



FY2020 Year in Review

September 2020

A HISTORIC YEAR OF UNPRECEDENTED CHALLENGES AND HEROIC RESPONSE!

Hi Team –

The end of June 2020 marked the close of Fiscal Year 2020 (FY20), and to say it was an unprecedented and extraordinary year of highs and lows would be quite the understatement. Our FY20 journey will go down in the books as a tale of two very different realities: *Pre-COVID-19 (July – December 2019) and Post-COVID-19 (January – June 2020)*. And while the challenges and achievements within those two realities were worlds apart, what remained constant through it all was our steadfast commitment to remain TriHealth Strong – *One Team. One Sacred Mission. One Great Health System* – united in our promise to get healthcare right for all those we serve. This was made evident through the best and worst of times in FY20, proving without a doubt:

- Heroes most definitely work here!
- There's absolutely nothing our TriHealth Team can't accomplish!
- The TriHealth Way is the Right and Best Way!
- We are ready now more than ever to accelerate our work to get healthcare right, even as we continue to manage and co-exist with COVID-19!

You'll see these points affirmed time and again as you review our performance and progress in FY20 highlighted throughout this annual report. Most importantly, I hope you feel extremely proud and valued for who you are and what you've helped us accomplish during this truly remarkable and life-changing time in our nation's history.

Our noble and sacred calling to care, to heal, and to serve others is more important than ever, and I am humbled and privileged to work alongside you during this time of profound and prolonged need. Thank you for your talents, compassion, sacrifice, and heroic work that helped us remain strong and resilient as we courageously demonstrated that nothing – not even a global pandemic – can stop TriHealth from fulfilling its mission to bring outstanding and affordable care and improved health to everyone we serve...*always!*

As we move forward into FY2021, we do so with a renewed commitment to lead the region and emerge as a national model in Getting Healthcare Right, while continuing to help our system, our community, and our nation recover, restore, and rebuild.



Sincerely,

A handwritten signature in black ink, appearing to read 'Mark C. Clement', written over a light blue background.

Mark C. Clement
President & CEO
TriHealth

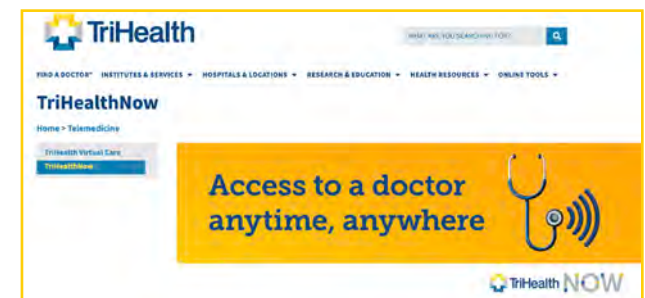
FY20 ACCOMPLISHMENTS RESPOND TO EVOLVING CONSUMER AND PAYER EXPECTATIONS FOR GETTING HEALTHCARE RIGHT.

Through the first half of FY20, our TriHealth Team “changed the game” by leading the way in our region to redefine what it means to be a healthcare system – in direct response to the rapidly evolving expectations of consumers and payers for better care, better health, and better value. Driven by these expectations, TriHealth has put in place many changes and achieved the following milestones and accomplishments during FY20 as part of our journey to get healthcare right:

