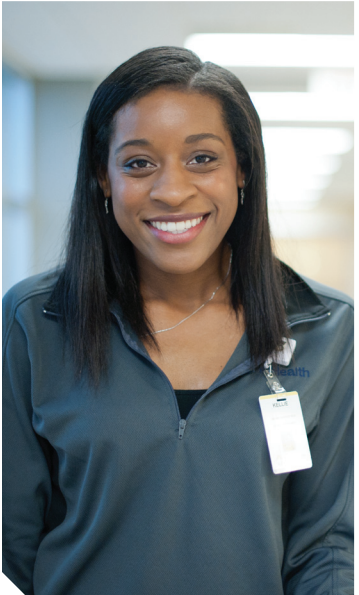
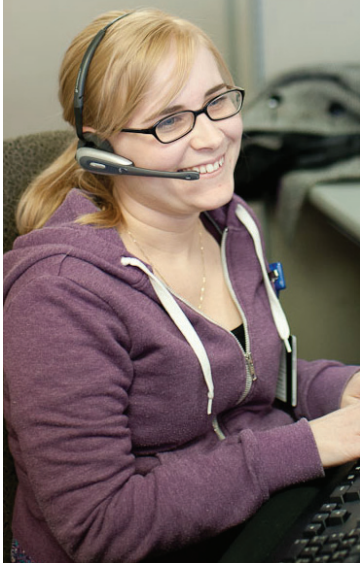


Making TriHealth an Employer of Choice

2012 Human Resources Progress Report



Dear TriHealth Management Team

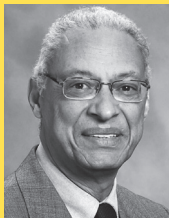
I want to take this opportunity to thank each of you for supporting Human Resources in our journey to position TriHealth as a best employer, while delivering quality health care services in our community.

We have partnered with all of you to accomplish major initiatives, such as TriHealth Connect and our journey to Magnet status. These are awesome accomplishments and everyone deserves expressions of appreciation.

In this report, the HR team highlights people, events and services that continue to keep TriHealth an "employer of choice." As you know, we have received several "best place to work" awards and have high customer survey ratings. Listed below are several accomplishments that are featured in this report.

- TriHealth Connect Training and E-Learn Course Expansions (Corporate Educational Services)
- New SuccessFactors Recruitment Module (Employment Services)
- Electronic Peer Review Process and Credential Verifications (HR Information Systems)
- New Healthy Living Incentives, Patient-Centered Medical Home Promotion, and Tuition Reimbursement Supporting On-Site Degrees (Employee Benefits)
- Health Careers Collaborative and Cristo Rey High School Partnership Enhancements (Human Resources)

We hope you will find this report interesting and informative. It is truly our pleasure to work with you. We thank you for making TriHealth an outstanding place to work.



Sincerely,

A handwritten signature in black ink that reads "Walter L. McLarty".

Walter L. McLarty
Chief Human Resources Officer

HR Technology Advancements

TriHealth Connect

Corporate Educational Services collaborated with Information Systems to provide more than 90,000 TriHealth Connect training hours in the second half of FY 2012. The role-specific training experience used both live learning and e-learning to prepare more than 6,000 employees and 1,200 physicians to use the system's new electronic medical records system. Corporate Education educators have provided ongoing training and support since the hospitals' go-live dates on June 1 and July 1, 2012.

Making Hiring Easier

"Our new recruitment module on SuccessFactors allows us to screen applicants quickly and increase our speed to hire."

—Valarie Boykins, Director of Employment

HR added a customized recruiting module in June 2012 to SuccessFactors, TriHealth's online management tool for performance and people management. With this new feature, internal and external job applicants create a candidate profile, which they can access and update at any time. The tool automatically screens applicants and provides updates on positions.

"Through our streamlined hiring process, we want to work with management to get the best candidates in quickly and give them less time to shop elsewhere for employment," says Valarie Boykins, director of Employment.

