. This innovative care model embeds behavioral health professionals into primary care (PCP) and many specialty practices to ensure patients in need have timely and seamless access – *without stigma* – to high-quality behavioral health services. Thanks to the generous support of bi3, in FY23, we dramatically expanded this Integrated Behavioral Health model into all of our Adult and PCP locations, as well as other ambulatory patient populations across Pediatrics, Women’s Health, and more. To date, more than 25 TriHealth practices have integrated behavioral health professionals, with 12 additional practices to incorporate these services in FY24.



BETTER CARE


Right Care. Right Place. Right Way.

CARDIOVASCULAR CARE LEADERSHIP

In December 2022, TriHealth and the **Cleveland Clinic Heart, Vascular & Thoracic Institute** embarked on a landmark affiliation – another giant leap forward in TriHealth’s commitment to become the region’s largest and best provider of cardiovascular care. TriHealth is the **ONLY** health system in Ohio affiliated with the **world’s leading heart program!** And a major reason for this relationship is Cleveland Clinic’s recognition of TriHealth’s growing clinical excellence and leadership in developing the region’s premier heart and vascular care program.

This work accelerated in FY23 with important advances in the development of the new **TriHealth Heart Hospital** on the Bethesda North campus and the creation of **TriHealth’s Advanced Heart Failure and Left Ventricular Assist Device (LVAD) Programs** for treatment of all stages of heart failure.

Additionally, in FY23, our **Bethesda Cardiac Catheterization Lab team completed TriHealth’s 100th Chronic Total Occlusion (CTO) case.** CTO is a very serious condition in which a coronary artery is 100% occluded or restricted for at least 90 days, leading to chest pain, fatigue, and shortness of breath, and an elevated risk of death. Achieving this 100-case milestone places our industry-leading program among the **top ten percent of all CTO programs in the nation for volume and outcomes!**

 In FY23, TriHealth also became the **first healthcare system in Cincinnati to bring advanced 3D modeling to the diagnosis of coronary artery disease** – the leading cause of death for men and women in the U.S.! TriHealth is now utilizing high-tech HeartFlow® Analysis, in conjunction with other traditional testing, to detect and diagnose heart disease earlier.

And our **TriHealth and the Thomas Comprehensive Care Center became the first HeartFlow site in the Cincinnati Tri-State area to receive a CT Quality Award!** To be recognized with this award, a system must perform at least 50 CCTAs per quarter and perform in the top 20% in CT Quality across all 600 HeartFlow sites in the US. **Not only did TriHealth exceed this Top 20% quality ranking, but we completed 120 CCTAs in Q4 of 2022 – more than double the volume criteria!**



New Catheterization Lab opens at TriHealth Heart Hospital.



TriHealth receives HeartFlow CT Quality Award.

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WORLD-CLASS, FULL-CONTINUUM ORTHOPEDIC CARE THROUGH TRIHEALTH/BEACON AFFILIATION



In February 2023, our affiliation with Beacon Orthopedics took another big step forward with the transition of our former Good Samaritan Hospital at Evendale and the TriHealth Hand Surgery Center

into the **newest Beacon/TriHealth Joint Venture (JV) Ambulatory Surgery Center (ASC)**. Evendale joins two existing Beacon ASCs. Through this JV, we have expanded patient access and opened additional capacity for the most complex cases to be cared for in our acute care hospitals. These ASCs are now in our TriHealth network and complement our acute care hospitals, providing our community with even greater access to an integrated, full continuum of affordable, world-class orthopedic care close to home.

The TriHealth/Beacon JV is the region's most comprehensive and conveniently accessible network of outpatient orthopedic surgery centers.

RE-IMAGING THE HOSPITAL CAMPUS OF THE FUTURE

Our investments in the **Bethesda North Campus modernization and construction of the TriHealth Heart Hospital** continued in FY23 with the **construction of the 300 Tower's new eighth floor**, which is scheduled for completion by Spring 2024. When finished, the new state-of-the-art inpatient floor will provide larger, more modern rooms to support a significantly enhanced care experience for patients and their visitors. This will allow for the "decommissioning" of smaller, obsolete patient rooms. And in December 2022, we also opened our new **30,000-square-foot state-of-the-art cardiac catheterization and interventional laboratory as part of the TriHealth Heart Hospital**.

