



Dear Trinity Health and Health Ministry Board Members,

We are rapidly approaching **Thanksgiving** and the holiday season. I’ve often commented that Thanksgiving is my favorite holiday because it’s all about our **presence** with one another – sharing a meal, conversation, and friendship. **Please accept my best wishes for a blessed Thanksgiving with your families.** Despite the challenges, we have so much to be thankful for!

Honoring Outgoing Board Members, Welcoming New Board Members

In December, we will honor two amazing Trinity Health Board members, **Roberta Waite, EdD, MSN, and Joe Betancourt, MD**, whose terms are set to expire. Both Roberta and Joe saw Trinity Health through the CHE merger and have shared their clinical expertise, commitment to excellence, and passion for community health and well-being, diversity, equity, and inclusion, anti-racism and social justice. As many of you know, Trinity Health Board members also serve as the Canonical Sponsor of our healing ministry. They now become emeritus members of our Board, so rest assured we will be staying close to them! We thank you, Roberta and Joe, for your many contributions and your steadfast commitment to our Mission.

The CEO Board Report aligns with our TogetherHealth 2023 Strategic Plan. To give you a better sense of how our work connects to our strategy, content is organized by our four focus areas:

- Purpose
- Performance
- People
- Portfolio

NOTE: The October balanced score card is included at the end of the report.

The CEO report is published monthly and includes a look back of the previous month’s activities and news. For example, the November CEO Board Report’s content covers October’s updates and news.

Our Mission

We, Trinity Health, serve together as a compassionate and transforming healing presence within our communities.

Our Core Values

Reverence • Commitment to Those Who are Poor
 Safety • Justice • Stewardship • Integrity

Thanks and Gratitude to Emeritus Board Members!



Roberta Waite, EdD, MSN
Dean, School of Nursing,
Georgetown University



Joe Betancourt, MD
Senior Vice President,
Equity and Community Health,
Massachusetts General Hospital

We will also welcome two new Board members – **Cynthia Barginere, DNP, RN, FACHE, and Paul Taheri, MD.** Both have formidable backgrounds in clinical and administrative leadership and will make great additions to our Board. Welcome, Cynthia and Paul!

Welcoming Two New Board Members in 2023



**Cynthia Barginere, DNP,
RN, FACHE**
Chief Operating Officer, Institute
for Healthcare Improvement



Paul Taheri, MD
Clinical Partner, Healthcare Team
Welsh, Carson, Anderson & Stowe

Rating Agencies

This October, we met with investors, bankers and the rating agencies (Moody's, Standard and Poor's, and Fitch Ratings) to review our financial status. These annual meetings are important because we depend on our credit rating to secure financing through bond issuance and other financing vehicles. The group acknowledged that we took early action to address financial challenges and the aftershocks of the pandemic, but also noted that more action is necessary to right the ship. They were very intrigued by our **TogetherTeam** "Moon Shot." Other health systems are dealing with the same staffing challenges that we are, but few are discussing transformational approaches such as **TogetherTeam**. They have confidence that we will find our way forward despite the headwinds we face.

Key Messages

This past month, we've met with our Ministry Leadership Council (regional health ministry CEOs and our Executive Leadership Team) and our System Leadership Exchange (executives throughout our ministry) to assess where we are and where we're going. Our key messages are as follows:

- A “blinding statement of the obvious” – **our world has changed!**
- We're called to accomplish a **very tall order** amid **continued uncertainty**:
 - Conduct operational turnaround - finance, quality, colleague, customer focus, growth
 - Absorb new acquisitions and make them accretive
 - Implement common platforms (e.g., **TogetherCare**, **TogetherTeam**)
 - Grow new health segments, strategies
- “What is possible” and “beginner’s mind” are important mental models at times of uncertainty
- Breakthrough, **transformational initiatives are critical** (e.g., **TogetherTeam**)!
- We can improve the ways we **communicate and engage individually and collectively** as One Trinity Health
- We will succeed if we engage our colleagues for their ideas – **and maintain hope amid uncertainty!**

Our world has changed in many ways:

Our World Has Changed

We will adapt, respond, and transform our healing ministry.