Verifying Credentials

Managers who once had to ensure that employee credentials matched minimum job requirements were relieved when HR introduced another solution. Human Resources validates credentialing for more than 7,000 employees, including staff in Nursing, Rehabilitation, Radiology and Pharmacy, using software created to work with SuccessFactors.

Electronic Peer Review

"Nursing formerly had to conduct the peer review process with paper and pencil. Now they can do it online through SuccessFactors."

—Ginger Madden, Director of HR Operations and Compensation

TriHealth's peer review system, PRIDE 360, was fully converted by HR in 2011 to an online process through SuccessFactors. About 4,000 nurses, unit coordinators and nurse managers each receive reviews from six peers during an annual review. SuccessFactors aggregates the information submitted online and prepares a confidential summary of an employee's performance and gives recommendations for growth opportunities.

"Peer review is one of many initiatives that helped us attain Magnet Recognition. We are grateful to Human Resources for partnering with us to make PRIDE 360 an easy-to-use tool for staff development," says Mary Irvin, TriHealth senior vice president and chief nurse executive. "One of the appraisers for Magnet was so impressed by our evaluation document that she asked for a sample to take with her."

Promoting Healthy Lifestyles

“We want to move from a participation-based Healthy Living Program to an outcome-based program in which people are actively invested in their health through medication compliance, controlling their blood pressure and managing their cholesterol.” –Nancy Garrison, Director of Benefits

Healthy Living Program

The Healthy Living Program was modified in 2012 to engage not only our employees but also their spouses. Employees and their spouses covered under TriHealth medical plans can qualify for financial incentives when meeting guidelines for health maintenance. Current Healthy Living participants save up to \$30 per month on their TriHealth medical plan premiums.

Annual physicals, including biometrics data and age-recommended screenings, are among the requirements for the program. Exercise and weight management also are key elements.

“In 2011, 51% of our employees who receive TriHealth medical benefits achieved a premium reduction. We continue to see our employees getting their preventive screenings and biometric numbers, plus more spouses getting their annual

physical examinations,” says Terri Hanlon, chief operating officer of TriHealth Corporate Health. “This movement aligns with our philosophy that individuals should see their primary care provider regularly and know their numbers. A majority of Healthy Living participants tell us they are very pleased with the program and have adopted healthier lifestyles because of the support and services offered.”

Patient-Centered Medical Home

In addition to providing a market-competitive benefit, TriHealth’s medical plans are designed to support the organization’s continued growth toward becoming a more fully integrated system. By covering costs at a higher reimbursement level, the plans encourage participants to seek treatment from TriHealth facilities and specialty physicians through the primary care network of Patient-Centered Medical Homes.



“The School at Work class is a real confidence booster and gives people the motivation to be successful.”

—Jennifer Skinner, Director of Corporate Educational Services



Supporting the Pursuit of Knowledge

“It’s important that our staff continue to grow and develop professionally so they can take more responsibility and have greater autonomy in their jobs. People who feel more competent in their jobs generally have higher job satisfaction, are healthier and more productive.”

—Nancy Garrison, Director of Benefits

Tuition Reimbursement

HR administered tuition reimbursement for 824 employees and paid more than \$2.7 million in fiscal year 2012.

On-site Leadership Degrees

Both bachelor’s and master’s programs in Organizational Leadership were offered on-site for the first time at TriHealth in fall 2009. All 44 students who complete these courses will receive diplomas in May 2013 through the College of Mount St. Joseph. “The programs focus on ethical leadership, making this a good fit with TriHealth values,” says Jennifer Skinner, director of Corporate Educational Services.

These degrees help employees meet increased expectations for job requirements, enhance leadership skills and apply what they are learning. A Master of Science in Nursing was added in fall 2012, combining online and on-campus classes through the College of Mount St. Joseph.

Health Careers Collaborative

For employees who have little or no college experience but want to further their education, the Health Careers Collaborative of Greater Cincinnati offers prepaid tuition at an accredited school. TriHealth’s Jennifer Skinner and Darla Olson co-chair the community collaborative of 14 Cincinnati organizations. Close to 40 TriHealth employees currently are enrolled, including Kevin Thomas, Environmental Services, who is earning his associate degree in nursing. (See story on page 4.)