- **Opened three new, major additions to TriHealth’s already vast and unparalleled ambulatory network** – Thomas Center on the Bethesda North Hospital Campus, the Liberty Ambulatory Center in Butler County, and the Anderson Ambulatory Center in Hamilton County. With these additions, TriHealth now has 13 state-of-the-art ambulatory campuses in neighborhood communities throughout the region offering world-class, comprehensive care in convenient locations close to home.
- **Opened seven new TriHealth Clinics at Walgreens**, enabling consumers to safely and conveniently access TriHealth care “in the neighborhood.” These walk-in clinics let shoppers get the care they need while shopping for everyday items, with no appointment required. Staffed by TriHealth nurse practitioners, the clinics offer affordable, high-quality healthcare for common illnesses and injuries, and chronic care follow-ups, as well as COVID-19 tests and flu shots.
- **Launched Blue Connection**, an exclusive new high-value insurance product, in partnership with Anthem Blue Cross. As Blue Connection is selected by employers throughout the region and offered to their employees, we expect to see an increase in the “attributed lives” or patients we care for, further ensuring the best possible outcomes for patients by keeping more care inside TriHealth. Additionally, it offers area employers a more affordable, high-quality employee health insurance product that supports and promotes employee health and wellbeing at a lower cost than traditional open network products.
- **Introduced TriHealthNow**, our innovative new telehealth program, to TriHealth team members, area businesses, and the broader community. TriHealthNow offers consumers immediate, remote access on their smart devices to TriHealth’s expansive provider care network when and where they need it.



Click to take a video tour of Thomas Center.



Click to learn more about TriHealthNow.

FY20 ACCOMPLISHMENTS RESPOND TO EVOLVING CONSUMER AND PAYER EXPECTATIONS FOR GETTING HEALTHCARE RIGHT.

- **Launched the *TriHealth Service Institute*** Institute to support team members and physicians in consistently delivering the TriHealth Signature Patient Experience. The Institute provides centralized resources and a support structure to help us introduce, adopt, master, and hardwire TriHealth Way of Serving practices system-wide.
- **Led the way in enriching the Living Wage in our community** by raising TriHealth's minimum wage to \$14 per hour in January 2020, with plans to raise it to \$15 per hour by the end of 2020.
- **Created stronger team member and physician awareness and understanding of Cultural Competency and Implicit Bias** through our Diversity, Equity, and Inclusion work in order to bring even better, more respectful and culturally sensitive care and service to the diverse community we serve.
- **Opened the multi-million dollar expansion of the Cincinnati Children's and TriHealth Fetal Care Center, including a special delivery unit**, as part of TriHealth's partnership with Cincinnati Children's. The new unit encompasses a total of 19,000 square feet and is staffed by TriHealth physicians, nurses, and clinical teams who provide comprehensive, world-class care for healthy moms delivering babies with known medical conditions. In addition to two new operating rooms, the expansion includes a triage room and six dedicated rooms for labor, delivery, and postpartum recovery – all of which will allow for safer and more timely cutting-edge treatment of sick babies in utero and post partum.
- **Launched plans to create the TriHealth Heart Hospital on the campus of Bethesda North Hospital.** Approved by our Board in April, the TriHealth Heart Hospital will further accelerate our work to establish the region's destination cardiac care center of excellence. Plans are being finalized and groundbreaking is expected to occur in late 2020. The Heart Hospital will house the region's only STS Three Star Cardiac Surgery Program, which ranks among the top 10% of the nation's cardiac surgery programs for mortality and clinical outcomes.



Photo taken before mask mandate

TriHealth's Dr. Mounira A. Habli, MD, caring for an expectant mom at the newly opened special delivery unit at Cincinnati Children's.



Click to view Local 12 documentary, "When Seconds Count," featuring TriHealth as regional heart care expert.

EXTRAORDINARY COVID-19 JOURNEY PROVES THAT TOGETHER, WE CAN ACCOMPLISH ANYTHING!

Our COVID-19 (“COVID”) journey started in January 2020 with suspected COVID cases on the campus of Miami University, where TriHealth provides Student Health Services – and what an extraordinary journey it’s been!

Seemingly overnight, the pandemic required us to completely rethink and transform nearly every aspect of how we live, work, operate, and deliver healthcare services in order to safely prepare for, respond to, and manage through this crisis. Throughout this pandemic, we were pushed to the limits of our abilities and tested like never before. Together, we adapted and successfully responded to previously unimaginable new challenges and uncertainties in our personal and professional lives – all while never wavering from our mission to improve health and deliver the best and SAFEST care possible... to COVID patients, our neighbors, family and the larger community!

