



Ministry News & COVID-19 Vaccine Update

What You Need to Know

August 31, 2021

Michael Slubowski

President and Chief Executive Officer

Dan Roth, M.D.

Executive Vice President and Chief Clinical Officer

Tammy Lundstrom, M.D., J.D.

Senior Vice President and Chief Medical Officer

Martha Murphy

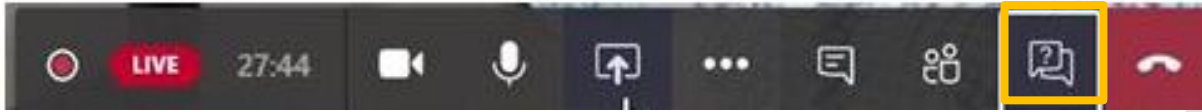
Senior Vice President and System Office Chief HR Officer

Jodi Weiner

Vice President, Total Rewards & Well-being

Welcome to the System Office Town Hall

- Thank you for joining!
- All lines are muted
- To ask a question, type it in the Q&A



- Questions not yet answered will be published and answered during or after the event
- This event is being recorded; the link will be shared following the meeting
- Please display your name in support of mutual transparency

Presenters



Michael Slubowski
President and Chief
Executive Officer



Dan Roth, M.D.
Executive Vice President
and Chief Clinical Officer



Tammy Lundstrom, M.D., J.D.
Senior Vice President
and Chief Medical Officer



Martha Murphy
Senior Vice President
System Office Chief HR Officer

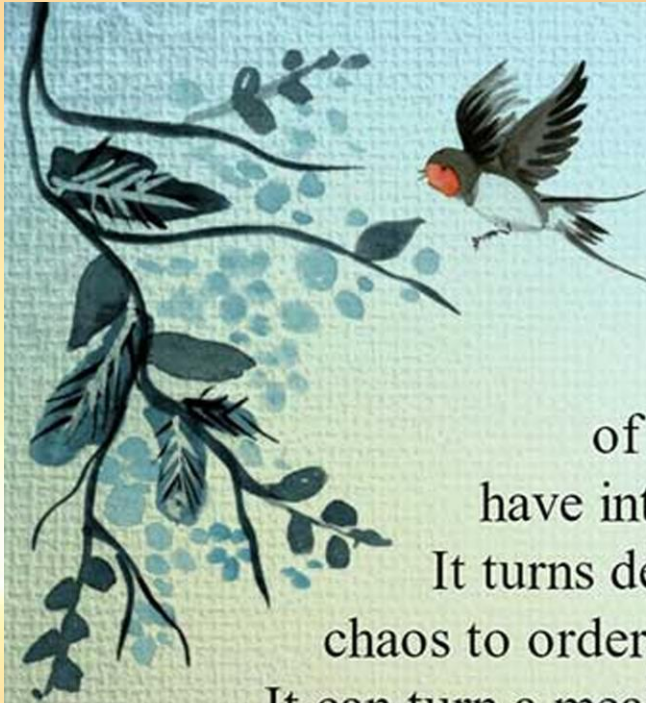


Jodi Weiner
Vice President
Total Rewards Benefits & Well-being



Reflection

Taren O'Brien, M.S.N., R.N.
Vice President and Chief Nursing Officer
Holy Cross Health, Fort Lauderdale, FL



Gratitude

unlocks the fullness
of life. It turns what we
have into enough, and more.
It turns denial into acceptance,
chaos to order, confusion to clarity.
It can turn a meal into a feast, a house
into a home, a stranger into a friend.

- Melody Beattie





Welcome

Mike Slubowski
President and CEO

Our Mission, Vision and Values inform our past, present and future and will endure

Our Mission

We, Trinity Health, serve together in the spirit of the Gospel as a **compassionate and transforming healing presence within our communities.**

Our Vision

As a mission-driven innovative health organization, we will become the national leader in improving the health of our communities and each person we serve. We will be the **most trusted health partner for life.**

Our Core Values

Reverence | Commitment to Those Who are Poor

Safety | Justice | Stewardship | Integrity

TogetherHealth 2023

- Catholic Mission
- Community Health
- Eliminate Racism

- Performance and Growth
- Zero Harm
- Systemness



- Member Experience
- Culture of Service

- New Service Segments
- Ministry Sustainability
- Innovation Investment

We listen. We partner. We make it easy.



1 How did we finish FY 21?

June 2021 Results

	System Strategies	Metric	Baseline	June Actual	Trend (relative to baseline)
Purpose	Catholic Mission	Formation of New Leaders Completion	250 leaders participating	99% completion of Course 3	😊
	Community Health	Social Care Encounters	19,251	55,752	😊
	Eliminate Racism	Review of HR Policies	2,231 policies reviewed out of 2,231 total polices/procedures		😊
		Cultural Proficiency Training	10,504 colleagues completed course		😊
		Diverse Suppliers	7%	8% (YE FY21)	😊
People	Member Experience	Likelihood to Recommend - Acute	73.8%	71.3% (6 mo rolling ave)	😞
		Likelihood to Recommend – ED	65.4%	65.9% (6 mo rolling ave)	😊
	Culture of Service	Colleague Engagement – I can discuss work problems with my direct supervisor	4.3	4.1 (Feb 2021 Pulse)	😞
		Colleague Engagement – I have a chance to use my strengths every day at work	4.0	4.2 (Feb 2021 Pulse)	😊
Performance	Performance and Growth	Operating Margin	0.5%	1.8% (YTD)	😊
		Operating Revenue Recovery	90.1%	98.3% (YTD)	😊
		Cost per CMAED	\$8,206	\$8,667 (YTD)	😞
		Non-Hospital/Non-SNF Segment Revenue by Quarter	\$845M	\$977M (Q4 FY21)	😊
		Primary Care Attributed Patients	2,300,139	2,576,687 (24 mo rolling ave)	😊
	Zero Harm	OSHA Recordable Injury Rate	5.32	4.99 (12 mo rolling ave)	😊
		PSI-90 Care Quality/Safety Composite	0.79	0.93 (9 mo rolling ave)	😞
	Systemness	TogetherCare (for Wave 2 – Albany)	91% of expected monthly activation tasks completed		😊

