



December 3, 2024

Hi Team –

I hope you had a great Thanksgiving and are looking forward to the fun and festive holiday season ahead! And to kick off this season of celebration and giving, we're excited to give you not one, but **TWO**, chances to win a pair of suite tickets to an upcoming Bengals game, compliments of TriHealth! Click [here](#) for your chance to see the **Bengals take on the Cleveland Browns on Sunday, December 22**, or to catch their **game with the Denver Broncos on Sunday, December 29**. In my next Weekly Update, I'll announce the names of the 7 lucky team members randomly selected to receive tickets to each game, so be sure to enter and stay tuned!



### LDI Highlights and Next Steps

- As shared last week, TriHealth's more than 800 leaders, including our physician leaders, gathered in mid-November for our 30th Leadership Development Institute (LDI). Click [here](#) to see photos from the LDI.
- Over the years, we have used these LDIs to develop our leaders to be better, more reliable servant leaders for you through adoption and mastery of the TriHealth Way of Leading best practices – like rounding, new team member onboarding, effective communications, and many more – while building a culture of accountability across our system.
- Through this work, we've learned, among other things, that the **consistent application of the TriHealth Way Framework for Accountability and Reliability is making a difference** in our care and service, our clinical outcomes, and our pillar goal performance. For example:
  - We are experiencing **year-over-year improvement in virtually every goal**, with industry-leading, top-decile, or near-top-decile, performance in Engagement, Safety & Quality, Growth, and Financial Performance, coupled with marked improvement and encouraging progress in Patient Experience.
  - As a result, today our **patients are healthier, our care is safer and more accessible, and our services are more affordable**.
- As we continue our journey from good to great, our **focus for the balance of FY25 and beyond is to achieve and sustain top-decile, industry-leading performance in EVERY pillar**.
- Not only is this the right thing to do in carrying on the 170+ year mission of our founders, it is also how we consistently deliver on our brand promise of "surprisingly human care" for every patient we serve and a "surprisingly supportive and purpose-filled organization and work environment" for every team member we serve beside... *always!*
- And we can only deliver on this promise if we do it "**TOGETHER – ONE Team, TriHealth STRONG**" with accountability to one another and to those we serve!
- Building a culture of accountability through common purpose, clear expectation, communication, and coaching requires a team effort, which means each and every one of us plays an important role in delivering highly reliable "surprisingly human" care and service.



- To illustrate this point in action, take a look at this video, titled “[I Am the Patient Experience.](#)” And expect to hear from your leaders in the coming weeks about how they are applying their learnings from the LDI to build even stronger teams and become even more accountable, reliable servant leaders for you!

### TriHealth Cancer & Blood Institute Leadership Transition

- Following nearly a decade serving as both TriHealth Cancer & Blood Institute (TCBI) Medical Director and System Chief, **Dr. James Maher has shared his plans to step back from these system physician leadership roles.**
- Dr. Maher will devote more time to clinical practice while continuing to serve as Medical Director for the Precision Medicine Institute.
- To support this leadership transition, earlier this year, we launched a rigorous search process to select Dr. Maher’s successor.
- And I am excited to share that our own **Dr. Andrew Parchman will succeed Dr. Maher as the new System Chief of Oncology and TCBI Medical Director, effective January 2025,** following System Board appointment.
- Dr. Parchman joined TriHealth in 2014 as a medical oncologist, and since then has taken on additional leadership responsibilities as Medical Co-Director of Thoracic Oncology, Medical Director of Medical Oncology, Medical Director of Precision Oncology, and most recently, Medical Director of Quality and Safety.
- Congratulations to Dr. Parchman on his well-deserved new leadership role, and a BIG thank you to Dr. Maher for his strong leadership of TCBI over the past 10 years and his continued leadership of the Precision Medicine Institute!



### Telling Our Story: Leveraging Precision Medicine for Better Care and Better Health

- And speaking of Precision Medicine, I recently co-authored a column in the Cincinnati Business Courier with **Dr. Maher** and **Courtney Rice**, Director of Precision Medicine & Genetic Services, exploring how the evolution of genetics and precision medicine are enhancing clinical care and personalized treatment plans that result in improved outcomes and lives saved.
- As we shared in the article, a big part of how we Get Healthcare Right in the future is the adoption of innovative new technologies and targeted or precision medicine.
- And **TriHealth is leading the way with the largest precision medicine program in the region,** encompassing cardiovascular genetics, hereditary cancer genetics, precision oncology, neurology genetics, pharmacogenomics, and prenatal and preconception genetic counseling services.
- Precision medicine is a key contributor to advancing our population health work, which is all about delivering the right care, in the right place, at the right time to produce the right clinical outcomes at the right cost.
- And the **right care is increasingly preventive care and care focused on early detection and targeted treatment and monitoring.**
- Integrating precision medicine into our care delivery models enables our providers to identify and screen at-risk patients who would benefit from proactive disease-specific monitoring, preventive care, and treatment protocols based on their genetic profiles – something not possible just a decade ago. Click [here](#) to learn more.



## **Fulfilling Our Total Rewards Commitment: Market Compensation Review Process for FY2025**

- One important way, among many, we are fulfilling our Employer Brand Promise – *“Be Seen, Be Heard, Be TriHealth... creating a supportive work and practice environment with a strong sense of purpose and belonging”* – is by offering a competitive compensation program to our team members. And that means compensating team members at or above the market for comparable jobs with comparable experience and tenure.
- As part of this commitment, we have recently completed our latest external market review process. These ongoing external market analyses help us to maintain highly competitive salary ranges for every position throughout our entire system by making adjustments when needed.
- As the result of our latest annual review, we have made the decision to **increase the minimum and maximum of the pay range for all jobs**. The **minimum end of the range will increase by 2% and the maximum end of the range will increase by 3%**.
- And, thanks to continued investments in team member compensation and benefits in recent months and years, coupled with a moderation in wage inflation, I am pleased to share that the **current base pay wage rate for the vast majority – 96% – of team member jobs, remains at or above the 50th percentile market compensation levels!**
  - Team members in job roles where the range remained competitive in the market based on this latest review will continue to advance in the range through annual merit adjustments, which will occur in the first quarter of CY25.
  - For those job roles where pay ranges fell behind the market and our compensation philosophy, the pay ranges for those roles will increase through a special market adjustment to get their base rate up to the new minimum. Leaders will inform team members in those roles in the coming days and weeks.

*Thank you for continually giving your best to each other and all those we serve as we work TOGETHER to fulfill our vision to be the place where people want to work, where physicians want to practice, and most importantly, where the community wants to go when they need the best quality, service, safety, and value in healthcare!!*