In many ways, we navigated this pandemic without a playbook – adapting and innovating at every step along the way, and often serving as a model for others to follow. And while we certainly would have never wished for this life-changing global pandemic, it’s taught us that, without question, **WE ARE TRIHEALTH STRONG – One Team. One Sacred Mission.** One Great Health System – and there’s absolutely nothing we can’t accomplish when we work together! It has also taught us that heroes work here at TriHealth – a testament to the talents, resilience, determination, teamwork and courage of our TriHealth team members, physicians, and leaders!



[Click to visit TriHealth's COVID-19 response page.](#)



Photo taken before mask mandate

LEADING THE WAY IN GETTING HEALTHCARE RIGHT THROUGHOUT THE PANDEMIC

In many ways, TriHealth was ahead of all area systems in preparing for this pandemic. We were the first in the region to open our command center and to partner with local media to educate the community about this serious public health crisis. We also led the region in providing team members with daily, transparent and comprehensive COVID communications, modifying patient visitor policies, and introducing mandatory masking protocols in our care settings – long before Governor DeWine and other governors even began talking about the importance of masks! Most importantly, our strong cultural foundation built through the TriHealth Way helped us keep our front-line caregivers and team members safe, motivated, and well-equipped to do their best through every step of the process!



[Click to hear how team members felt about our COVID-19 journey.](#)



Photo taken before mask mandate



TAKING GREAT CARE OF PATIENTS AT THE HEART OF OUR COVID JOURNEY!

Of all the achievements we accomplished in FY20, none were more important or impressive than the ones that resulted in better care and better health for all of our patients – including and especially those with COVID-19.

Throughout the initial surge period and long after, our clinical and operational teams stopped at nothing to ensure we provided the right care in the right way at the right time and in the right place to ensure every patient we served received the safest and best

care possible. From participation in groundbreaking convalescent plasma clinical trials, to transformation of care facilities, to the rapid introduction of telemedicine, to filling in for loved ones to provide warmth and comfort – our team had it covered. And as a result, we were able to continue to fulfill our sacred mission to improve health and restore well-being during a time of historic and profound community need for skilled and compassionate care!



[Click to hear the inspiring story of our "Miracle Mom" on Live with Kelly and Ryan.](#)

HIGHLIGHTS OF PATIENT CARE ACHIEVEMENTS

ICU BED EXPANSION PLANS



TELEMEDICINE VISITS



DRIVE THROUGH ASSESSMENT CENTERS



CONVALESCENT PLASMA



UNIVERSAL SCREENING STATIONS



COVID PATIENTS TREATED AT TRIHEALTH



PREGNANT COVID PATIENT DISCHARGED



TRIHEALTH in the NEWS



DOING WHAT IT TAKES TO REMAIN TRIHEALTH STRONG

As if a global pandemic wasn't enough, COVID also brought with it a devastating secondary financial crisis. This was created by the necessary two-month shutdown of non-essential services, which included elective and non-urgent healthcare services, and likely longer term reductions in clinical volume caused by lingering consumer fear. Through the COVID-19 "shelter in place" and initial surge phase from March to May 2020, TriHealth experienced an immediate and dramatic drop in clinical volume and revenue, resulting in financial losses of nearly \$100 million. And nearly two months into our "Back in Business" reopening of clinical services – with all services operational – it was clear we were going to face a slow recovery and prolonged period of reduced volume and revenue, which was expected to be between 90 – 95% of pre-pandemic levels. This reality required us to act immediately to restore TriHealth to financial health and to avoid continued operating losses and a worsening set of challenges which, over time, would threaten even a financially strong health system like TriHealth. To combat these losses, the TriHealth leadership team worked around the clock to develop our "COVID-19 Financial Recovery Plan" that is now closing the large financial shortfall created by this externally imposed threat.

Our COVID-19 Financial Recovery Plan mapped out the difficult, but necessary steps we had to take to reduce and realign our costs with the new COVID reality of lower volume and revenue. This work was grounded in our mission, guided by our values of respect for people, stewardship, and equity, and informed by facts and evidence. We took this very deliberate approach to ensure we made the right decisions in the right way for our people, our patients, and our community – and to ensure continued excellence in safety, quality, and service.