Implemented transitions and investing in acquisitions & innovations

Transitions



Transitioned hospital to a Chicago-based health provider; transforming our services to community based



Transitioned ownership to Penn Medicine



Pursuing care transformation in Trenton, NJ through collaboration

Acquisitions



Acquired controlling interest in Fresno Surgical Hospital & Sierra Pacific Surgery Center under a venture with USPI and Dignity



Acquired 50% interest in Easton Ambulatory Surgery Center



Acquired controlling interest in Premier Health Urgent Care

Innovations



Providing high quality generic medicine that is available and affordable to everyone



An innovative data platform that harnesses clinical data to create valuable tools for researchers to save lives



A leading provider of continuous virtual care solution in acute care

Transforming & Healing Our Communities



Invest in our Communities

- **Partner with communities**
 - Community Health Needs Assessments (CHNA) & implementation strategy
 - Provide grants and low-interest loans to support community interventions
- **Provide Community Benefit**
 - \$1.3B in FY20



Advance Social Care

- **Access to health services**
 - Safety net health centers
 - Mobile health & street medicine
- **Address social needs**
 - Point of care screening
 - Deliver social care services
- **Support community interventions**
 - Food distribution
 - Partner with public health



Impact Social Influencers of Health

- **Advancing policy**
 - Living wage
 - Affordable housing
 - Racism is a public health crisis
 - Affordable access to healthcare
- **Shareholder advocacy**
 - Food/nutrition
 - Tobacco
 - Health/medications
 - Gun violence
 - Environmental Health

Diversity in Governance

Diversity in Talent

Inclusive & Culturally Welcoming Environment

Supplier Diversity

Elimination of Health Disparities

Actions to eliminate systemic racism

- Advocacy
- Implement cultural competency & anti-racism training
- Evaluate all HR policies
- Proactive diversity recruitment

A Few FY21 Highlights



TogetherCare



1M

unique patient records converted from 6 different platforms



8,377

end users activated across 4 hospitals and 105 physician practices



640

patients in house during go-live

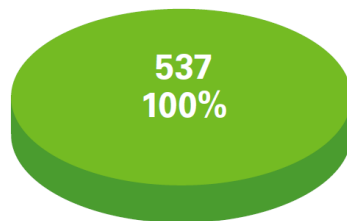
Wave 2:
St. Peter's Health Partners in Albany, NY



It Starts Here

Vaccine education and outreach to underserved communities

All senior leaders completed
“Racism - A Public Health Crisis”



■ Completed

Colleague Care Program



504

volunteer resiliency rounders and spiritual care providers



20,282

huddles



101,188

1:1 check-ins

Nationally Recognized



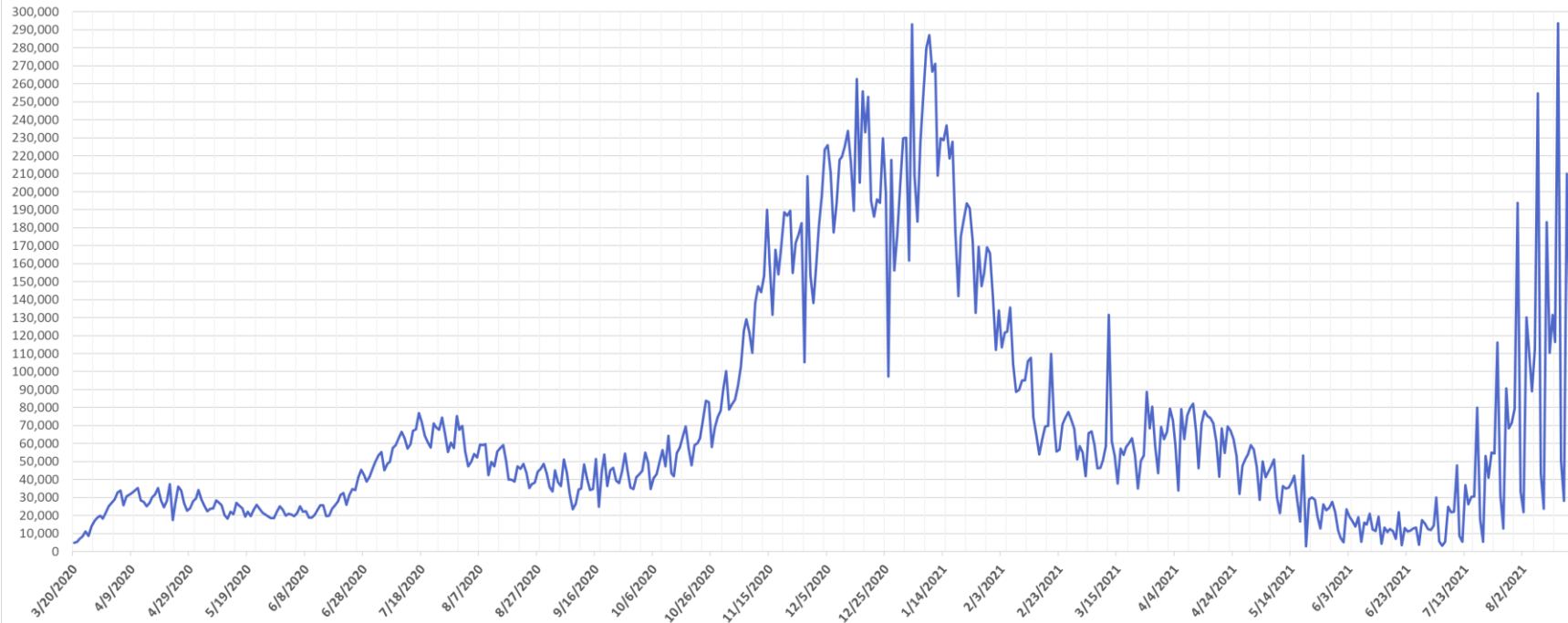
Healthgrades	Fortune/IBM Watson Top 100	Magnet Nursing	US News & World Reports	Leapfrog "A" Rating
Patient Safety Excellence Award Holy Cross Health Saint Agnes SAINT JOSEPH MERCY HEALTH SYSTEM Trinity Health Mid-Atlantic MOUNT CARMEL	Top 15 Health System Saint Alphonsus Top 100 Hospitals Saint Alphonsus MERCYONE ST. JOSEPH'S HEALTH MERCYONE MOUNT CARMEL SAINT JOSEPH MERCY HEALTH SYSTEM Trinity Health Of New England	LOYOLA MEDICINE MERCYONE ST. JOSEPH'S HEALTH SAINT JOSEPH MERCY HEALTH SYSTEM ST PETER'S HEALTH PARTNERS	SAINT JOSEPH MERCY HEALTH SYSTEM HOLY CROSS HEALTH LOYOLA MEDICINE MOUNT CARMEL MERCYONE ST PETER'S HEALTH PARTNERS Trinity Health Mid-Atlantic	Holy Cross Health LOYOLA MEDICINE ST. JOSEPH'S HEALTH SAINT JOSEPH MERCY HEALTH SYSTEM ST. MARY'S HEALTH SYSTEM Trinity Health Mid-Atlantic Trinity Health Of New England