People

- Great Resignation
- Workforce development
- New roles & clinical care models
- Wage and benefit inflation
- Replace contract labor



Services

- Lower inpatient utilization rates
- Lower volume in ED and SNF
- Inpatient surgery shifted to outpatient
- Growth in urgent care and virtual visits/home visits



Value

- Govt. and commercial payors reduce rates
- Expanded responsibility for total cost of care
- Patients/members expect more from us

This year, we are focused on **three critical priorities**:

TogetherHealth – FY23 Focuses on Three Critical Priorities



PEOPLE

Invest in our people to better serve our patients/ members

- Accelerate Workforce Recruitment and Improve Retention
- Enable New Care Team Models
- Live the Culture
- Deliver an Excellent Member Experience



PERFORMANCE

Achieve or exceed targeted performance goals

- Improve Operating Efficiency
- Drive Service Line and Primary Care Membership Growth
- Advance **TogetherSafe** in Culture and Care Processes
- Optimize **TogetherCare** Functionality



PORTFOLIO

Expand our health segment portfolio

- Increase Diversified Service Growth

Clearly, our biggest challenge this year is **financial stewardship**. The aftershocks of the pandemic have been immense. We've seen a confluence of factors:

- Patients are reluctant to return for routine care and chronic care, so visits aren't coming back rapidly.
- Care continues to shift to freestanding centers.
- The staffing shortage has resulted in wage inflation and use of contract labor.
- Supplies and pharmaceutical cost increases are staggering.
- Payers, including federal, state and commercial insurers, are not providing rate increases that come anywhere near the rate of inflation that we've experienced.

We've initiated many actions to address these challenges, but they aren't delivering results fast enough. This is a health care provider industry structural issue. We aren't alone in facing these challenges – but nonetheless, it is up to us to find our way forward.

Our actions speak volumes:

- We've continued our successful journey with TogetherCare, powered by Epic, by completing Wave 5 in Florida, Georgia and our Mid-Atlantic regions.
- We continue our commitment with actions to advance community health and well-being and diversity, equity, and inclusion.
- We've launched TogetherTeam, our transformational care model.
- We continue our commitment to safety and Zero Harm through TogetherSafe.
- We have many initiatives underway to grow our patient volume and diversify our service segments.
- We continue to focus on recruitment, retention and resilience of staff, and there are many other initiatives underway to improve the care experience and achieve our goals

Rapid change is underway, and we must pay attention to all aspects of change – **people, process, technology and culture**. When we're moving quickly, we tend to focus most on process and technology – but it's the people and culture that make the difference. We must address all four elements in order to be successful and avoid re-work.

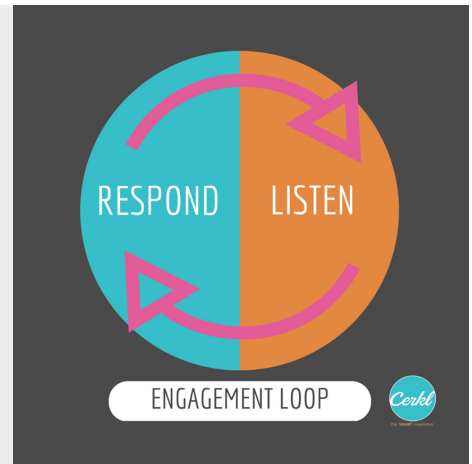
Four Aspects of Change

People – How they are affected by the change

Process – How care and admin process change

Technology – How it enables or inhibits change

Culture – How change affects *“the way we do things around here”*



Closing Thoughts

A recent Fortune and Deloitte survey revealed that CEOs across all industries have a worsened outlook on the **broader economy**, but by and large they remain **cautiously optimistic** that their own organizations can continue to perform well in the midst of uncertainty and change.