Care for Team Members a Top Priority in COVID Financial Recovery Plan

Team members whose positions were eliminated as part of the COVID-19 Financial Recovery Plan received comprehensive support to ensure a smooth transition. This support included:

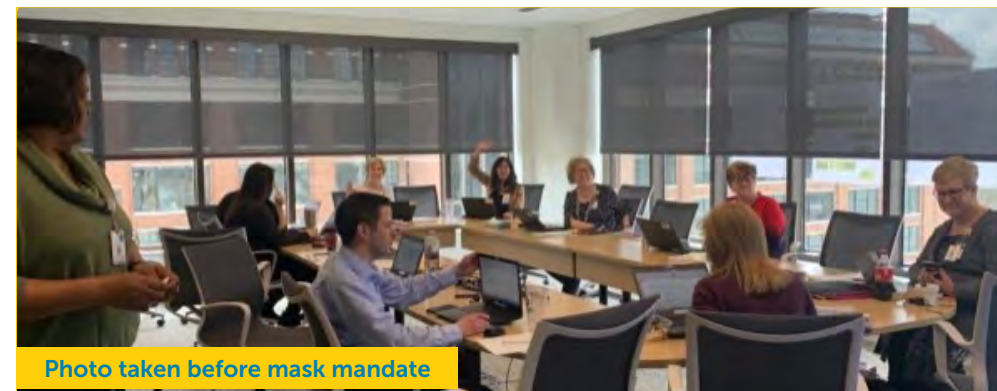
- An assigned Talent Acquisition/Career Coach to serve as a resource, advocate, and guide throughout the transition process.
- First preference for all open positions within TriHealth.
- Retraining, if necessary.
- Unlimited access to hundreds of online continuing education courses.
- An enhanced 60-day notice period which included full benefits and salary continuation.
- A severance package and a minimum of six months of outplacement support for those who opted to leave TriHealth – with continued "first preference" status for up to one year for all future open positions, should they wish to return to TriHealth.

DOING WHAT IT TAKES TO REMAIN TRIHEALTH STRONG

As an outcome of this work, we identified cost-saving opportunities in areas ranging from supply chain to purchased services to sponsorships to facility consolidations to non-core programs – and regrettably, staffing as well. To make these tough decisions, we used industry benchmarking and closely evaluated cost vs. benefit. The outcomes of these decisions touched every part of our system and required shared sacrifice on the part of all of us to continue to achieve our shared destiny of getting healthcare right for our community and nation.

With volumes at about 95% of pre-pandemic levels at the end of FY20, and the ever-present threat of regional COVID spikes now an enduring part of our new reality, we can feel confident that the steps we took in our COVID Financial Recovery Plan – as difficult as they were – were the right ones to ensure TriHealth remains strong, both clinically and financially. Now we are able to continue to battle the virus, and any subsequent spikes, from a position of strength to keep our community safe and healthy for as long as it takes to find a vaccine.

The COVID-19 Financial Recovery Plan collective efforts have achieved nearly **\$100 million in cost savings**, returning TriHealth to financial health and stability. Additionally, we **successfully placed many team members in new roles** whose positions were impacted, but who wanted to stay at TriHealth!



SERVING AS A REGIONAL MODEL FOR GETTING BACK IN BUSINESS

Once we shut down elective and non-urgent services – and adjusted operations accordingly – we immediately began to develop our “back in business” plans in collaboration with our physicians and clinical leaders. This was essential to be sure we were ready when restrictions were lifted to systematically restart these vital and necessary services safely and to welcome patients back to our facilities. This process was guided by the following **COVID Back in Business Operating Principles**:

- **Build even greater financial strength** as quickly as possible to prepare for future business disruption related to the pandemic.
- **Act quickly and proactively** to accelerate recovery and plan for/proactively manage to the “new normal” of moderated demand and payer mix shifts due to the adverse impact of COVID on the economy and employment.
- **Get ahead of the crisis** by making the hard decisions that are now necessary in order for TriHealth to be successful in this new reality and beyond.
- **Build flexibility into the operating model** in order to scale up or down more immediately.
- **Proactively manage hospital throughput and capacity** to ensure that we have the ability to offer the full range of non-COVID health care to our community even in the midst of a second or third surge
- **Build multiple scenarios into financial forecasts** – and update assumptions regularly – to include scenarios such as new, lower baselines, a second COVID surge, etc.