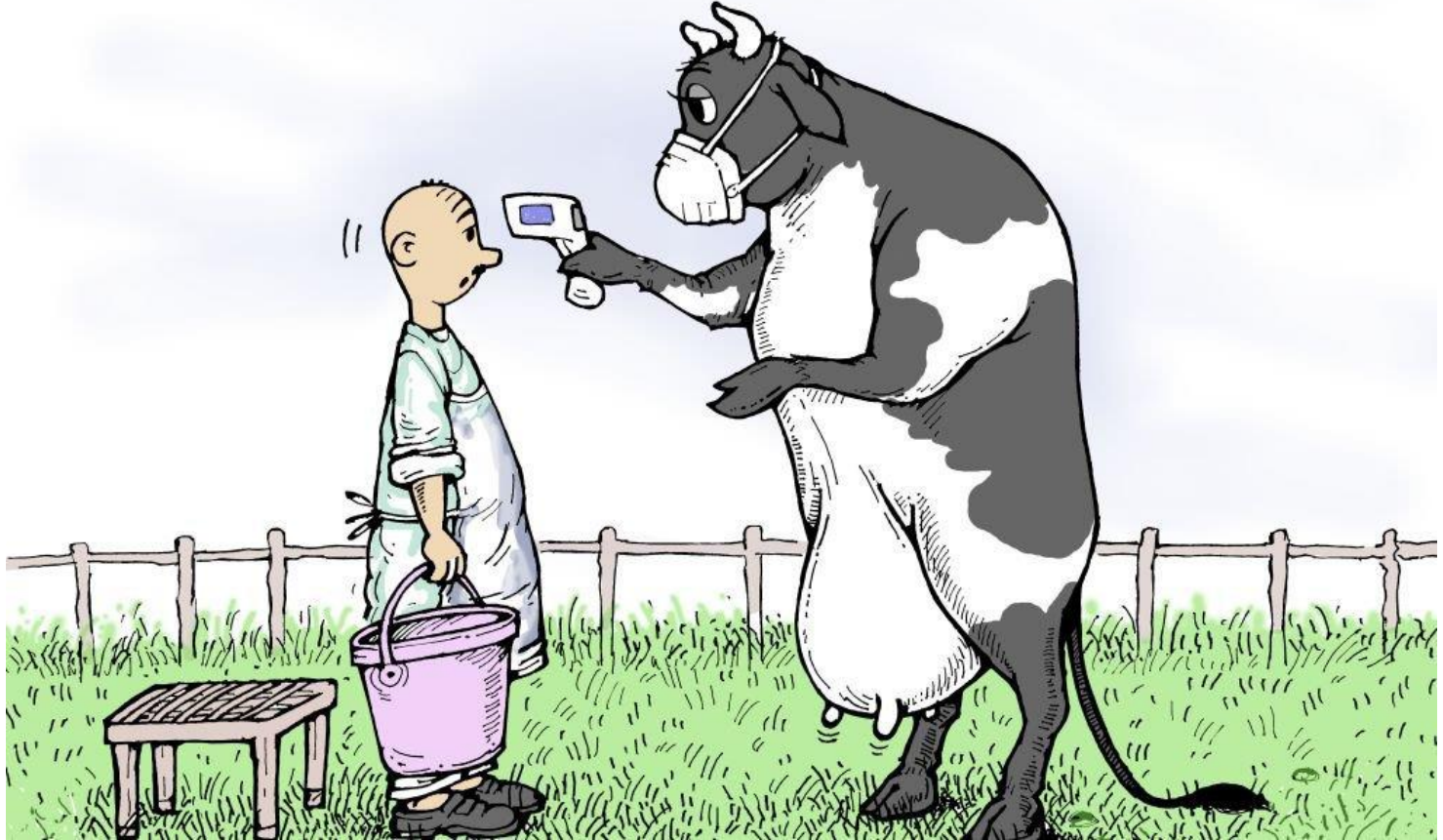
How are we starting FY 22?

