

May 30, 2023



Hi Team –

Together, we embarked on a journey eight years ago to Get Healthcare Right by adopting innovative care and financing models to more consistently deliver on the **Triple Aim Plus One** – *better care, better health, and better value* for every patient we serve, plus an *enhanced practice and work environment* for our team members and physicians. Our compass,

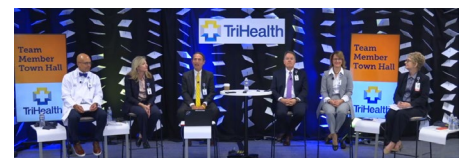
or “North Star,” for this **bold vision** – has been to deliver the *right care, in the right way, in the right place, at the right cost to achieve the right and best outcomes for every patient, every time*. And, we knew eight years ago that building a **great culture and work environment** was foundational to our work of Getting Healthcare Right – a culture where team members and physicians are actively engaged in this transformational work, feeling valued for their contributions, for who they are and what they do, and supported and empowered to be their best for our patients and each other.



One important way we’ve been able to do this is by actively listening to, believing and acting on what our team members and physicians tell us will make TriHealth a GREAT health system for those we serve and those who serve. And, we do this intentionally through leader rounding, use of stoplight reports, town halls, department and unit meetings, daily huddles, and of course our engagement surveys. In fact, as the direct result of your feedback from our engagement surveys, TriHealth has taken meaningful steps and invested new resources to improve all aspects of our workplace and care environment. With our team member and physician engagement surveys slated to start next week, I am devoting this Weekly Update to discussing the importance of our engagement surveys along with a few examples of how we have improved as a system over the past year through your feedback on “how we are doing and what we can do better.”

**You SAID: *Be more open and honest in communications.* And, we took ACTION:**

- ✓ Provided skills training for all leaders to more effectively **conduct monthly team meetings** with two-way communications that include honest answers to even the **“Toughest of Questions.”** And, we have done this by making monthly department and unit meetings mandatory, have asked local senior leaders to regularly attend department meetings and supplied leaders with answers to the “tough questions” of the day each month.
- ✓ Hardwired and enhanced Executive and Senior Leader Rounding. I’ll be talking about the enhancements we have made in an upcoming Weekly Update including posting our Senior Leader Rounding schedules on Bridge so you will know when Senior Leaders, including me, will be visiting your hospital, ambulatory campus, practice or shared services facility.
- ✓ Maintained and improved our **many reliable communication touchpoints**, including monthly town halls, the Weekly Update, daily huddles, leader rounding, and Bridge – all to ensure you get the right information at the right time in the right way to help you perform at your best. As an example, we now give team members the opportunity to suggest topics and updates for the town hall



meetings that I host monthly which are attended by thousands of team members and physicians and are now linked to Weekly Updates for later viewing if team members are unable to attend live sessions.

**You SAID: *Improve work environment and support for wellbeing.***

**And, we took ACTION:**

- ✓ Introduced **innovative, new flexible staffing models and work arrangements, and filled 3,600+ jobs** in the past 11 months to “Get Staffing Right” to improve job satisfaction and work/life balance.
- ✓ Implemented **uninterrupted lunch/meal breaks** for Nursing units and other departments.
- ✓ Provided **dozens of opportunities for team members and physicians to relax, have fun, and be recognized – compliments of TriHealth**, including free meals and free tickets to professional sports games, our company picnic, complimentary TriHealth gear like super-soft Healthcare Heroes T-shirts, and raffle giveaways for free tickets to concerts and Broadway shows!
- ✓ Provided **nearly \$165,000 in financial assistance** and **supported 2,500+ team members** in need through the Team Member Resource Center.
- ✓ Added **new wellbeing resources on Bridge**, with Lifestyles more visible at department meetings across the system.



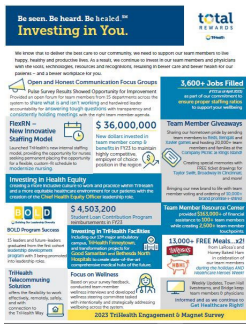
**You SAID: *Create more inclusive opportunities for growth and development.*** And, we took ACTION:

- ✓ Invested **more than \$4.5 million in Student Loan Contribution Program reimbursements**.
- ✓ Launched our **BOLD (Building Our Leadership Diversity) Program** with a first cohort of 15 leaders and future-leaders in FY2023.
- ✓ Established the **TriHealth Center for Health Equity and created the new Chief Health Equity Officer role** to accelerate our efforts to address health disparities and foster a more inclusive culture at TriHealth to work and practice, and receive care.



**You SAID: *Address “local” workplace dissatisfiers.*** And, we took ACTION:

- ✓ Every leader worked with their teams following last year’s survey to identify improvement priorities and develop action plans which are tracked through the **Engagement Stoplight Reports**. Throughout May and early June, our leaders used these Stoplight Reports to review the progress we have made in resolving concerns and addressing priorities YOU have told us are important to you and your team at the local level.
- ✓ Enlisted HR Organizational Development Coaches to **work directly with departments with high turnover** to understand the underlying causes of turnover and implement targeted solutions. And this work is resulting in marked improvements in retention and reduced turnover!!!

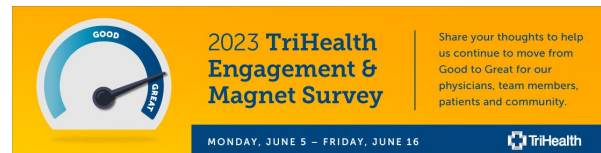


[Click here](#) for even more system-wide improvements which were made because of your feedback and look for more specifics on recent local wins and investments from your leaders this week.

So **WHY** is all of this important? Because **you have shown first-hand** that a highly engaged team that feels heard and valued is happier and will deliver the highest quality, most compassionate care and service, *always!* Our impressive performance during – and now one year after – the worst of the pandemic has taught us that by working together with a shared vision and a strong culture of teamwork and mutual respect, we can accomplish anything... including Getting Healthcare Right! Whether through early

detection or 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, because of your commitment to The TriHealth Way of Serving and Delivering Care in “surprisingly human” ways, TriHealth has emerged as the most trusted and preferred healthcare system in our region – and don’t just take my word for it! This month, TriHealth was named **the top healthcare brand in Cincinnati and among the 20 best healthcare brands in the nation** by Monigle – a national leader in healthcare branding! And this is *in addition to* a host of other regional and national recognitions we’ve earned over the past year – from organizations like IBM Watson Health, DiversityInc, Newsweek, US News & World Report, Becker’s Hospital Review, Healthgrades, Leapfrog, and more – for being a benchmark and model for Getting Healthcare Right – and we want to keep this positive momentum going! So, once again, we need your valuable feedback on “how we are doing and where we can improve!!”

**Please Take the 2023 TriHealth Engagement & Magnet Survey – June 5 – 16.** The confidential survey is administered by our partners at Perceptyx and is easy to take, with a fresh and simplified survey experience and multiple convenient ways to access the survey, including **simply clicking the personalized survey link** that will be emailed to your TriHealth email from Perceptyx on Monday morning, June 5, as well as text messaging and QR code options.



We want to hear from every team member and physician, so please make every effort to complete the survey before Friday, June 16. The more team members we hear from, the better we can assess what’s going well and where we can continue to improve in ways most important to you.

Thank you for all you do to make TriHealth a great health system for those we serve and those who serve! We are proud to have you on our team and look forward to doing even more in the year ahead to make your experience at TriHealth the best it can be as we continue our important work of Getting Healthcare Right, *together!*