For 170 years, Good Samaritan Hospital ("Good Sam") has served as an anchor for our Greater Cincinnati community by caring for generations of patients, while simultaneously training future generations of healthcare professionals and scientists. To ensure that Good Sam continues this mission of excellence in patient care and clinical training for another 170 years and beyond, in October 2022, TriHealth broke ground on the **first phase of our transformative five-year, \$240M investment to transform the Good Sam campus** into one of the region's most technologically advanced, comprehensive destinations for the full range of inpatient and outpatient services. **The centerpiece of this project will be a 168,000-square-foot outpatient care facility – much like the Thomas Center on the Bethesda North Campus.** It will house many of Good Sam's "destination" Centers of Excellence, including the Cancer Institute, Women's Health Institute, Neuroscience Institute, and Heart Institute. The project will also include relocation and expansion of the Emergency Department, Imaging, Laboratory, and other outpatient services.



Breaking ground at the Good Samaritan Hospital Campus

BETTER CARE

Right Care. Right Place. Right Way.

Population Health Care Models and Comprehensive Ambulatory Network Ensure Patients are Cared for in the “Right Place”

To Get Healthcare Right, TriHealth has adopted innovative value-based population health-focused care and financing models that are setting us apart from industry peers. We’re doing so by focusing on proactively delivering the right care in the right place. And today, the “right place” is increasingly in the ambulatory or outpatient setting, which often ranges from one of our physician practices to any of our thirteen major ambulatory campuses. The “right place” can also be in the patient’s home where our care management teams assist patients in better managing their chronic conditions or closing gaps in care. Doing so helps prevent chronic conditions from worsening – which, ultimately, keeps patients out of the hospital and feeling their best.

And the results of putting our bold vision into action speak for themselves. **TriHealth Physician Partners (TPP) is the largest physician network in Greater Cincinnati, providing more than two million visits annually.** And through our larger system of specialty care and diagnostic testing, we are able to provide easy access to truly holistic care and expert navigation. Additionally, our TriHealth Priority Care and TriHealth at Walgreen’s clinics – featuring convenient access and an exceptional patient experience – are seamlessly integrated within our primary care network and population health model.

The following are the latest examples of how we are improving the health of our community by further developing and expanding access to care provided in the “right places” in our care continuum to produce the right clinical outcomes at the right cost...



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Right Care. Right Place. Right Way.

13th COMPREHENSIVE AMBULATORY CARE CAMPUS OPENS IN FINNEYTOWN

In July 2023, we opened our 13th comprehensive ambulatory care campus in Finneytown. For years, Finneytown and surrounding communities have had limited access to high-quality healthcare options close to home, making it difficult to receive timely and convenient comprehensive care. TriHealth's new 58,000 sq. ft. campus will become the new home to four existing TriHealth physician primary care practices, as well as a full range of specialty and ancillary services, including TriHealth Priority Care, Cardiology, Gastroenterology, General Surgery, ENT, Physical Medicine & Rehabilitation (PM&R), Orthopedics, Obstetrics, Radiology, Lab, Priority/Urgent Care and more!



GOOD SAMARITAN GLENWAY AMBULATORY CAMPUS

Exciting progress also continued in FY23 on the Glenway Outpatient Center to:

- Modernize facilities.
- Increase clinical space to expand our on-site practices and support additional providers.
- Enhance clinical collaboration and seamless care.
- Improve wayfinding and the patient experience.

Fourth-floor renovations to physician practices were completed and renovations to the sleep lab and third floor offices are ongoing.



BETTER CARE

Right Care. Right Place. Right Way.

Recommitment to Mastery of the TriHealth Way – The “Right” Way to Care

Following three long years of COVID, consistent use of our TriHealth Way practices understandably slipped as we focused on the most urgent priorities of managing through surge after surge to care for every patient in need. So, throughout FY23, our Leadership Development Institutes (LDIs), Business Unit Leader Meetings, and department/unit coaching and skills building have been intentionally focused on **recommitment to – and mastery of – the TriHealth Way of Leading, Serving, and Delivering Care, ALWAYS**. The TriHealth Way evidence-based practices are the foundation that our TriHealth culture has been built on. It’s also what makes us, and the care and service we deliver, distinct and better, when compared with other health systems – it really is TriHealth’s “secret sauce”! Most importantly, it is the “Right Way” to care because it makes our care safer and more reliable, and our patient experience more satisfying! By redoubling our efforts to master and hardwire our TriHealth Way best practices, **for the first time in TriHealth’s history, patient experience in all settings – hospitals, emergency departments, TPP physician offices and outpatient surgery and procedure areas – as measured by CAHPS – will meet or exceed our annual target goals!** The following are a few key highlights of the progress we made in FY23 to advance the TriHealth Way...