Perfect Storm



U.S. COVID-19 case # change as of 8/19/2021






Fast-Moving Changes

- Delta variant surge
- Resistance to masking/social distancing
- Colleague vaccination requirement
- Booster vaccines
- Severe staffing challenges & burnout
- Elective surgery & revenue at risk
- Escalating costs
- Possible supply chain disruption
- Regulatory environment back
- No additional Federal relief planned
- Impact on **TogetherHealth** 2023 Strategies



"THAT'S ODD: MY FACEBOOK FRIENDS WHO WERE
CONSTITUTIONAL SCHOLARS JUST A MONTH AGO
ARE NOW INFECTIOUS DISEASE EXPERTS...."



When a defining moment comes
along, you define the moment,
or the moment defines you.

TogetherHealth: FY22 Priorities

1. Grow and Strengthen Integrated Medical Groups
2. Achieve Target Operating Performance
3. Advance Digital Platforms and Member Experience
4. Operationalize and Grow New Segments
5. Advance Nursing Recruitment and Engagement Model
6. Launch TogetherSafe/Zero Harm
7. Transform to New Operating Model
8. Improve Colleague Health and Well-Being, Unified Culture and Diversity-Equity-Inclusion/Anti-Racism
9. Balance and Grow the Portfolio

Adjusting to New Challenges

1

Safety is Job One

Ensure the safety of our colleagues /patients and members remains Job One

2

Care for the caregivers

Stay focused on colleague health and well-being and resiliency

3

Prioritize our priorities

Adjust our priorities, when necessary, but continue to move forward

4

Create the path forward

Leverage the value of being a national faith-based health system


5

Flex & adapt

Manage our cost structure to align with patient volume & revenue

Speaking of Adjusting—Updates on our Move to Hybrid

- Thank you for sharing your insight! With your input, we are pleased to adopt a hybrid work model at System Office work locations. Hybrid is the new term used to describe a work model that allows a mix of working remotely (from home) and in an office location.
- Our new workspaces will reflect new thinking for how to make the most of our time when we are face-to-face by focusing on collaboration, creativity and relationship building.
- We will continue to seek your thoughts and ideas!



Our faith-based ministry connects us to a shared purpose and Mission—it's what makes Trinity Health so very special.

Our new way of working requires us to:

- Sustain and build our culture
- Be intentional about reinforcing culture
- Reimagine new ways and processes
- Stay connected

Hybrid/Flexible Work Next Steps

Now through Jan. 2022	<ul style="list-style-type: none">• Colleagues should continue working as they are now while we prepare the new space.• Thank you for meeting the August 23 East building cleanout deadline. Colleagues of the West building will receive info soon about a September clean out. Thank you!
Between now and Dec. 2021	<ul style="list-style-type: none">• Clean out department areas starting with the East building; prepare for our new hybrid workspace while following appropriate safety protocols.• Develop policies and colleague and leader support systems. You will receive more information – and be asked for feedback and input - over the coming months.• Leaders and colleagues discuss expectations for in-person frequency and schedules for January.
Jan. 2022	<ul style="list-style-type: none">• Begin using our new hybrid workspace in the West building (dependent upon the status of COVID-19 and related regulations in our area).• The continued status of COVID-19 transmission and regulatory requirements for workplaces may impact our plans and timing. We will continue to update you whenever we have information we can share.

My Mantras During the Pandemic

1

Keep safety for
colleagues and
patients/members
as Job One

2

Continue
to expect the
unexpected

3

“Lead with the
light we have”
(inspired by
Sister Mary
Ann Dillon,
RSM, our EVP/
Chief Mission
Integration
Officer)

4

“Pray as if
everything
depends on
God, work as
if everything
depends on you”
(St. Augustine)



COVID-19 Update

Dan Roth, M.D.
Executive Vice President and Chief Clinical Officer

Tammy Lundstrom, M.D., J.D.
Senior Vice President and Chief Medical Officer

Vaccinations

- More than 50% of total U.S. population now fully vaccinated
- More than 430,000,000 doses administered in the U.S.
- The vaccine is safe
- It is effective against the Delta variant and other variants



(Data as of 8/24/21)

Pfizer COVID-19 Vaccine Receives Permanent FDA Approval

- Aug. 23: The FDA granted permanent biologic license approval of the Pfizer COVID-19 vaccine for people ages 16 and older
- The vaccine passed numerous, required safety checks including study of all reported side effects and any adverse reactions.
- Safety data showed the vaccine is safe and effective
- Continues to be available under emergency use authorization (EUA) for 12 through 15-year-olds



FDA regulatory vaccine landscape can be confusing

- Permanent approval for Pfizer covers use of vaccine for ages 16 and over; two dose regimen
- Pfizer permanent approval does not cover ages 12-15 which are still provided under EUA
- Third dose in primary series for immunocompromised for BOTH Pfizer and Moderna are provided under EUA
- Awaiting approval of boosters 8 months after second dose for both Pfizer and Moderna
 - Requires further FDA and CDC ACIP approval- decision expected soon
- Decision on permanent approval for Moderna pending
- Decision on Pfizer for ages 6-11 pending
- Decision on Moderna for ages 6-11 and 12-15 pending
- Decision on second dose J&J for immunocompromised and boosters pending



COVID-19 Fourth Surge is Here

CDC 7-day averages through August 25 continue to show increases in all aspects

- New cases average 142,006/day, and increase of 2.8%
- Tests are averaging 1,313,164/day with test positivity at 10.1%
- Hospitalizations are averaging 12,297/day, an increase of 5.7%
- Deaths are averaging 864/day, and increase of 11%