Ensuring TriHealth’s long-term financial health is about so much more than dollars and cents. It is the essential economic engine that fuels 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 healthcare 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 the \$24M payment recently 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!

TriHealth CEO featured on panel of experts in **Cincinnati’s Road to Recovery** virtual discussion series sponsored by the Cincinnati Business Courier. In addition to participating in the three-part community discussions, Mark Clement was also asked to pen three editorials focusing on TriHealth’s perspective about getting healthcare right in the new post-COVID norm. [Click here](#) to review the first published article.

SUPPORTING AND SERVING OUR TEAM MEMBERS THROUGH CRISIS

Through the second half of FY20, we had more than our share of what would have once been considered unthinkable challenges and uncertainty, all with no clear end in sight. We recognized the physical, mental, and emotional toll these prolonged stresses created on team members, physicians, and their families and made it our top priority to support our team, every step of the way for as long as it takes! In early April 2020, we opened the **Team Member Resource Center** to provide specialized support services to help team members address hardships resulting from the COVID crisis. The Center was staffed with experts in personal finance, career coaching, mental health and wellness, internal and external benefits navigation, and more, and will remain open for as long as there is a need. We also introduced a **COVID-19 Income Restoration Program** to provide supplemental financial assistance to those team members whose income has been adversely impacted by COVID-19-related circumstances. Additionally, we enhanced the flexibility of our PTO program to allow team members to care for sick family members or children out of school due to COVID.

We also stepped up our wellbeing support to help team members focus on self-care – eating well, worrying less, and moving more – in order to build resiliency and greater peace of mind during these stressful times. At the end of FY20, we launched a *TriHealth Way Resiliency, Wellbeing, and Personal Care* initiative. As part of this effort, Corporate Health also developed a *Wellness Made Simple* program and supportive toolkits to keep team members and physicians strong and resilient. [Click here](#) to access the toolkits available on Bridge.

We are proud of the investments we've made to support the health and wellbeing of our team members through these extremely challenging times. And we will continue to do so for as long as there is a need in our new COVID norm.



[Click to learn more about TriHealth's support of team members through the COVID crisis.](#)



TRAGIC NATIONAL EVENTS REINFORCE THE IMPORTANCE OF OUR DIVERSITY, EQUITY, AND INCLUSION WORK.

In the midst of a public health and subsequent financial crisis, in FY20 we also faced a national crisis of racial injustice and outcry incited by the violent deaths of several Black Americans, including George Floyd, Breonna Taylor, Ahmaud Arbery, and so many others. These shocking acts of overt systemic racism demanded our nation's immediate attention and action. They also reinforced the critical need for our Diversity, Equity and Inclusion (DEI) work here at TriHealth. Not surprisingly, many physicians and team members immediately stepped up to stand with our Black Community through participation in White Coats for Black Lives, peaceful protests, and social media activism.

At TriHealth, we stand united in our values of 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. 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 put into high gear in FY20 with our June Town Hall conversations on race, formal system performance goals on diversity, and expanded DEI learning and development resources, which are being rolled out in FY21.

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. In addition to being unjust and unlawful, racism has widely been acknowledged as a deadly disease contributing to health disparities, including shorter life expectancy, high incidence of chronic conditions.

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.



[Click to view Racial Equality Town Hall video.](#)



[Click to view](#) our newly developed *Allyship Guide*, which provides insightful DEI information and useful resources to spur reflection and assist with sometimes difficult conversations about racism, while helping to answer the question, "What can I do?"