That is clearly the message here for Trinity Health – we must **remain hopeful in an environment of uncertainty**. We can build hope in uncertain times by:

- **Reflecting often on our Mission, Vision and Values** – why we exist, and where we are headed.
- **Reminding ourselves of our accomplishments** – there are many! Remembering our successes can give us strategies for taking on new challenges.
- **Looking forward** with an **open mindset** of “what is possible?”
- **Focusing on “no regret” strategies** that are tried and true under any circumstance.
- **Maintaining the discipline to execute** our strategies and strive for operational excellence.
- **Engaging our colleagues** by immersing them in the design of our future.

This Thanksgiving, we are grateful for you – our Board members, volunteers, leaders, colleagues, and clinicians – for what you do every day to advance our Mission and respond to the needs of our communities. You inspire us with your commitment. Thank you for who you are and what you do!

In closing, I found this excerpt from a talk by Pope Francis. It speaks to **being happy** - and the importance of relationships and love, knowing ourselves and being authentic, and moving forward with optimism and joy. I hope that it provides inspiration for you as it did for me.

Peace, joy and blessings to you this Thanksgiving!

Mike



"You can have flaws, be anxious and even be angry, but do not forget that your life is the greatest enterprise in the world. Only you can stop it from failing. You are appreciated, admired and loved by so many. Remember that being happy is not having a sky without storm, a road without accidents, a job without effort, a relationship without disappointments.

To be happy is to stop feeling like a victim and become the author of your own fate. It's walking through deserts, but being able to find an oasis deep in the soul. It's thanking God every morning for the miracle of life. It's kissing your children, cuddling your parents, having poetic moments with your friends, even when they hurt us.

Being happy is letting the creature that lives in each of us live, free, joyful and simple. You have the maturity to be able to say: "I've made mistakes." It's having the courage to say "I'm sorry." It's having the sense to say "I need you." It's having the ability to say "I love you." May your life become a garden of opportunities for happiness - that in spring we may be a lover of joy and in winter a lover of wisdom.

And when you make a mistake, start over. Because only then will you be in love with life. You'll discover that being happy isn't having a perfect life. But use tears to irrigate tolerance. Use your defeats to train your patience.

Use your mistakes with the serenity of the sculptor. Use pain to tune into pleasure. Use obstacles to open the windows of intelligence. Never give up! Above all, never give up on the people that love you. Never give up on being happy, because life is an incredible spectacle."

Pope Francis



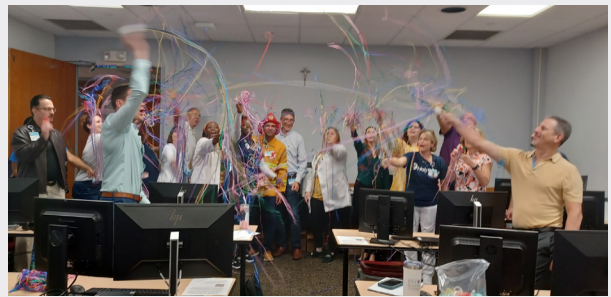
TogetherCare Wave 5 Goes Live

On October 29, Trinity Health Mid-Atlantic, St. Mary's Health Care System (Georgia) and Holy Cross Health (Florida) went live on TogetherCare. This wave (Wave 5) marks the first time going live simultaneously in four states (Delaware, Florida, Georgia and Pennsylvania). It also makes TogetherCare the largest single instance of Epic in the world.

TogetherCare go-lives aren't possible without the help and support of super users providing daily at-the-elbow support. This wave received help from 513 experts from ministries across Trinity Health and 710 supporting their own ministries. Additional support was also provided by some third-party super users. The new end users are learning quickly and seeing the benefits of the new system.

TogetherCare has been well received not only by the colleagues at the Wave 5 ministries but also by our patients. We've heard reports of patients already adopting the MyChart patient portal and using its features, such as appointment check-in and provider messaging.