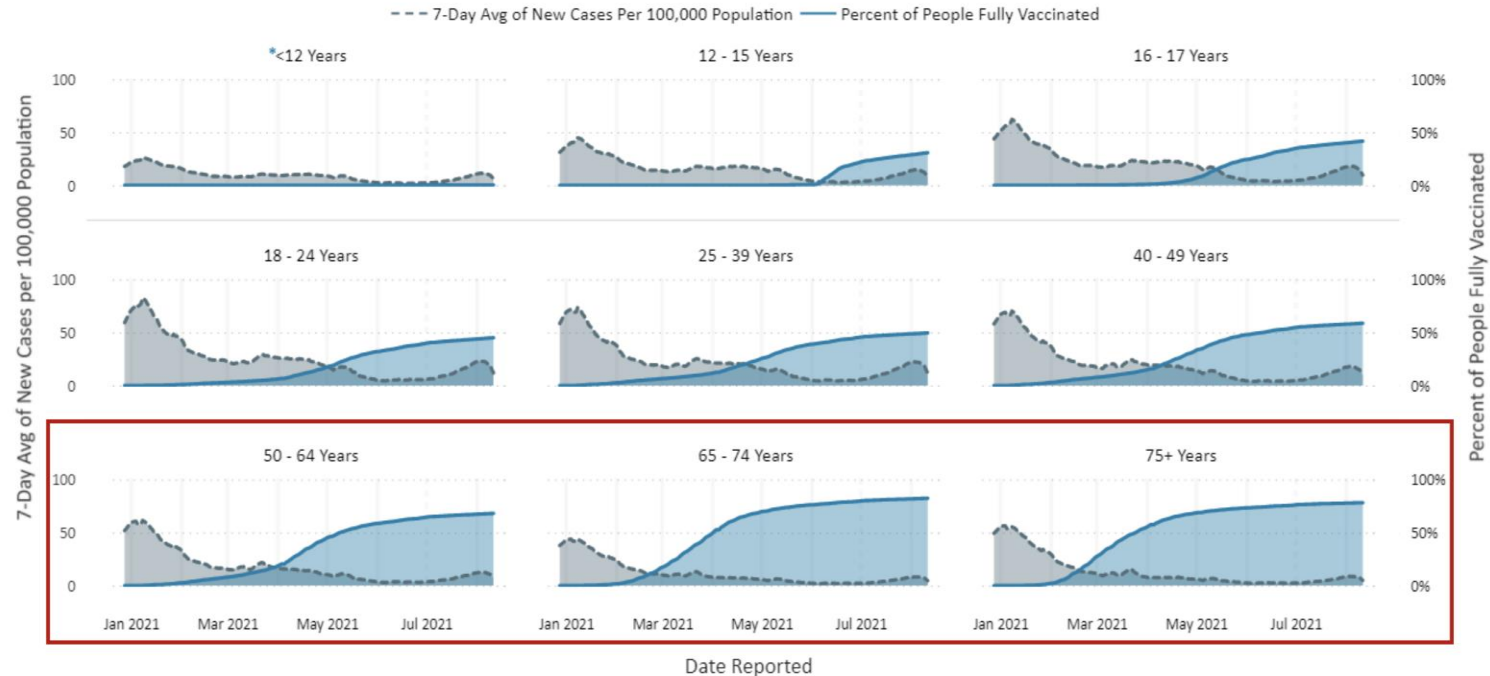
<https://coronavirus.jhu.edu/map.html>



Variants or mutations to the COVID-19 virus are driving cases up

- Viruses mutate over time, some more easily than others
- The Delta variant is currently the most common variant
- The mutations have made some of these strains more transmissible, but ***the vaccines still work – and are highly effective against hospitalization and severe illness***
- In the coming weeks, booster doses will be available for mRNA vaccines as data shows a decrease in effectiveness against symptomatic illness with time
- Reduced Risk of Reinfection with SARS-CoV-2 After COVID-19 Vaccination — Kentucky, May–June 2021 | MMWR (cdc.gov)

Percent of People Fully Vaccinated and Cases per 100,000 Population by Age, United States (Dec. 28, 2020 – Aug. 11, 2021)



*Currently, persons under age 12 are not eligible to be vaccinated.