The collaborative also supports School at Work, a program through which entry-level employees receive instruction in math, reading, communication and life skills. Participants are paid for the hours they spend in the course, which is taught by Cheryl Norton, a Corporate Education specialist. “The class is a real confidence booster and gives people the motivation to be successful,” Skinner says. “Many people think it’s the best thing that’s ever happened to them.”

Partnering with Cristo Rey High School

Wanting to promote an interest in health care careers and provide high school students with work experience, Good Samaritan has formed a partnership with DePaul Cristo Rey High School in Clifton. The private school is sponsored by the Sisters of Charity as an alternative for children with limited economic means. Human Resources provides oversight and coordination of eight students who each work five days a month to cover weekday shifts with patient transporters or unit coordinators in Special Care OB.



Seizing the Opportunity

Kevin Thomas is proud of the work he does keeping the floors and carpets clean at Bethesda Oak. But he has higher aspirations. Through participation in the Health Careers Collaborative, sponsored by TriHealth and other community leaders, Kevin is making strides toward a nursing career.

"I'm working toward my associate degree in nursing at Cincinnati State, which will take me about three years, since I'm working full-time. I've always wanted to work with patients, and my people skills outweigh what I can do with these floors—although I can work miracles with these floors," he says with a grin.

Kevin hopes, ultimately, to become a nurse practitioner. "I want the gratification of working with patients and seeing how I can improve their lives every day. TriHealth is helping me elevate my career and my life as a whole. I feel privileged, and I want to make all the people who have invested in me proud."

—Kevin Thomas, Bethesda Oak Environmental Services floor technician

E-Learning

"The LEARN system allows us to provide a wide variety of easily accessible training and learning resources to our employees at a time that works best for them."

—Sue Thomas, Manager of Education Technology

LEARN, TriHealth's online learning management system, provided more than 200,000 instructional hours in FY 2012. About 60 percent of employee education is accomplished through e-learning, and LEARN offers more than 900 training programs and resources. The system allows a large number of people to be trained over a short time, all receiving consistent information that can be reviewed at the learners' pace and convenience, including from home.

Teaching Professionalism

"By increasing professionalism and employee engagement, the Professionalism class serves to increase patient satisfaction, improve internal and external customer service and decrease the amount of time managers spend coaching and counseling employees on professionalism-related issues."

—Marquita Thatcher, Director of Employee Relations

To support and train entry-level service and support employees who have a high level of customer interaction, Employee Relations launched a new class in August 2012 titled "Professionalism: It's Not the Job You Do, It's How You Do the Job!"

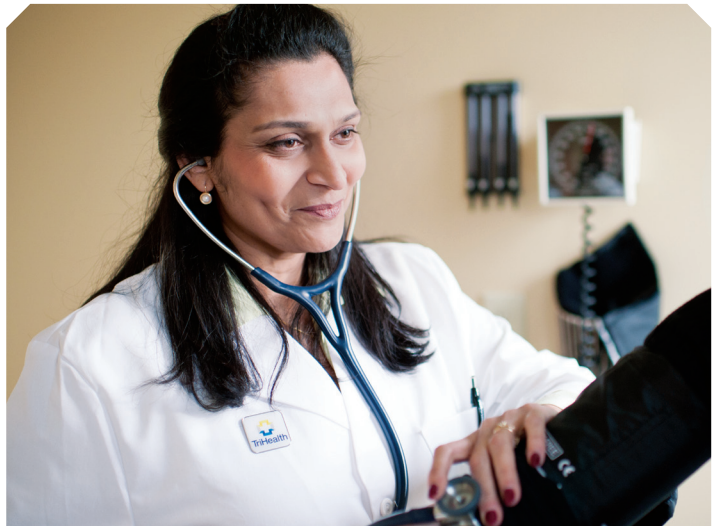
Part lecture, part learning activities, the 90-minute class teaches participants how to embody professionalism, exhibit a good work ethic, exemplify TriHealth's standards of performance and behavior, and discover the defining actions or attributes that matter most to their supervisor or department.