RENEWED FOCUS ON JOURNEY TO ZERO PATIENT HARM



Our journey to ZERO Patient Harm began in 2017 when we trained every one of our 13,000 team members and physicians in evidence-based safety and reliability practices borrowed from the safest and most reliable industries, including aviation and nuclear power. By hardwiring proven practices that reduce mistakes and human error, like **STAR, Peer Checks, 3-Way Repeat Backs, Daily Huddles, Asking Clarifying Questions**, and many more, we are creating a culture of Safety and High Reliability at TriHealth.

The progress we have made over the past six years has been nothing short of remarkable:

- **Serious Harm Events** (defined as an error or deviation from performance standards that cause significant patient or team member harm) have been **reduced by 70%**.
- **Sentinel Events** (defined as a patient or team member safety event that results in death, permanent harm, or severe temporary harm) have been **reduced by 59%**.
- **Anonymous Reporting** has been **reduced by 79%** and is now below 5% of ALL incident reporting – an important “marker” that our team members and physicians feel empowered and encouraged, without the fear of retribution, to “speak up for safety.”
- **Overall mortality** has been **reduced significantly** and TriHealth hospitals now rank in the top quartile for our industry!
- **This year’s System Goals for Falls with Harm and Hospital Acquired Infections (HAI)** are now **meeting or exceeding our target goals** – which are milestone goals on our journey to Zero Patient Harm – and affirms we are continuing to make our care safer for our patients.
- And the results of our **Culture of Safety Survey**, taken in November 2022, **were the best in TriHealth’s history** – proof that our team members and physicians believe in and are committed to our High-Reliability journey.

Learn more about our specific FY23 Safety and Quality Pillar performance results in the “Better Health System” section on page 19.

BETTER CARE

Right Care. Right Place. Right Way.

BOLD PLAN LAUNCHES TO ADDRESS ACUTE CARE RN STAFFING CHALLENGES

Getting Healthcare Right first requires **getting staffing right**, especially during this time of severe industry labor shortages. Since the onset of COVID, hospitals and healthcare providers across the nation, including those in Greater Cincinnati, have been impacted by an exodus of healthcare professionals and other staff choosing to leave the healthcare workforce. This is especially evident in hospital acute care "24/7" nursing roles where, over the past three years, nurses have left the bedside in record numbers to retire or transfer to ambulatory or outpatient environments. This has resulted in an historic acute care nursing shortage that has required healthcare systems, including TriHealth, to turn to costly staffing agencies to meet acute care nursing needs. At the same time, we've had to ask our existing employed acute care RNs to "step up" to fill the void where and when they can. So, even though TriHealth has lower vacancy and turnover rates than other local and national health systems, it is no surprise that "staffing" remains a challenge for TriHealth and was identified by team members in our November Engagement Survey as the #1 improvement priority.

Recognizing the urgency of this challenge, TriHealth has planned for, and is now launching, a bold plan to:

- **Reduce by 75% our reliance on staffing agency RNs by September 1, 2023, and by 100% later in FY2024.**
- **Redouble our efforts to both recruit new employed acute care RNs and retain and grow our current acute care "24/7" nursing team.**

To do so, we are taking the following bold steps based on team member feedback and industry best practices:

- 1. Adoption of Competitive Acute Care RN Compensation Practices**
- 2. Pay Grade Adjustment for Procedural/Perioperative Nurses**
- 3. Care Model Redesign to leverage our scarce RN resource and allow for "top of license" practice**
- 4. Creation of an Internal Agency Team**
- 5. Adoption of Flex RN Scheduling**

And we are already making great progress with reducing external agency use over the past three months – thanks in large part to the FlexRN program. **To date, 200+ nurses have inquired about program information, 100+ have interviewed and 90 have been hired in to FlexRN roles!**



BETTER CARE

Right Care. Right Place. Right Way.