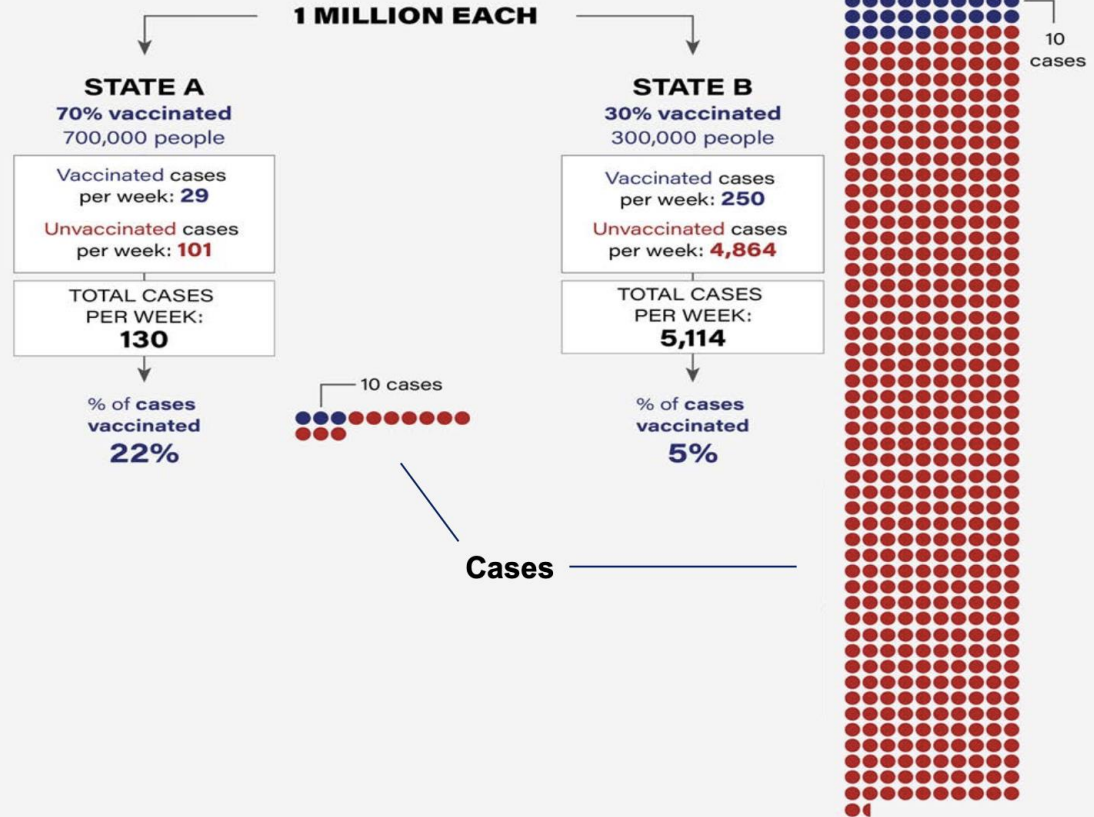
Last Updated: August 12, 2021

Data source: VTrcks, IIS, Federal Pharmacy Program, Federal Entities Program, U.S. Census Bureau 10-year July 2019 National Population Estimates; Visualization: CDC CPR DEO Situational Awareness Public Health Science Team

<https://covid.cdc.gov/covid-data-tracker/#vaccinations-cases-trends>

DELTA CASES

Two example states
with 1 million population
and different levels of
vaccination coverage
(70% vs 30%)

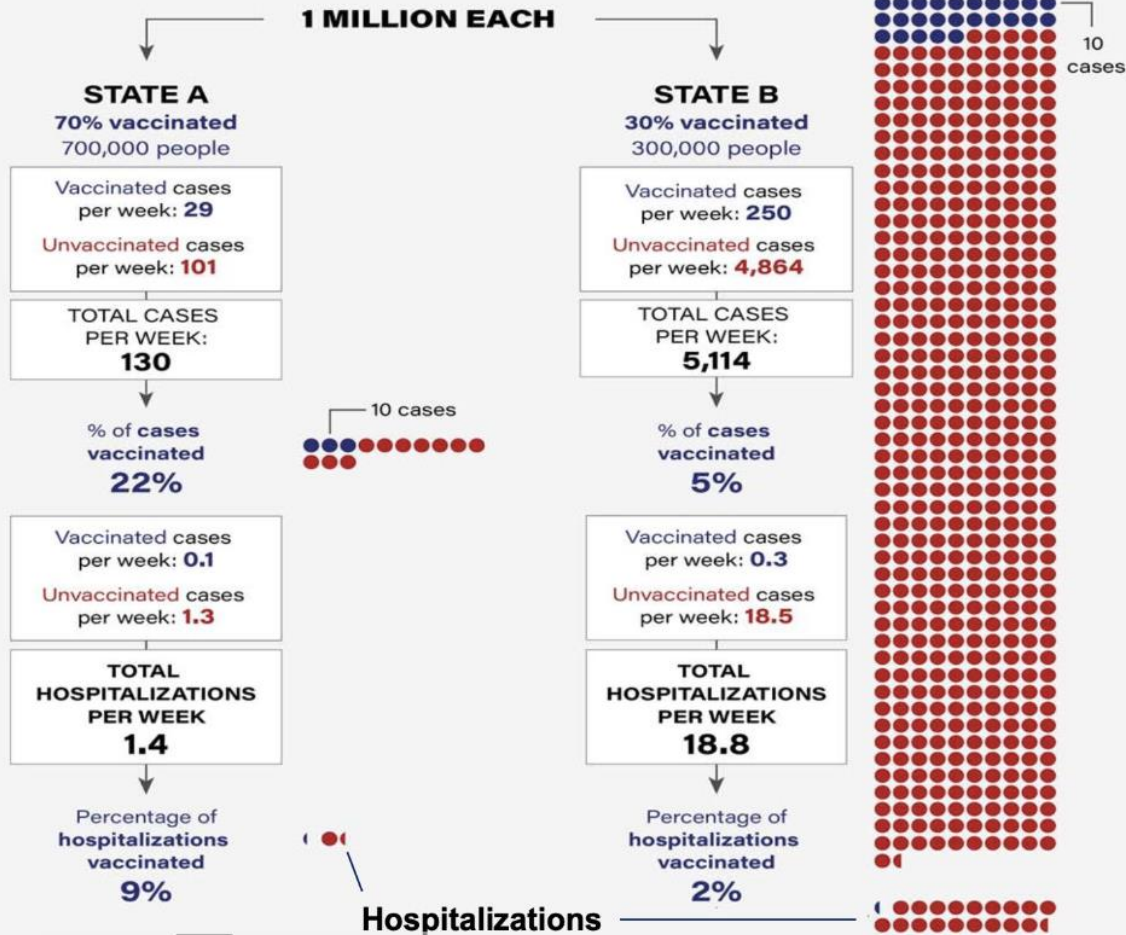


DELTA CASES AND HOSPITALIZATIONS

Two example states with 1 million population and different levels of vaccination coverage (70% vs 30%)