PROGRESS ON OUR 2020 DIVERSITY GOALS FOR LEADERSHIP AND SUPPLIERS

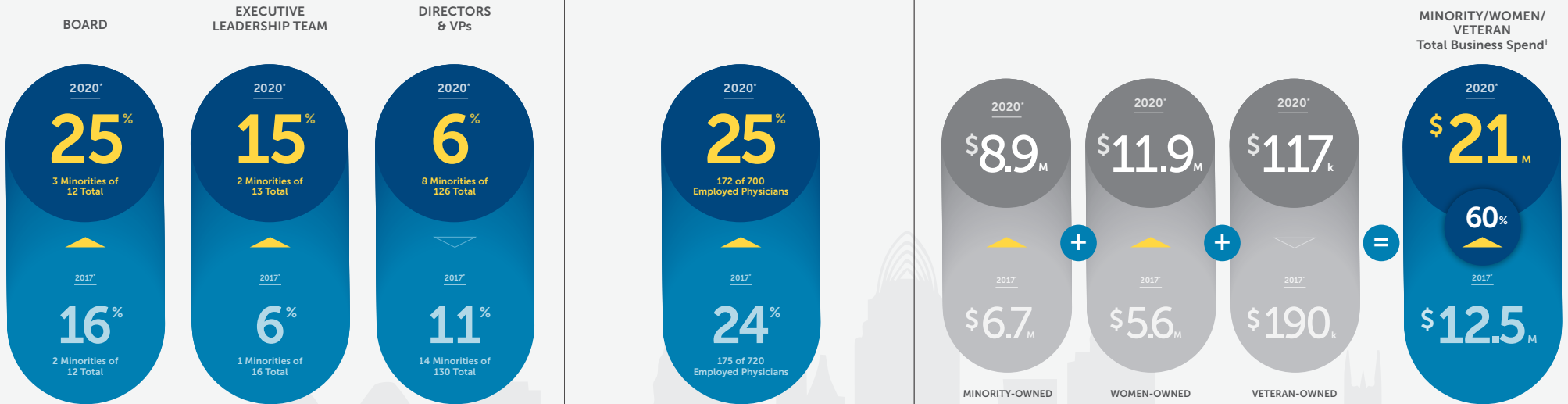


2020 Commitment to Diversity Update on Progress

LEADERSHIP

PHYSICIAN LEADERSHIP

SUPPLIER DIVERSITY



* Diversity as a percentage of total leader population for each category

† In 2019 TriHealth Total Value of Minority Contracts & Business Spend \$33.9M

“We believe that by embracing diversity, we can create a more positive environment, and promote continuous improvement to providing excellent & compassionate care.”

– Mark C. Clement, President & CEO

FY2020 PILLAR PERFORMANCE

As expected, the two very different realities of FY20 – *Pre-COVID and Post-COVID* – had a significant impact on our overall FY20 Pillar Performance. The shutdown of elective and non-urgent services, combined with the need to focus almost exclusively on our COVID response for several months, necessarily impacted our work across all of our pillar goals. But as they say, it's not where you start, it's where you finish. And our overall year-end trends indicate we have come through FY20 – one of the most challenging fiscal years in our history – standing strong and well-positioned for growth and continued regional leadership in the year ahead!

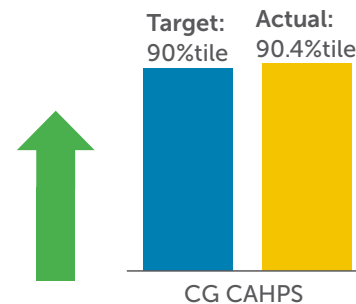
Culture/People Pillar



- Investing millions to enhance Total Rewards for team members, including a **\$24M** payment to TriHealth's 401k match program and more than **\$20M** planned for comp and benefit enhancements in FY2021.
- Placed nearly **75%** of team members in new roles whose positions were eliminated, but wanted to stay at TriHealth.
- Launched **Team Member Resource Center** to provide financial, personal, and professional support for team members experiencing COVID-related hardships.
- Offered multiple **no cost or reduced cost childcare resources** to support working families during and after COVID shutdowns.