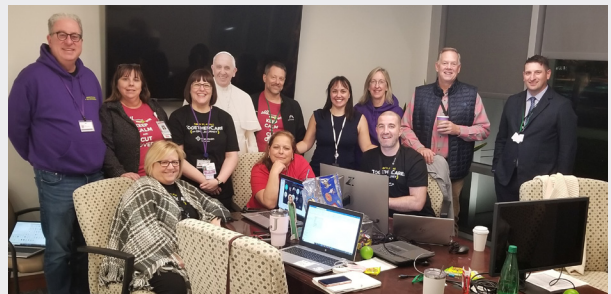
Congratulations to the TogetherCare and ministry teams on a successful go-live and many thanks to everyone involved in advancing TogetherHealth 2023, bringing our ministries together on one electronic health record and revenue cycle system.



Holy Cross Health (Fla.) TogetherCare Go-live Colleagues



St. Mary's Health Care System (Ga.) TogetherCare Go-live Colleagues



Trinity Health Mid-Atlantic (Del., Pa.) TogetherCare Go-live Colleagues

Medicare Payment Advisory Commission Meeting Focuses on Trinity Health Financial Pressures

The Medicare Payment Advisory Commission (MedPAC) is an independent congressional agency that advises Congress on payment, access to care, quality of care, and other issues that impact Medicare beneficiaries and the program.

In September, senior leaders from finance, payer strategies and advocacy met with MedPAC to share Trinity Health's financial challenges story and educate the commission on pressures facing not-for-profit health systems. The goal of the meeting was to inform the rate-setting policy that impacts fair Medicare payment to providers. Trinity Health looks forward to being a continued resource for MedPAC.

Advocacy recently launched a [new campaign](#) asking Congress to protect the safety of health care workers and improve patients' access to timely care. COVID-19 has exasperated violence against health care workers and workforce shortages continue to mean longer delays for care. As the 117th congressional session comes to a close, policymakers are in the important position to prioritize these and other critical health care issues. President and CEO Mike Slubowski outlined why continued stakeholder advocacy is important in [a recent video](#).

Advocating to Advance Care for the Common Good

Actions designed to influence policy and regulatory processes in the 117th Congressional Session

January 2021 – Present



848 CEO Letters to Congressional Members



677 Bill Co-sponsors Supporting Trinity Health Priorities



128 Subject Matter Experts Engaged in Policy Development



Five Years of Delivering and Optimizing Enrollment into the National Diabetes Prevention Program

Trinity Health operates the Diabetes Prevention Program (DPP) in 10 regional health ministries (RHMs) through a \$7.1M grant from the Center for Disease Control and Prevention (CDC). The goals of the program are to increase the number of DPP delivery sites, standardize clinical screening and detection, raise awareness and enrollment, maintain retention rates, and seek benefit coverage. Since Trinity Health received CDC grant funding, over 4,600 people have enrolled in DPP with most participants losing 4-5% of their starting weight, meeting the CDC program goal of 4-7%.

Trinity Health delivers DPP both in person and virtually, offers Spanish-only classes, and has seen success through outreach and referral mechanisms in TogetherCare (Trinity Health's electronic health record and revenue system), including:

- Adoption of a system-wide clinical workflow that allows providers to determine a diabetes prevention route via DPP or other evidence-based approaches.
- Group documentation in real time.
- Reports and analytics dashboard (through the Tableau platform).
- Bulk outreach letters to patients who qualify for DPP via biometrics measures through MyChart or mailed letters signed by their primary care physician.

Additional accomplishments over the past five years include:

- Two RHMs received Medicare DPP supplier status to charge for services and the eight other RHMs are in the process of applying for this status.
- A technical assistance partnership with the American Medical Association (AMA) for provider education and support around DPP and a new partnership with the AMA to analyze the DPP return on investment.
- A new five-year thought partnership and data research project with Northwestern University, funded by the CDC, to advance chronic disease prevention knowledge nationwide.

