

April 14, 2020

LEADERSHIP VISION



Hi Team –

As I shared late last week, we are now seeing early and encouraging progress in our fight against COVID-19. Ohio's latest surge modeling is now projecting *significantly lower numbers of total new cases and hospitalized patients over the next month and we are READY!* This is the direct result of our collective efforts across the state to adhere to the early mitigation measures put in place by Governor DeWine's Office, starting in early March. In fact, the decisive measures taken by Ohio at the start of this pandemic – even before any cases were confirmed in the state – are being held up as a model and best practice by the media and others, including in this April 9 Washington Post [article](#).

What the Revised Modeling Means for TriHealth

The new, lower state-wide projections show a flattening vs. an acceleration in the transmission curve for COVID-19 cases, and this is consistent with what we're experiencing in the number of patients diagnosed and cared for here at TriHealth. This means the comprehensive set of initiatives we put in place to both mitigate the spread of the virus and prepare for a dramatic increase in COVID-19 cases are paying off. The surge plans we created – encompassing facilities, equipment, supplies and staffing – have readied TriHealth, if needed, to care for up to 200 – 300% more inpatients and critical care patients. However, we now believe, based on actual trends and updated modeling, it is more likely the increased need will be in the order of 20-30%, which we can comfortably manage and scale up for within our current capacity. Based on the new modeling, we have also modified our regional Level 3 Surge Plan, in collaboration with other area health systems and the State. The Alternative Care Site planned for the Duke Energy Convention Center has now been scaled back to be a much smaller 150-bed low-acuity hospital, which will be activated only if needed.

While this is encouraging news, it's essential that we ALL continue to strictly adhere to the state-mandated mitigation measures recommended by the CDC, including sheltering in place, social distancing and use of personal protective equipment. You'll be hearing more from your leaders in the coming days about how our modified surge readiness plans will impact you and your department.

A Few Additional Updates...

- **Expanding Universal Mask Policy:** To ensure the safest possible care and work environment, we are now requiring ALL individuals in care settings to wear masks, including ambulatory team members, physicians, patients and visitors. Patients in the ambulatory setting will be urged to wear their own mask – as has been encouraged by the CDC – but if they don't have one, they will be provided one before entering a TriHealth facility. Click [here](#) to learn more about the expanded universal masking guidelines.
- **Alternative Transportation Available for Those Impacted by Reductions in Bus Routes:** With Metro bus routes being reduced because of lower demand due to the shelter in place measures, we recognize this may cause new challenges for many team members who rely on public transportation to get to and from work. To assist, TriHealth has arranged for alternative work transport for any team member impacted. Please contact the **Corporate Security Communications Center at 513-569-6166** to learn more.
- **Early Planning for Eventual Return to Full Service Operations:** While we anticipate the state COVID-19 mitigation measures – including social distancing, closure of schools, restaurants and other non-essential services – will remain in effect for the coming weeks, and perhaps months, we've begun to think about

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and plan for our eventual return to “normal” operations. This includes how best to resume elective and other “non-urgent,” but necessary services and to efficiently address the growing backlog of deferred procedures. We expect to do this in stages, aligned with what is likely to be — as Dr. Fauci has stated recently — a “rolling” reopening of our economy to prevent a second wave of COVID-19 transmission. We’ll share more details about these plans in the coming weeks as we learn more about the anticipated State timeline for safely lifting the protection mandates.

- **TriHealth to Launch Team Member Support Center:** As we begin early planning for a post-pandemic “new reality,” we fully recognize the hardship, sacrifice and challenges created by this public health crisis will likely be long-lasting and multi-faceted for each of us and for TriHealth. And so we must, together, begin to understand and prepare for any lasting changes that will result from this pandemic--such as more wide scale use of telehealth— and then proactively embrace and adapt to the “new normal” that emerges. Foundational to this “new normal” is ensuring our team members come through this public health crisis feeling strong, able and ready – *personally, financially and professionally* – to continue to be their best and do their best, both at home and at work! In support of this aim, we are launching a Team Member Support Center staffed with HR experts, social workers, financial consultants and others who will provide a range of relief and transition services to help our team members adapt to and thrive in our new norm. We’ll be sharing much more about the new Team Member Support Center – and what you can expect from it – in the coming weeks.

A Special Thank You to Our Unsung Heroes!

While we are all indebted to our physicians, advanced practice clinicians, nurses and other clinical staff who are on the front lines courageously delivering exceptional care to our patients, including those with COVID-19, I also want to give a **Special Shout Out** to our many **Unsung Heroes** – *including our team members in Environmental Services, Food and Nutrition Services, Security, Logistics, Guest and Shared Services, and others who directly support our clinical teams and patients*. Every day, these team members also risk potential exposure as they work on-site providing essential services to patients and vital support to our front-line caregivers! We’re **EXTREMELY GRATEFUL** for their heroic acts of service and invaluable contributions! **THANK YOU** for helping us ensure we deliver the safest and best care to every patient we serve!!

Weekly Communications Calendar

- Monday, April 13 – Friday, April 17: **Daily Dr. Joseph video updates** available on [Bridge](#)
- Tuesday, April 14: **CEO Weekly Update**
- Wednesday, April 15 @ 12pm: **NEW DAY! Team Member/Physician Town Hall** moved from Tuesday to **Wednesday** – livestreamed and archived on [Facebook](#) and [Bridge](#).
- Friday, April 17 – **Weekly COVID Update email**

Please also continue to visit our [COVID Hub on Bridge](#) for up-to-the-minute news and updates.

TRIHEALTH STRONG – ONE TEAM, ONE MISSION, ONE GREAT HEALTH SYSTEM! Together, our hard work and personal sacrifice over the past few weeks to mitigate the spread of COVID-19 – both at home and at work – have made a very real and important difference! Now, let’s keep the momentum going to ensure we fulfill our sacred mission to safeguard and improve the health of our community – and in doing so, help all of us get back to living life to the fullest!