

September 1, 2020



Hi Team –

We're heading into September with evidence that our collective efforts to reduce spread and spikes in COVID-19 ("COVID") cases are making a difference. By rallying as a community to adopt these common sense mitigation measures – *mask wearing, social distancing, hand hygiene, keeping gatherings to 10 people or less* – we have seen a slight downward trend in new COVID cases in the region, with decreasing numbers of hospitalized COVID patients here at TriHealth (see highlights on chart to the right for specifics). As we've experienced though, these downward trends won't last if we don't stay on top of them!

Schools and colleges are now reopening for the fall session, with many children back in classrooms for the first time since March, greatly increasing the risk of COVID spikes. So it is more important than ever that we, as a community, adhere to COVID prevention measures to keep students and families safe, keep schools open, and prevent future outbreaks. Together with public health officials, we'll be closely monitoring COVID activity in the coming weeks to be fully prepared to respond and make smart decisions, should we see spikes as we reopen yet another critical part of our society for the first time since the start of the pandemic. Thank you for doing your part to role model COVID Always Behaviors at work and in the community – it remains our best and ONLY defense against this virus while we wait for a vaccine!

TriHealth Returns to Financial Health.

It's been a tough, long journey these past six months – and while we're not out of the woods yet – I'm pleased to share we're seeing some bright spots on our road to recovery! Patient volumes have rebounded to more than 95% of pre-COVID levels in many clinical areas, and we've provided new jobs within TriHealth to nearly 70% of team members who were impacted by our difficult, yet necessary, cost reductions and wanted to remain at TriHealth! Equally as important, the system's financial health is on track for a full recovery!

Why is remaining financially healthy necessary and the right thing...even for our team members? Because it's the economic engine that drives our investments in making TriHealth a great place for team members to work, for physicians to practice, and for our patients to get the best care possible. Especially during these uncertain times, we must work twice as hard to maintain the financial strength necessary to do what it takes to get healthcare right – which includes investments in new technology, clinical programs, innovative population health care models, and state-of-the-art facilities. As importantly, keeping TriHealth financially healthy ensures we can remain competitive on wages, salaries, and benefits – which we expect to further enhance in FY2021 with millions more in additional investments – including a \$24M payment we just made to TriHealth's 401k match program! Not to mention the responsibility we have to remain strong for the 1 in 3 Cincinnatians who rely on TriHealth for healthcare, and to remain a vital contributor to the region's economic health!

COVID-19 Weekly Update

- New COVID cases in 14-county region trending downward
- R-factor in region remains flat at 1.00
- COVID-related deaths per day in region now below 3
- Number of hospitalized COVID inpatients stabilizing in mid-twenties – down from 40 last week!
- Over 50,000 COVID tests have been administered by TriHealth since March with asymptomatic positivity rates remaining steady and suggesting a community prevalence at around 1%

TriHealth's Path Forward Validated by Industry Experts.

Even before the start of this pandemic, TriHealth has led the way in doing what's right to keep our community, our system, and our team healthy and strong, and to proactively prepare for the industry changes underway. Because of this industry leadership, we remain ready and able to face the unpredictable road ahead. In fact, our strategy to quickly realign our costs to the new reality of COVID, prioritize telemedicine, and accelerate our population health work (better care, better health, greater affordability) are being touted by healthcare experts as the essential work required to prepare for the transformation occurring throughout the healthcare industry, while continuing to respond to the new challenges of the COVID pandemic. Check out this short [article](#) summarizing how many industry experts believe health systems must prepare for the new COVID-19 norm.

All of us at TriHealth should be encouraged by, and proud of, our progress in successfully managing through every challenge at every step in this COVID-19 pandemic – in many ways without a “playbook.” Much of this work has been guided by our COVID Operating Principles, which we developed and operationalized early in this pandemic (click [here](#) to review). They have served our system well since the onset of this pandemic and will continue to guide us as we do what it takes to remain TriHealth Strong – One Team. One Sacred Mission. One Great Health System.

Summer Ends with More Painful Reminders of the Importance of Our Diversity, Equity, and Inclusion Work.

A summer that began with the May 25 fatal shooting of George Floyd, followed by a national reckoning on racial inequality and the state of policing, tragically ends with the recent shooting of Jacob Blake – another painful reminder of the vital importance of our Diversity, Equity and Inclusion (DEI) work.

Sadly, in many ways, we are a nation divided. At TriHealth, however, we stand united in our values (respecting all individuals and celebrating differences) and in our commitment to foster racial equality and end systemic racism, starting right here in our own TriHealth culture. As we've seen throughout these difficult summer months, fear and ignorance breed greater intolerance, and too often violence, rather than meaningful solutions. Real and lasting change is born from open dialogue, awareness, understanding, more inclusive and equitable opportunities, and zero tolerance for discrimination of any kind. This is at the heart of our DEI work, which we've put into high gear this summer with our Town Hall conversations on race, formal system goals on diversity, and expanded DEI learning and development resources for FY2021, which include this newly developed [Allyship Guide](#). This educational guide provides insightful information and useful resources to spur reflection and assist with sometimes difficult conversations, while helping to answer the question, “What can I do?” Our commitment to DEI was again highlighted at our recent August LDI as part of a conversation on race, justice, and equality that I participated in with our Chief Diversity Officer, Mardia Shands – click [here](#) to listen to excerpts from that conversation.

The vital importance of our DEI and Health Equities work – and its impact on TriHealth's ability to get healthcare right – cannot be understated or undervalued, which is why the Chief Diversity Officer will now report to the System CEO, in addition to the CHRO. Racism is not only wrong, it has widely been acknowledged as a deadly disease contributing to health disparities, including shorter life expectancy, high incidence of chronic conditions, and others. So we must fight this disease as we do all others – with care, courage, compassion, and an unyielding commitment to eradicate its devastating impact on our community and all those we serve. Thank you for your support of this important work, and for your willingness to keep an open mind and an open heart during this time of historic need for greater understanding, peace, unity, and meaningful change!

Team Member & Physician Pulse Survey is Coming Soon!

It's been an unprecedented year, which is why it's more important than ever that we check in with our team members and physicians to get feedback. Between Wednesday, September 16 and Friday, September 25, you have the opportunity to participate in the 2020 Team Member & Physician/APC Engagement Pulse Survey. Keep a lookout for an email from Press Ganey, our survey partner. It will be in your inbox in the next few weeks.

New Learn Course on Serving Our LGBT+ Patients

TriHealth's mission calls for us to care for all people with compassion and empathy and serve the health of the marginalized in our community. We've developed "Serving Our LGBT+ Patients," a TriHealth Learn course to help our team members SERVE the marginalized LGBT+ populations. Visit [Bridge](#) for more information.

Living Our Values Award Winners

[Congratulations to the exceptional team members](#) who were recently recognized for inspiring others to live out the TriHealth Way. Nominations for the Living Our Values award can be submitted at any time via the [Appreciation Station](#).

New TriHealth Learn Alert Notifications

On September 1, TriHealth team members will begin receiving daily email alerts for assigned eLearn courses with approaching due dates and/or missed deadlines. Additionally, leaders will receive a weekly summary alert on Mondays identifying their team members with past due eLearn assignments. Visit [Bridge](#) for more information.