Diversity, Equity, and Inclusion Education and Awareness

“Racism - A Public Health Crisis”

Leadership completion rate: **92.7%**
 Threshold goal exceeded by 2.7%

“Cultural Proficiency: Our Journey to Health Equity”

Colleague Completion Rate: **80.4%**

Advancing Together Webinar Series

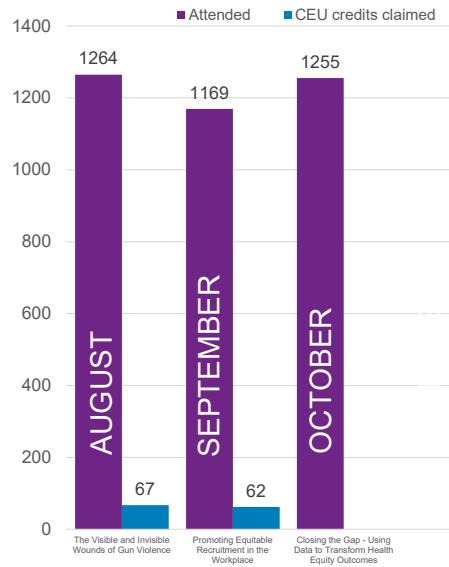
Last month, more than 1,200 colleagues participated in the 25th installment of the Advancing Together webinar series, [Closing the Gap - Using Data to Transform Health Equity Outcomes](#). During the webinar, participants:

- Developed a mindset to identify and understand health disparities.
- Discussed how to effectively use data to reduce health inequities in communities of color.
- Discovered what one regional health ministry is currently doing: Spotlight on Michigan’s Health Equity Dashboard.

FY23 to-date

 **3,000** views
 **129** CEU Credits Claimed

FY23 Advancing Together Data (as of October 13, 2022)



*This number does not include those who watched in groups.



MercyOne Co-hosts a Community Baby Shower

On October 9, 2022, MercyOne co-hosted a community baby shower at St. Ambrose Cathedral in downtown Des Moines with Healthy Birth Day, Inc. During the baby shower, Healthy Birth Day, Inc. representatives provided information about the Count the Kicks application and other measures to ensure successful birth outcomes for women of color. The 20 women who attended the baby shower were predominantly from refugee and immigrant communities. MercyOne colleagues from Central Iowa donated diapers and baby wipes for the event.



Saint Agnes Medical Center Supports Professional Women and Leading Business Awards Event

Saint Agnes Medical Center (SAMC) supports our Core Value of Safety and embraces a culture that prevents harm and nurtures a safe environment for all. This October, SAMC (Fresno, Ca.) co-sponsored Marjaree Mason Center’s 39th Annual Top Ten Professional Women and Leading Business Awards event. This event honors the legacy of Marjaree Mason, who lost her life in 1978 due to domestic violence. SAMC attendees included 2018 Top Ten award recipient Teri Amerine, vice president of the SAMC Foundation, 2021 Top Ten award recipient Ivonne Der Torosian, vice president of community health & well-being, and Helen Herrera, SAMC director of DEI. Colleagues at SAMC were also encouraged to wear purple for #PurpleThursday on October 20 to raise awareness about domestic violence.

Trinity Health Leaders Gather to Strengthen Community Wellness at Healthcare Anchor Network Annual Convening

Trinity Health leaders joined health systems from around the country in Detroit this October for the [Healthcare Anchor Network \(HAN\) Convening: Detroit 2022](#) to connect on building inclusive local economies that sustain healthy communities.

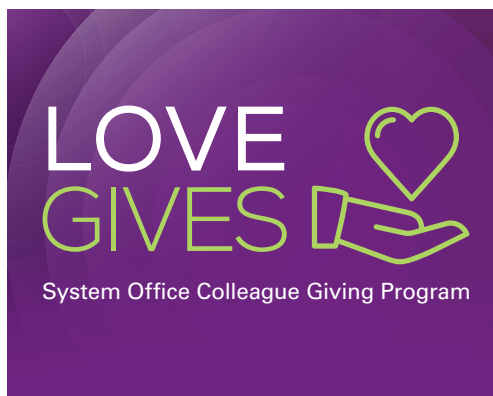
At the CEO Panel, President and CEO Mike Slubowski discussed the need to address social and health disparities as a top priority for Trinity Health. Connecting clinical care with social care is a vital step to engaging with our communities and the people we serve.