ADVANCING HEALTH EQUITY & BELONGING: OUR PATH FORWARD

Another vital component of Getting Healthcare Right is delivering the *right care* in the **right way** to **EVERY** patient we serve, **ALWAYS!** And this means doing everything we can to eliminate health disparities and achieve health equity. Health disparities are preventable differences in the burden of disease, injury, and violence – or the opportunities to achieve optimal health – experienced by socially disadvantaged populations. As part of this commitment, in FY23, we accelerated our work and made additional investments to foster greater Diversity, Equity (*including and especially Health Equity*), Inclusion and Belonging (DEI+B) here at TriHealth and within the communities we serve through the following key efforts:

- **Created the TriHealth Center for Health Equity and appointed Dr. Thomas Shockley as Chief Health Equity Officer** to lead the new organization. In June 2023, **bi3 awarded TriHealth a \$4.3 million grant** to help accelerate the launch of the Center for Health Equity, building on the \$4.5 million grant bi3 awarded TriHealth last year. The Center will:
 - > **Leverage new and existing analytics and performance improvement resources** to address disparities and foster more equitable care for patients.
 - > **Implement a Health Equity Roadmap**, specifically prioritizing interventions in maternal/infant, chronic disease, and behavioral health.
 - > **Develop, implement, and regularly evaluate equitable care models** that can be scaled across our system and other health conditions.
 - > **Build community-based partnerships** with other regional health systems, public health organizations, social services, and more to address the social determinants of health that are influencing health outcomes.
- **Opened three free food pantries at Good Samaritan and Bethesda North hospitals and Bethesda Family Practice to help address social determinants of health.** Developed in partnership with the Freestore Foodbank and the Bob Edwards Feed A Child Fund, the pantries enable our patients who are experiencing food insecurity to simply walk in and self-select needed items for their family from a wide variety of shelved, refrigerated, and frozen food. Thousands of pounds of food have already been provided to thousands of patients in need of healthy food options through these pantries.
- **Graduated the third class of our School to Work Program – an innovative partnership with the Cincinnati Public Schools.** All graduates received college scholarships to continue to pursue their education, many in healthcare. The next program cohort will expand to include more than 50 Cincinnati Public School students!



BETTER HEALTH

Adopting Proactive Care Models Focused on Prevention, Early Detection, and Chronic Disease Management

Getting Healthcare Right increasingly means delivering the “right care” to keep patients healthy – through prevention, early detection and intervention, and better management of chronic diseases. To do this, we have worked hard over the past eight years to build the population health infrastructure, ambulatory care management teams, advanced analytics, and high-reliability practices required to help us better understand and manage the health of the more than 500,000 members of the regional community we care for. This provides actionable insights to target our interventions and outreach to those patient populations experiencing rising risk, unmanaged chronic conditions, or gaps in care – all in the name of improving the care experience and, ultimately, the health and quality of life of every patient we serve. And in doing so, we are providing the *right care* in the *right place* in the *right way*!

Because of our accelerated progress in FY23 in early detection and screening and better management of chronic conditions, we are, without a doubt, delivering on our promise to bring better health to our community – one patient at a time!

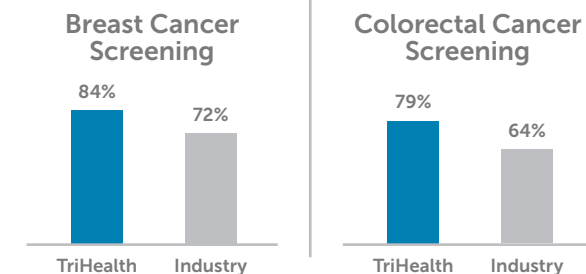
Early Detection/Prevention and Chronic Care Management are Improving Health and Saving Lives

Through early detection, such as cancer screenings, we are identifying illness earlier, curing it, and saving lives. Two examples of this are our breast cancer and colorectal cancer screening practices, which are a vital part of our population health care model. The proactive population health care processes we have built enable TriHealth to complete breast cancer screenings for nearly 85% of our patient population on an annual basis – far ahead of the 72% industry average – and we are just getting started!



Click the monitor above to watch an inspiring video featuring four actual TriHealth patients telling their powerful stories. And these are just a small sampling of the hundreds of thousands of grateful patients we serve each year as we work to Get Healthcare Right.

Early Detection/Prevention



BETTER HEALTH

Adopting Proactive Care Models Focused on Prevention, Early Detection, and Chronic Disease Management

For colorectal cancer screenings, we are completing nearly 80% vs. 64% for the overall industry. So, this means, we've screened nearly **20,000 more women for breast cancer** and **nearly 38,000 more adults for colorectal cancer** than the average U.S. health system in the last twelve months alone! By making the investment to hardwire scheduling and follow-up practices to screen our at-risk patient population, we are detecting and curing cancer before it spreads! And because of this, **we have saved nearly 1,000 additional lives in the past year alone!** Preventing avoidable deaths is Getting Healthcare Right at its best – and we're not the only ones who think so!