Higher vaccination coverage leads to fewer cases and hospitalizations, but greater % of vaccinated cases and hospitalizations

In both scenarios, cases and hospitalizations are greater among unvaccinated than vaccinated persons



CDC recommends 3rd dose for mRNA vaccines for moderately to severely immunocompromised (weakened immune systems) under EUA



- A single dose offers some protection



- The second dose significantly improves immune system's memory of how to fight the virus



- Scheduled for 28 days following Dose 2 or as soon after as possible
- 3rd dose should be the same manufacturer as the first two doses
- Recommendations for immunocompromised who initially received Johnson & Johnson will be available soon

White House has recommended booster dose for mRNA vaccines 8 months after dose 2



- Antibody levels decreases over time
- Delta variant more transmissible and more symptomatic illness seen in vaccines
- 8 months following second dose
- Waiting on final approval by FDA and CDC

Pregnant women who develop COVID-19 infection have markedly elevated morbidity and mortality

- Study compared outcomes for pregnant women with and without COVID-19 infection
- Study was performed pre-Delta variant
- 869,079 pregnant women; 18,715 with COVID infection, 850,364 without COVID infection
- Pregnant women with COVID infection are:
 - 15 times more likely to die in hospital
 - 14 times more likely to require intubation
 - 22 times more likely to have a premature birth

August 11, 2021. doi:[10.1001/jamanetworkopen.2021.20456](https://doi.org/10.1001/jamanetworkopen.2021.20456)

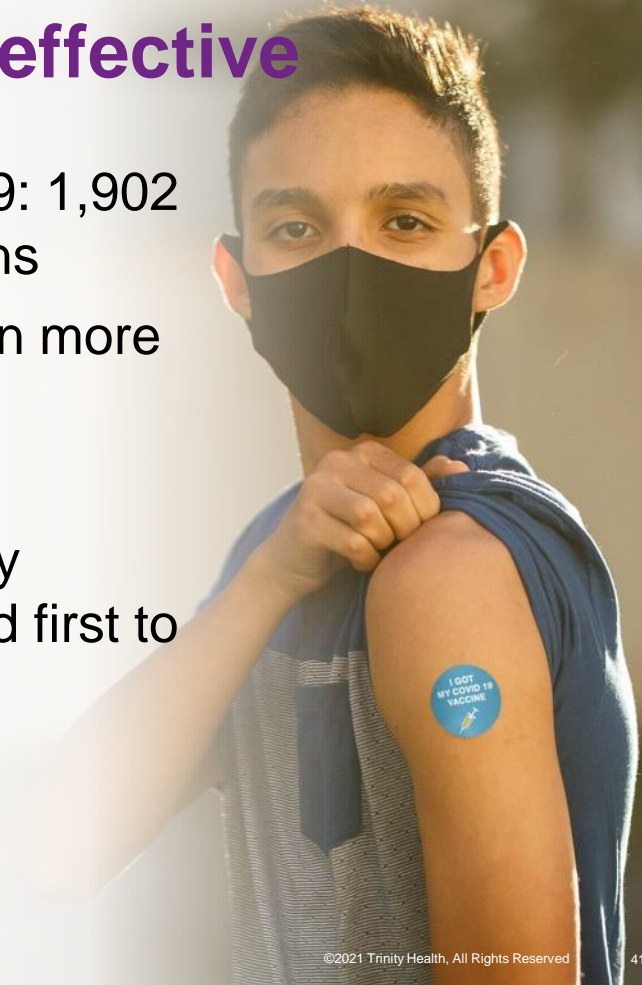
CDC data on vaccination in early pregnancy shows no concerns

- Earlier studies showed no increase in spontaneous abortion, stillbirth or small for gestational age
- 2,500 pregnant women- no increased risk of miscarriage in those who received mRNA vaccine before 20 weeks gestation (13% vs. 11-16%)
- Currently there is no evidence linking vaccines to infertility
 - Over 4,800 women had a positive pregnancy test after getting vaccination
- Studies in 45 healthy men showed no significant changes in sperm counts or characteristics after vaccination



Vaccinating children is safe and effective

- More children being hospitalized with COVID-19: 1,902 inpatients, comprising 2.4% of all hospitalizations
- Clinical trials show COVID-19 vaccines are even more effective in children than adults
- Children experienced similar side effects
- While adults have been authorized first, it is only because adults were most severely affected and first to be involved in clinical trials
- Clinical trials underway for ages 6 months to 11
 - expect approval by end of calendar year





For safety, more organizations are requiring employees to be vaccinated

- Health care and other industries announced in the last few weeks; more expected in coming weeks
- More than 1,850 hospitals and health systems have announced requirements, as of Aug. 13

Source: [30% of US hospitals mandate vaccination for employment \(beckershospitalreview.com\)](https://www.beckershospitalreview.com/news/30-of-us-hospitals-mandate-vaccination-for-employment.html)

Summary

- Vaccine effectiveness against infection (symptomatic and asymptomatic) is decreasing over time, especially with the Delta variant
- Vaccine effectiveness against severe disease, hospitalization, and death remains relatively high
- Anticipating further waning immunity and the ongoing Delta surge, we are preparing to deliver booster vaccines

A photograph of four women walking outdoors, smiling and looking at each other. They are dressed in casual athletic wear. The image is overlaid with a semi-transparent purple filter. The background shows a grassy field and a clear sky.

Vaccine Requirement Update

Martha Murphy

Senior Vice President and System Office Chief HR Officer

Jodi Weiner

Vice President, Total Rewards Benefits & Well-being

Reminder of our why

Because...