Service Pillar

Exceeded target for CG CAHPS



Finance Pillar

COVID-19 Financial Recovery Plan achieved nearly \$100 million in cost savings, returning TriHealth to financial health and stability at the end of FY20.

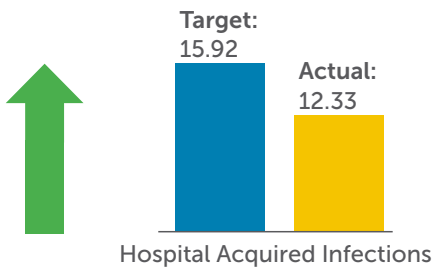


FitchRatings

TriHealth earns "AA-" rating from Fitch with stable outlook affirmed for FY21

Quality/Safety Pillar

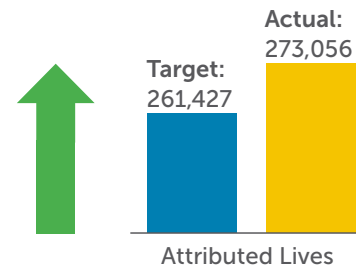
Exceeded FY20 target for Hospital Acquired Infections



See Quality Wins on page 16.

Growth Pillar

Exceeded target for Attributed Lives



Clinical volumes across all service lines returned to approximately **95%** of pre-COVID volumes by FY20 year end.

FY2020 QUALITY AND SAFETY ACHIEVEMENTS

Celebrating FY20 Quality Pillar Goal Wins

- **c diff prevention efforts result in safer care, healthier patients, and reduced costs!** In FY20, our Infection Prevention Teams developed and hardwired system-wide best practices to reduce c diff cases across the system. With the support of system physicians, nurses, and clinical care teams, these practices resulted in truly extraordinary outcomes! Over the past year, TriHealth **reduced c diff cases by more than 75%** – from 93 cases in FY19 to just 22 cases in FY20 across all of our hospitals! As a result, it's estimated that four deaths have been prevented and the system has avoided more than \$1 million in c diff care costs over the past year. Because of these improvements, TriHealth moved from the 75th percentile for c diff prevention to the top decile (top 10%) in the nation, according to National Healthcare Safety Network (NHSN)!
- **c diff prevention practices now standardized at all TriHealth care sites:** Standardized hand hygiene protocols • Isolation precautions • Bleach disinfection • Ultraviolet light disinfection • Epic best practice alerts • New advanced laboratory testing algorithms, and more!
- **TriHealth's Bariatric Service Line achieves Center of Excellence (COE) designation from Optum.** COE designation serves as an indication to our patients and community that we've met rigorous clinical and safety standards to offer the best and safest bariatric care to patients, as measured by clinical outcomes, surgical quality, and cost-effectiveness. In 2019, our Bariatric team reduced the re-admission rate to 5% – and only one-third of our patients received post-operative opioids! In addition, our reoperation rate exceeded national standards at .01%, and our overall complication rate was 3.7% – well below industry standards! TriHealth also has COE designation with Anthem and Aetna.



TriHealth safety journey produced a 30% reduction in harm events in FY20!



FY2020 WINS – LOTS TO CELEBRATE!



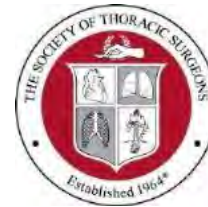
Good Samaritan Hospital **Top 3**
Bethesda North Hospital **Top 4**



Bethesda North Hospital named on Newsweek's list of World's Best Hospitals for second year in a row – among leading hospitals in 21 countries!

Watson Health.
100 TOP HOSPITALS

Good Samaritan & Bethesda North Hospital Named Truven/IBM Watson Analytics Top 100 Hospitals for the 5th Time!