Recently, our work to proactively screen patients for breast and colorectal cancers was recognized

as a national model of excellence by UnitedHealthcare (UHC) – the nation's largest health insurance company. UHC honored TriHealth with their **United in Care Service Award**, presented in collaboration with the American Cancer Society. The award recognizes Accountable Care Organizations (ACOs) with outstanding cancer screening rates in 2022.

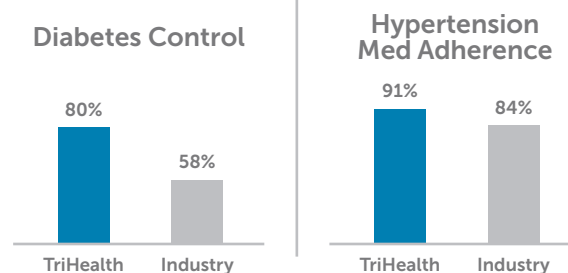
TriHealth's breast and colorectal cancer screening rates were among UHC's Top 10 for Commercial ACOs in the nation!

TriHealth is also leading the industry in chronic disease management. Today, the three major chronic conditions affecting the U.S. population are diabetes, heart disease, and hypertension. Far surpassing industry norms, **80% of the TriHealth patients we serve with diabetes are "well managed,"** compared with the industry average of just 58%. And the story is much the same for management of hypertension and coronary artery disease through effective medication adherence (see graph).

TriHealth patients with chronic conditions are better managed than industry norms, which means nearly 30,000 more members of our community experience a higher quality of life because they are cared for in our TriHealth practices and supported by our population health care management teams!

*Because of our better disease management practices
260 lives were saved
and many more were extended in just one year alone!*

Chronic Condition Management



BETTER VALUE

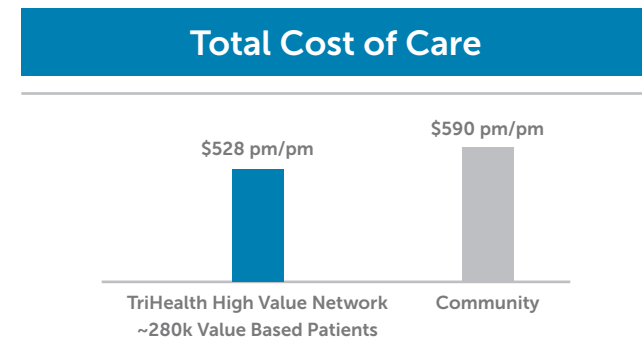
Making Care More Affordable by Doing More to Improve Health and Deliver Care in the Most Cost-Effective Setting

To better align economic incentives to support our vision of Getting Health Care Right, we knew we needed to evolve payment models from traditional fee-for-service financing – where we are paid simply for delivering a clinical service – to value-based payment arrangements, where we are rewarded for both improving the health of our patients and community and delivering care in the most cost-effective way. And in FY23, we accelerated our positive progress, thanks to our hard work to make care more affordable!

Early detection, preventive care, better management of chronic conditions, and a shift in care to the least costly settings has resulted in better health and fewer avoidable hospitalizations and emergency department visits for our patients. Additionally, through proactive discharge planning, we are better understanding the patient's support system requirements, which enables our care teams to make the appropriate referrals. This helps with their discharge plan, which ultimately lowers readmissions and total cost of care, while improving clinical outcomes....*"right care in the right place at the right time at the right cost."*

We are also seeing the positive impacts on total cost of care through other innovative programs across our care continuum, including Hospice of Cincinnati's (HOC) Advanced Cardiac Care Program. These innovations bring the care team, clinical resources, and education tools to patients in the place they call home versus a physician's office, ED, or hospital. **In FY23, nearly 400 patients were admitted to the program**, resulting in decreased length of stay in hospice, fewer hospital admissions, and fewer ED visits – all which contribute to lowering the total cost of care for those we serve!

And all this translates into more affordable and more accessible care – and the numbers speak for themselves! The total cost of care for our commercial patient population is now roughly **\$528 per patient per month** or about \$6,000 per year. For our region, the industry's average total cost of care per patient is roughly \$600 per month, or \$7,200 per year. And this is all because we are providing the right, and often preventive, care at the right time in the right place – all made possible through the investments we are making in our people and our population health care models!



TriHealth's total cost of care per patient is approximately 11% lower than the industry average!