Embracing Diversity

“We’re here to partner with directors and managers. The more education we provide, the better we can build connections and understanding with each other and our patients.” —Lisette Davis, Director of Diversity Services

New additions to Diversity Services, Director Lisette Davis and Consultant Tracey DuEst, have combined their energies to integrate diversity efforts into every aspect of TriHealth. Davis is developing diversity plans for key business functions, including multicultural marketing communications, community outreach, strategies for recruitment, retention and succession planning, patient satisfaction and safety, and supplier diversity.

DuEst is working directly with TriHealth’s six Diversity Advisory Councils (DACs) to create strategies, budgets, web pages and other communications tools to help educate employees throughout the system. DACs, composed of employees who are passionate about diversity, are based at Bethesda Oak, Bethesda North, Good Samaritan, Hospice, SeniorLink and Corporate Health.



Creating Smooth Transitions

“Our goal for new TriHealth acquisitions is keeping a balance of their culture as they integrate into the culture and operations of TriHealth.”

—Darla Olson, Director of Human Resources for TriHealth Physician Practices and Acquisitions

“When new organizations join the TriHealth system, we focus equally on relationship building and process efficiencies,” Darla Olson says. “We work quickly, but we also want our new employees to be comfortable from their first day with TriHealth.” As Human Resources director facilitating the HR activities for acquisitions, Olson says this is accomplished with face-to-face and electronic orientation, benefits open houses, on-site visits from Employee Health, Payroll and IT, and electronic learning programs.

From January 1, 2011, through July 1, 2012, TriHealth acquisitions included Bethesda Butler County Hospital; TriHealth Institute physicians and staffs for cancer, heart and orthopedics; and The Family Medical Group, TPP Western Hills and Aeropointe. With these additions, TriHealth has increased its employee population by 576.



Part of the Family

The Family Medical Group’s 77 employees joined TriHealth in July 2012. “Darla Olson and Sarah Bowling were very effective in getting our employees through TriHealth on-boarding and orientation in 30 days,” says Linda Behlmer, Family Medical Group associate practice manager. “When we’ve had questions, they’ve been very good about reaching out to us and helping us. Plus, the benefits with TriHealth are much greater than what we could offer as an independent practice, and that has increased our employee satisfaction.”

Linda says initially there was some fear that the group’s work culture, which begins with a prayer each morning, would be lost. She was happy to learn that compassion, respect and quality are hallmarks of care at TriHealth. “We’ve been very fortunate to partner with an organization that has the same mission and values as the Family Medical Group.”

She witnessed those values in the fall of 2012, when she was brought to Good Samaritan Hospital following an auto accident. “I had compassionate nurses, and everybody from the housekeeping staff to the neurosurgeon to the person who brought my meals treated me with the utmost respect and quality care.”



Linda Behlmer,
Family Medical Group
associate practice manager

Listen to Linda in her own words talk about her experience with joining TriHealth. [CLICK HERE](#)

HR Staff: New Hires, New Roles, New Structure

“We need to challenge ourselves to continuously improve and change to meet the needs of the organization and realign our resources accordingly.”

—Walter McLarty, Chief HR Officer

Promotions from within, new hires and some restructuring have given HR an increased vitality in the past 18 months. Centralization of some functions, including credentialing and systems support, facilitates better management of TriHealth’s growing technological capabilities. “All new staff members are bringing higher technical skills. We want to be both qualitative and quantitative in the support we provide,” says Ginger Madden, director of HR Operations and Compensation.

Several directors took on new roles to serve TriHealth’s expansions and ever-growing technology.