The Society of Thoracic Surgeons recognizes TriHealth's CABG Surgery Program with its "3-star" highest rating

Fitch
Ratings

TriHealth earns "AA-" rating from Fitch with stable outlook affirmed for FY21

Cincinnati Magazine

189 TriHealth Physicians chosen as 'Top Doctors' in 2020 – More than any other health system in the region!



Good Samaritan Hospital earns Premier QUEST Award for High-Value Healthcare – based on improvement: Mortality, Care Coordination, Affordability, Patient Safety



The Joint Commission



American Heart Association
American Stroke Association

CERTIFICATION

Meets standards for

Comprehensive Stroke Center

Good Samaritan Hospital designated Comprehensive Stroke Center



Bethesda North completes successful Joint Commission Triennial Accreditation Survey

Western Ridge receives Joint Commission Acute Stroke Ready Certification



Top Performing ACO in the Nation and #1 in Ohio



Bethesda North ED earns Lantern Award – third-time winner!

Achieving wins like these under normal circumstances is commendable. Achieving them amid the COVID pandemic is truly extraordinary! And it demonstrates our team's remarkable commitment to go above and beyond to fulfill our mission to improve health for every patient we serve, always! It also offers meaningful evidence that we have what it takes to continue to get healthcare right as we seek new and better ways to improve care, improve health, and improve value, all based on evolving consumer and payer demands shaped by this pandemic. Here's a look at how we plan to do this in FY21...

FY2021 STRATEGY AND PILLAR GOALS

Since the start of this pandemic, TriHealth has led the way in doing what's right to keep our community, our system, and our team safe, healthy and strong. Because of these actions, we remain ready and able to face the unpredictable road ahead in FY21. And we will do so with a renewed commitment to lead the region – and emerge as a national model – in getting healthcare right by delivering better care, better health, and better value, while achieving greater team member and physician engagement.

Now more than ever, we are ready to accelerate our work to get healthcare right – better care, better health, greater affordability – even as we manage and co-exist with COVID! This journey requires TriHealth to function more like an integrated system than ever before, so we can transform our care and financing models from disease centric to health centric. To do so, we must stay disciplined and laser-focused on our ongoing strategic work to proactively reduce costs, prioritize telemedicine, and accelerate our population health work.

Accelerating this strategic work during this time of prolonged and profound need will allow us to do what it takes to provide the right care at the right time, delivered in the right way to provide the best clinical outcomes and improved health at the right cost...*every patient, every time!* We have been battle-tested through FY20, and there's no doubt, we are ready to lead the way in our new and evolving COVID reality.

Our FY21 Pillar Goals reflect the key metrics that will assess and measure our multi-year journey from good to great in all of the areas that matter – Safety and Quality, Patient Experience, People and Culture, Growth and Financial Health, as noted to the right.



THANK YOU FOR MAKING TRIHEALTH GREAT... ALWAYS!

Heroes, *most definitely*, work here! Our team has shown throughout FY20 – in ways both big and small– that there is absolutely no limit to our capacity to put others’ needs before our own. In the quest to keep people feeling safe, valued, supported, and well cared for during this time of tremendous need, we’ve seen countless acts of heroism! From our front-line nurses, doctors, and clinical care teams to our Command Center staff and Shared Services team members, our TriHealth Team has answered every call during what has undoubtedly been the most challenging times in our personal and professional lives! Without hesitation, our team has worked countless extra hours, sacrificed family and personal time, and put their own health at risk to ensure that TriHealth, our patients, and our community remain strong and healthy throughout this global pandemic and long after. To our team members, physicians and volunteers, a BIG thank you for all of your incredible contributions in caring for our patients and each other – and doing it with such courage, grace, compassion, and dedication! Your commitment to TriHealth and to delivering the best and safest care is evident in everything you do, and we are forever grateful for all you have sacrificed to ensure TriHealth continues to deliver on our mission and get healthcare right! The promise of better, brighter days ahead is now possible because of YOU, the absolute best healthcare team in the industry!



[Click to view Leader Thank You video.](#)