BETTER WORK & PRACTICE ENVIRONMENT

Dedicated to Bringing Out the Best in Our People

Getting Healthcare Right starts with a great culture and a highly engaged team of physicians, nurses, other caregivers, and support staff. We've worked hard to build such a culture by, among other things, listening and responding to our people and supporting them in doing their best and being their best for those we serve and those who serve. Throughout FY23, we stepped up our efforts to make TriHealth an even better place to work and practice, with some highlights summarized below:

ENGAGEMENT SURVEYS – Listening to our people and putting their feedback into action.

November 2022 Pulse Engagement Survey

- **84% favorability** – well above industry benchmarks.
- Took immediate action to address identified improvement areas related to **communication** and **wellbeing** tied to staffing and labor shortages.
 - > **Hosted a series of focus groups** to get team insights on how to improve open, honest two-way communication and implemented ideas at both the system and local level.
 - > **Trained leaders on “Answering Tough Questions”** and hardwired the practices.
 - > **Dedicated multiple Leadership Development Institutes (LDIs)** to develop leader skills to better support team members and physicians and hardwire TriHealth Way leadership communication best practices into our daily work.
 - > **Improved retention and day-to-day staffing.**

While many other healthcare systems, unfortunately, continue to struggle with low levels of employee engagement due to lingering COVID challenges, TriHealth is experiencing some of its highest levels of engagement yet, **with team member, physician, and medical staff engagement all in the top quartile for the first time ever!** And strong engagement and team member and physician commitment are translating into better care and superior clinical outcomes for those we serve! Here are some of the key highlights and important take aways from our most recent 2023 Full Engagement Survey...



June 2023 Full Engagement Survey

- **80% overall participation rate** – a record high for our TriHealth engagement survey, with TPP Physician participation increasing by 20%!
- **Nearly 85% favorability** – well above industry benchmarks.
- For the first time ever, **team member and physician engagement are now in the top quartile** when compared with our industry and other health systems.

BETTER WORK & PRACTICE ENVIRONMENT

Dedicated to Bringing Out the Best in Our People

ENGAGEMENT SURVEYS – Listening to our people and putting their feedback into action.

June 2023 Full Engagement Survey Continued...

- We experienced *positive gains in the two key system improvement priorities* we focused on from our last Engagement Pulse Survey – *“fostering a culture of open and honest two-way communication”* and *“confidence that action will be taken in response to survey results.”*
- *Almost all engagement domains improved*, including *“Changes in my department have been made as a result of input from team members.”*
- *Nearly 90% of team members reported a sense of accomplishment in their work at TriHealth* and would recommend TriHealth to family and friends needing healthcare.
- *Team member responses improved for each of the following:*
 - > *“Communication at TriHealth is open and honest” increased by 5.3%.*
 - > *“I am comfortable discussing concerns with my leader” increased by 3.3%.*
 - > *“I believe feedback from the survey will be used to make improvements” increased by 4.9%.*



In short, team members and physicians have spoken; we have listened and acted; and TriHealth is better and our patients are receiving better care because of it!

As we kick off our new Fiscal Year 2024, we are more committed than ever to continue to listen to and invest in our people and our culture to help make TriHealth an even better place to work and practice.... and THE Healthcare Employer of Choice in the greater Cincinnati region!

BETTER WORK & PRACTICE ENVIRONMENT

Dedicated to Bringing Out the Best in Our People

TEAM RECOGNITION & APPRECIATION –

Regularly celebrating and thanking our team for their hard work and support of our vision of Getting Healthcare Right.



- **Annual Holiday Meal** – Every TriHealth team member received a free Honey-baked Ham meal to enjoy with their family.
- **Annual Service Awards** – Team members recognized for their exceptional efforts and achievements.
- **Healthcare Heroes Week** – A week of celebrations, giveaways, recognition, and fun in honor of National Nurses Week, National Hospital Week and ALL TriHealth team members – free t-shirts, free family meal from LaRosa's, Unsung Heroes Awards, and more!



- **Complimentary Tickets to Reds, Bengals, Xavier games** – EVERY team member and physician received two FREE tickets to a Reds Game.
- **Fun Contests to Win Great Prizes** – Taylor Swift Concert tickets, Broadway shows, and much more!
- **Kings Island Annual Company Picnic** – TriHealth hosted 20,000+ team members and their families for our first company picnic since the onset of COVID.
- **Senior Leader Rounding** – TriHealth leaders regularly round on physicians and team members in their work environments to see and hear their feedback in real-time about what's going well and what can be improved.
- **Hospital, Ambulatory Campus, and Shared Services Celebrations** – Regularly held at TriHealth locations across our care continuum to recognize and celebrate specific achievements and progress.
- **Monthly Town Halls** with prizes for team members who participate.