The conference included site visits to projects created to encourage economic development and population health growth, including [The Farm at Trinity Health Ann Arbor](#).

The HAN Convening is a unique opportunity for health system leaders to connect and create a discourse around the role anchor institutions can play in improving health and wellness through supporting and investing in their communities.



Trinity Health representatives at the HAN Annual Convening, from left: Alex Miller, Supply Chain; Dameka Miller, Supply Chain; LaRonda Chastang, DEI; Shana Lewis, HR; Mike Slubowski, President and CEO; Kelly Elkins, HR; Denise James, HR; Nicole Smith, HR; Jaime Dirksen, VP of CHWB; and Tim McConnell, Supply Chain



Love Gives. Trinity Health System Office Colleague Giving Program Underway

The System Office Colleague Giving Campaign, Love Gives, runs from November 1 – December 31, 2022. This year, Love Gives designations support colleagues served by Trinity Health’s Colleague Emergency Assistance Program (CEAP) and patients served by the Community Health and Well-Being Fund, supporting services to patients and communities experiencing poverty and other vulnerabilities.

On the first day of the campaign alone, System Office colleagues raised more than \$21,000!

PEOPLE

(Listed in Alphabetical Order)



Alan Bowman Featured in Catholic Health Association Story

Alan Bowman, vice president of mission integration for Trinity Health Continuing Care, was featured in a Catholic Health Association story on spiritual care delivery excellence. [Read more.](#)



LaRonda Chastang Named to Modern Healthcare's Top 25 Diversity Leaders in Healthcare for 2022

LaRonda Chastang, senior vice president of diversity, equity, and inclusion, was recognized for her leadership in promoting health equity, influencing policy, providing DEI training for our colleagues and providers, improving the health of all the communities we serve, and dismantling barriers to inclusivity in health care. [Read more.](#)



Ed Hisscock Inducted into Hall of Fame for Healthcare Supply Chain Leadership

Ed Hisscock, senior vice president, supply chain management, was inducted into Bellwether League Foundation's Hall of Fame for Healthcare Supply Chain Leadership on October 3.



Tom Peterson, MD, Quoted in Becker's Story on Patient Safety

Tom Peterson, MD, vice president and chief safety officer at Trinity Health, was quoted in a Becker's Hospital Review story on patient safety. [Read more.](#)



Linda Ross Co-chaired Consero's Healthcare General Counsel Forum

Linda Ross, executive vice president and chief legal officer, co-chaired Consero's Healthcare General Counsel Forum in Austin this October. The forum featured thought leadership and panel discussions with top health care legal counsel leaders from around the country.



Sheri Shapiro Presented at McDermott Will & Emery Summit

Sheri Shapiro, senior vice president and chief strategy officer, presented at the McDermott Will & Emery Hospitals and Health Systems Innovation Summit. [Read more](#) about the Summit.



Awards and Recognition

St. Joseph’s Hospital and Health Center Recognized With Target: BP Gold+ Achievement Award

St. Joseph’s Health (Syracuse, NY) was recognized by the American Heart Association and American Medical Association with a Target: BP Gold+ achievement award.