Dave Bass
Director of Security



Valarie Boykins
Director of Employment



Lisette Davis
Director of Diversity Services



Nancy Garrison
Director of Benefits



Ginger Madden
Director of HR Operations and Compensation



Darla Olson
Director of Human Resources for TriHealth Physician Practices and Acquisitions



Jennifer Skinner
Director of Organizational Effectiveness and Corporate Educational Services



Marquita Thatcher
Director of Employee Relations

Room for Advancement

“We have more than 1,300 different job titles in the organization, so that’s more than 1,300 different opportunities,” Supervisor of HR Operations Jodi Myers says. She has worked at TriHealth for 24 years, with positions in Marketing, Corporate Communications, Planning and, finally, Human Resources. Jodi was promoted in the past 18 months to her current position, in which she coordinates HR’s online connections with employees and managers, such as HR Central and SuccessFactors.

Jodi completed TriHealth’s on-site Master of Science in Organizational Leadership degree in December 2012. “I think the program has been an excellent way to help me get ready for next steps. And what better way to do it than with people I know here and across the organization? TriHealth implements opportunities for people to meet their goals, not just at work, but from a whole work/life balance perspective.”



Jodi Myers,
Supervisor of HR Operations

Jodi talks more about her growth at TriHealth in this video. [CLICK HERE](#)



HR by the Numbers

2011 Employee Engagement Survey Scores

- Overall TriHealth system score for “Proud to be a part of this organization” —84.2% positive responses
- Overall TriHealth system score for retention (indicates desire to be at TriHealth one year from now)—82.3% positive responses
- HR overall customer support survey scores —4.55 out of 5.0

Demographics

Employees.....	10,610
Average age.....	44.1
Average tenure.....	9.9
Gender:	
Female.....	8,776
Male.....	1,834
Physical locations.....	106

Employment Status

Full-time.....	5,500
Part-time.....	2,646
Optional.....	1,167
Temporary.....	62
Management.....	657
Physicians.....	578
TriHealth FY '12 turnover.....	7.2% annualized (vs. 12.8% locally)
RN FY '12 turnover.....	7.3% annualized
TriHealth vacancy rate.....	4.0% (vs. 6% locally)
RN vacancy rate.....	5.2% (vs. 6.5% locally)

Transactional Stats

FY '12 total training hours.....	237,784
Courses offered.....	1,100
HR data transactions.....	25,806
Online employment applications.....	68,139
New Hires FY '12.....	1,637

Benefits

Benefits as percentage of payroll (calendar year 2011).....	32%
Tuition reimbursement paid (FY '12).....	\$2,743,890
Participants:	
RN-BSN.....	46
Master of Science in Organizational Leadership.....	23
Bachelor of Science in Organizational Leadership.....	18
Health Careers Collaborative.....	37
Traditional tuition reimbursement plan.....	700
Total participants.....	824
Number of nurse participants.....	308 (37%)

Healthy Living participants (FY '12).....	3,453
Total premium discounts provided.....	\$743,788

401(k) plan participation	
Number of employees contributing in CY '11.....	8,291 (80.5%)
Employee contributions in CY '11.....	\$23,606,250
Employer matching contribution (3/2012).....	\$8,389,290

Compensation

Promotions.....	363
Merit pay adjustments.....	8,448
Active job titles.....	1,283

Employee Relations

Holiday party participants.....	1,913 (including 800 children)
Family picnic participants.....	3,500
Service Awards Banquet attendees.....	560
Employee Emergency Fund distribution.....	\$51,600

Security

Interventions for disruptive customers.....	768
New/replacement badges.....	9,778

TriHealth Employer of Choice Awards

- Top 100 Employers for Working Mothers
Working Mother magazine
2004–2007, 2009–2012
- Best Employers for Workers 50+
AARP—2008–2011
- Top Nonprofit Companies for Executive Women
National Association for Female Executives (NAFE)
2009–2012 (ranked second among nonprofits
the past two years)
- Healthiest Employers of Greater Cincinnati
Cincinnati Business Courier
2011–2012, 5,000+ employers



TriHealth Vision

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 health care.

Human Resources Vision

Create an inclusive environment where employee contributions are valued and where employees are empowered to do what they do best every day, enriching the fabric of their lives while caring for people first.



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