1

Safety is a Core Value

That means we do everything we can to protect people

2

The science is clear - vaccines save lives

Proven safe and effective

3

Right thing to do

As a health care system and as caregivers, we have a responsibility to provide a safe environment for all (colleagues, patients, communities)

Vaccination at Trinity Health

- Sept. 21, 2021: Last day for colleagues to receive last dose of vaccine and submit documentation to HR4U
- If you have already submitted documentation – Thank you!
- Please do not wait until the deadline so our teams can efficiently process the high volume of submissions.
- If you receive the 3rd dose, please save your proof and wait for information on when and how to submit. We'll update you as soon as we are able.



What you need to do

- Submit of proof of COVID-19 vaccination or exemption request in the [HR4U colleague portal](https://HR4U.Trinity-Health.org) (HR4U.Trinity-Health.org) with just a few clicks
 - Easiest method:
 - Take a photo of your vaccine card with your smartphone
 - Type the HR4U.Trinity-Health.org URL into your phone's web browser
 - Access the verification form and upload your photo from your phone's photo library
 - Takes just a few minutes
 - See proof submission [job aid](#) and medical or religious [exemption request job aid](#)
 - If insufficient information is provided, you'll be asked to submit additional information.

COVID-19 Vaccination Verification

By completing the information below and attaching a photo or copy of your COVID-19 vaccination card/document, you are voluntarily agreeing to provide this information to your employer. Any COVID-19 vaccine information you submit will be maintained as a confidential employee health record.

All required fields are marked with an asterisk.*
Please complete the fields outlined below AND attach proof of vaccination.

Step 1:
I am submitting vaccination for

Select:
One Dose Vaccination
Dose A of 2 part vaccination
Dose B of 2 part vaccination
Dose A and B of 2 part vaccination

Step 1a: Please complete the vaccination information below

Date Vaccination Received *

Given by (name of the clinic or medical facility) * Manufacturer *

Lot # * Lot Expiration Date *

Attachment *

Step 2:
By checking this box, I attest that the information submitted is accurate and I am voluntarily providing it to my employer.
☐ *

Add any additional information in the box below OR enter N/A. This is a required field.



Tips for Faster Processing of Your Vaccine Documentation

- On the COVID-19 vaccination form in the [HR4U colleague portal](#), the lot # is a required field but if unknown or unavailable, simply enter N.A. This field may not be left blank.
- **Ensure your CDC vaccination card or other documentation proof contains your first and last name, dosage dates, manufacturer and location/provider. If any of this information is missing, your submission will be rejected.**

COVID-19 Vaccine Documentation Common Questions

Do I need to keep my CDC COVID-19 vaccination record card or other vaccine proof after I submit a photo of it in HR4U?

Yes, please store it in a safe place, as you may need it again.

How can I check the status of my submission in HR4U?

- Look for the email from HR4U indicating that your submission case is closed.
- Log into the [HR4U colleague portal](#).
- Click on "My Requests" to view information on open or pending cases or "Closed" to view the approved or denied status of closed cases.

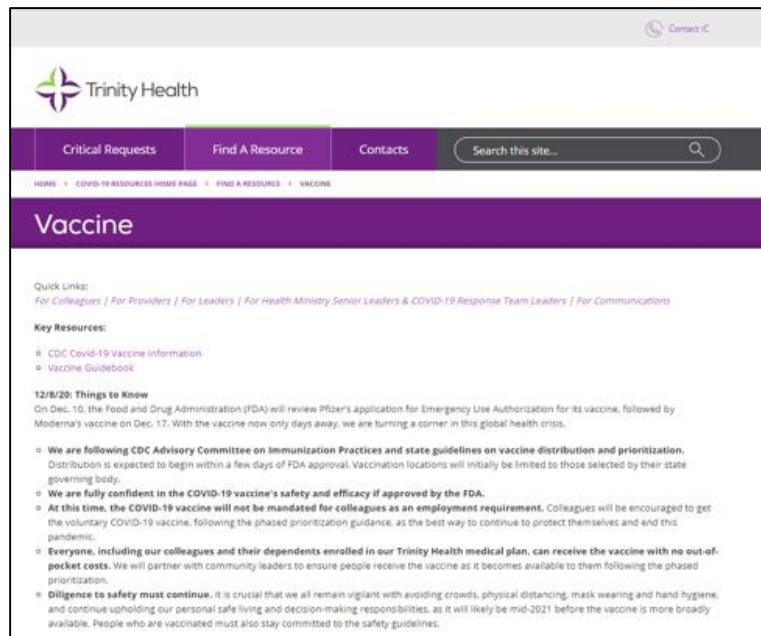
How will I know if my exemption request is denied?

You will receive an email from HR. It may take up to 3 weeks for your request to be reviewed and processed, due to the high volume of submissions.

More information

- Common questions are answered in our [vaccine requirement Q&A](#) and [comprehensive vaccine Q&A](#)
- Visit our [vaccine requirement resources page](#) and [COVID-19 Vaccine page](#) for the latest information
- [CDC COVID-19 vaccine](#)
- Many resources continue to be available available to you:

Trinity-Health.org/Colleague-Care



The screenshot shows the Trinity Health website's 'Vaccine' page. The header includes the Trinity Health logo and navigation links: 'Critical Requests', 'Find A Resource', and 'Contacts'. A search bar is also present. The main heading is 'Vaccine'. Below this, there are 'Quick Links' for various roles and a 'Key Resources' section with links to 'CDC Covid-19 Vaccine Information' and 'Vaccine Guidebook'. A section titled '12/8/20: Things to Know' provides updates on the vaccine's availability and safety, mentioning FDA approval and distribution plans.



COVID-19
Updates



Q&A