BETTER WORK & PRACTICE ENVIRONMENT

Dedicated to Bringing Out the Best in Our People

TEAM DEVELOPMENT & PERSONAL SUPPORT – Helping our people grow and thrive – *personally and professionally.*

- Launched the BOLD Program aimed at building more diverse leadership team and the first cohort of 15 participants graduated.
- Developed a deep and talented bench of leaders through the TriHealth Way.

90% of senior leadership positions and nearly 70% of all leader roles filled internally over the past two years!



- Invested in Oracle, a new and improved HRIS System to give our team members a single point of access to all of their HR needs, making it faster and easier to complete HR-related tasks.
- Invested \$4.5M in Student Loan Contribution Program.
- Provided nearly \$170,000 in financial assistance to 100+ team members through the Team Member Resource Center.

Our team members regularly tell us these investments in our people and culture are appreciated, make them feel valued, and are making a difference in setting TriHealth apart from other employers! Team member engagement is on the rise – consistently trending far ahead of industry norms. We're also seeing a marked decline in new team member turnover rates following our nation's "great resignation" coming out of three long years of the COVID pandemic.

Learn more about our specific FY23 Culture/People Pillar Performance Results in the Better Health System section on page 19.

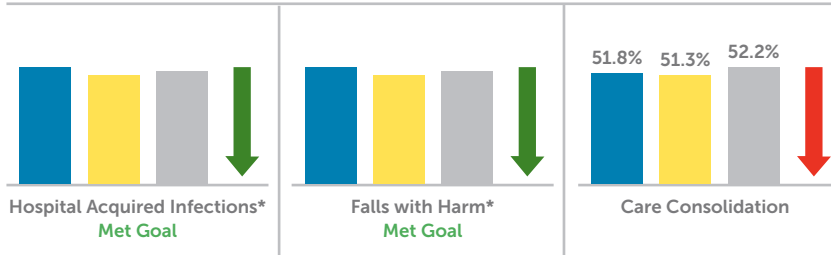
BETTER HEALTH SYSTEM

A Leader and Model for Getting Healthcare Right...by Every Measure

Because of the decision we made eight years ago to embrace a bold, and in many ways, noble vision to Get Healthcare Right – today, we are doing just that! Our team members and physicians are more engaged. Our care is among the best in the nation. Our patients are healthier, their experience is better, and the value and affordability of the care we deliver are far greater by every measure!

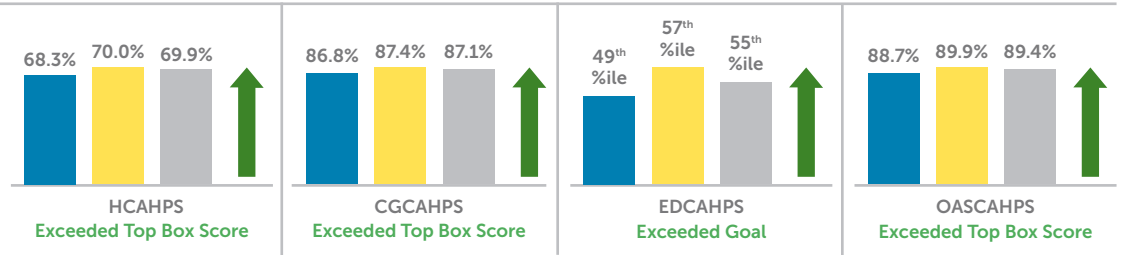
FY23 Year-End Pillar Goals Performance Reflects Solid & Sustained Improvements Overall