Trinity Health Michigan Physicians Honored by Hour Detroit Michigan

Two hundred and twenty-five Trinity Health Michigan physicians were named to Hour Detroit Magazine’s 2022 Top Docs list. [Read more.](#)



Eight Trinity Health Michigan Hospitals Received 2022 CHIME Digital Health “Most Wired” Recognitions

For the second straight year, eight Trinity Health Michigan hospitals have received “Most Wired” recognitions by The College of Healthcare Information Management Executives (CHIME) as being the most technologically advanced in the health care industry, including Trinity Health Oakland Hospital, Trinity Health Livonia Hospital, and more. [Read more.](#)



Loyola Medicine Primary Care Practices Recognized for Excellence in Treating Hypertension

The American Heart Association® and the American Medical Association recognized 15 Loyola Medicine primary care practices for their commitment to achieving better blood pressure control by awarding them Gold Status through their national initiative, Target: BP™. [Learn more.](#)



Holy Cross Health Received 2023 Orthopedic Surgery Award

Healthgrades has named Holy Cross Hospital (Fort Lauderdale, Fla.) a recipient of the 2023 Orthopedic Surgery Excellence Award. [Read more.](#)



Truveta Announces Strategic Collaboration With Boston Scientific

Trinity Health is a founding member of Truveta, the world’s first health system-led data platform with a vision of Saving Lives with Data. In this agreement, Truveta will work with Boston Scientific to improve long-term patient care and gain insights into health care disparities. [Learn more.](#)



Delaware Care Collaboration Reduces Medicare Costs By \$7.45 Million in Performance Year 2021

Delaware Care Collaboration (DCC), a Medicare Shared Savings Program (MSSP) Accountable Care Organization (ACO) and member of Trinity Health Mid-Atlantic, saved \$7.45 million in health care costs for the Centers for Medicare & Medicaid Services (CMS) in performance year 2021. [Read more.](#)

PERFORMANCE

Financial Stewardship

Including the acquisition of CommonSpirit’s MercyOne assets (“MercyOne acquisition”), October operating loss of \$72M brought YTD operating losses to \$218M. YTD results are significantly short of Annual Plan and require \$1.72B in actions to achieve our yearend 1.2% operating margin target.

Challenges with staffing shortages and their impact on labor rates and volume continue. Through October, higher labor rates account for \$115M of our shortfall and lower volumes in all business lines are short of the Annual Plan, lowering operating income by \$107M. Our MercyOne acquisition also contributes to our shortfall,

driven by unplanned deterioration in performance over the past several months and the CommonSpirit cybersecurity breach, which impacted volume and labor expense by an estimated \$9M in October.

Working within our ET9 structure, all Ministry teams are diligently working to develop and implement plans to close our gap to target. All improvement plans, including those that eliminate or limit unprofitable services, will be reviewed in December monthly operations review meetings and each will have executive ownership and detailed timing, tracked monthly.

Operating performance, our MercyOne acquisition and investment losses drove days cash to 182, down from 203 at FYE22. Our cash preservation strategy continues, balancing our long-term capital and strategic planning goals.

YTD October Operating Income (Loss) and Margin	
FY23 July 2022 – October 2022	FY22 July 2021 – October 2021
(\$218M)/(3.2%) Includes MercyOne Acquisition	\$92M/1.4%
(\$195M)/(3.0%) Excludes MercyOne Acquisition	

PURPOSE		
	Actual	YE Target
Cultural Proficiency Training	81.2%	85%
Racism – A Public Health Crisis Training	92.5%	95%
Preventable Hospitalizations (All populations)	35.0	42.9
Preventable Hospitalizations (Dually enrolled)	55.3	69.6

PEOPLE		
	Actual	YE Target
Likelihood to Recommend in Acute Care	68.0%	69.5%
Likelihood to Recommend in ED	58.7%	64.9%
Colleague Engagement Index		3.5
MyChart Enrollment		



PERFORMANCE		
	Actual	YE Target
All Cause Readmissions	14.5%	14.4%
Operating Margin	(3.2%)	1.2%
Primary Care Member/Patient Growth	2,281,360	2,547,729
OSHA Recordable Injury Rate	5.20	5.11
Falls with Injury Rate	0.65	0.45

PORTFOLIO		
	Actual	YE Target
Non-Hosp/Non-SNF Segment Annual Revenue Growth	1.1%	8.0%

KEY

On Target	Progressing	Off Target
-----------	-------------	------------