Safety, Quality & Population Health Pillar



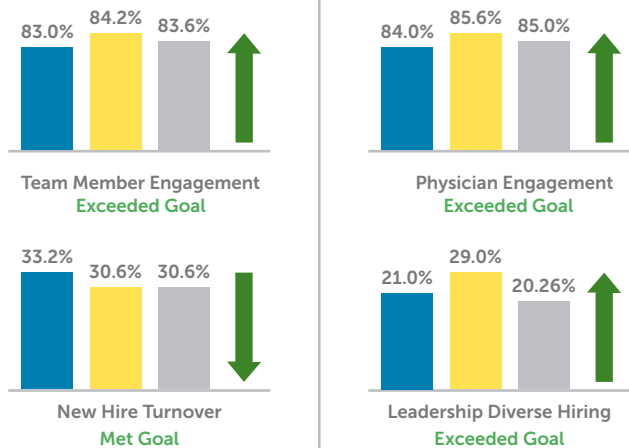
*Actual occurrences

Service Pillar

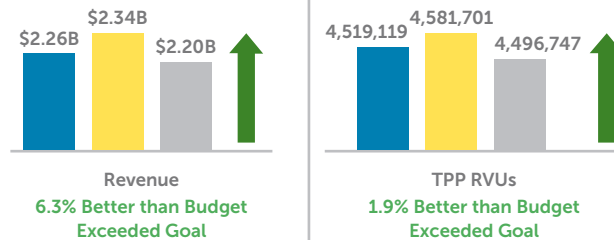


NOTE: Top Box = Percentage of responses scoring 9 or 10 out of 10

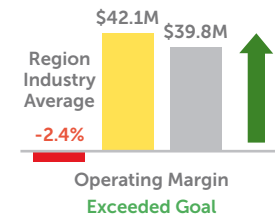
Culture & People Pillar



Growth Pillar



Finance Pillar



FY22 FY23 YTD FY23 Pillar Goal

BETTER HEALTH SYSTEM

A Leader and Model for Getting Healthcare Right...by Every Measure

Telling Our Story – Launch of New TriHealth Brand

Now eight years into our journey to Get Healthcare Right, we have transformed how care is delivered and financed for the **BETTER!** In doing so, we have brought the greater Cincinnati community expanded access to affordable, world-class care when and where they need it most for every stage of life and every state of health. Through early detection and better management of chronic conditions and rising risk, we are improving health and saving lives – and our care is more affordable than other health systems because our patients are healthier! And, we have built a great culture and work environment, where our highly engaged team members and physicians feel valued for who they are and what they do, and supported and empowered to be their best.

So, we now have a powerful story to tell about how we are Getting Healthcare Right – and that’s exactly what we’re doing! In April 2023, we launched this storytelling journey with our new brand promise – ***surprisingly human care that drives exceptional health outcomes... Be seen. Be heard. Be healed.*** And by every measure, it is resonating with our TriHealth team, our patients, and the larger community! Our team members and physicians have told us they feel their work, their role, and their commitment to our patients is reflected in, and brought to life by, our brand promise – and that is a proud indicator for TriHealth that we’re getting it right! Our community has also loudly endorsed our brand promise, as measured by these impressive statistics, achieved just one month after our new brand launch:

- Our online advertising is performing **175% higher than average!**
- Our social media brand engagement is **five times the industry average!**
- We generated more than **11 million impressions** (audience interactions/views) through all advertising channels!
- We’ve received nearly **23,000 visits to our brand landing page on TriHealth.com!**

This affirms that our new brand position – not just awareness, but **who we are** and **what we stand for** – is resonating with our team and our community. As importantly, it is effectively communicating – *in a very real and relatable way* – how TriHealth is different and what patients can expect from their experience with TriHealth.



Monigle – a national leader in healthcare branding – recognized TriHealth as a **Top 20 National Healthcare Brand... and the strongest brand in Cincinnati!**

BETTER HEALTH SYSTEM

A Leader and Model for Getting Healthcare Right...by Every Measure

Recognized as a National Leader in Healthcare Excellence – On All Fronts!



Good Samaritan –
Bethesda North
Hospitals



Best Maternity
Hospitals in the U.S.
– Good Samaritan
and Bethesda
North Hospitals



United in Service Award –
Top 10 Commercial
ACO for Breast and
Colorectal Screening



America's Greatest
Workplaces
for Women



Magnet Designation –
Entire Health
System and
10 TriHealth Facilities



Lantern Award –
First Health System in
U.S. where All Emergency
Departments Hold Lantern
Awards Simultaneously



Most Wired
Health System



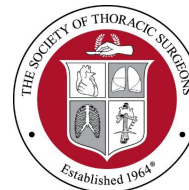
2022 Healthiest
Employers in Ohio
by Springbuk –
For Excellence in
Workplace Wellness
and Exceptional Health
and Benefits.
9 Employers Served by
TriHealth Corporate
Health Also Named
as Finalists.



Best Overall Physician/
Healthcare Practice –
TriHealth

Best Maternity Center –
Good Samaritan Hospital

Best OB/GYN – TriHealth
Women's Services



STS 3-Star Rating
for Coronary Artery
Bypass Grafting
(CABG) – Highest
Possible Ranking



America's
50 Best Hospitals –
Bethesda North



Best U.S. Hospitals
for Maternity Services
2022-23 –
Bethesda North



Top Doctors 2023 –
145 TriHealth
Doctors