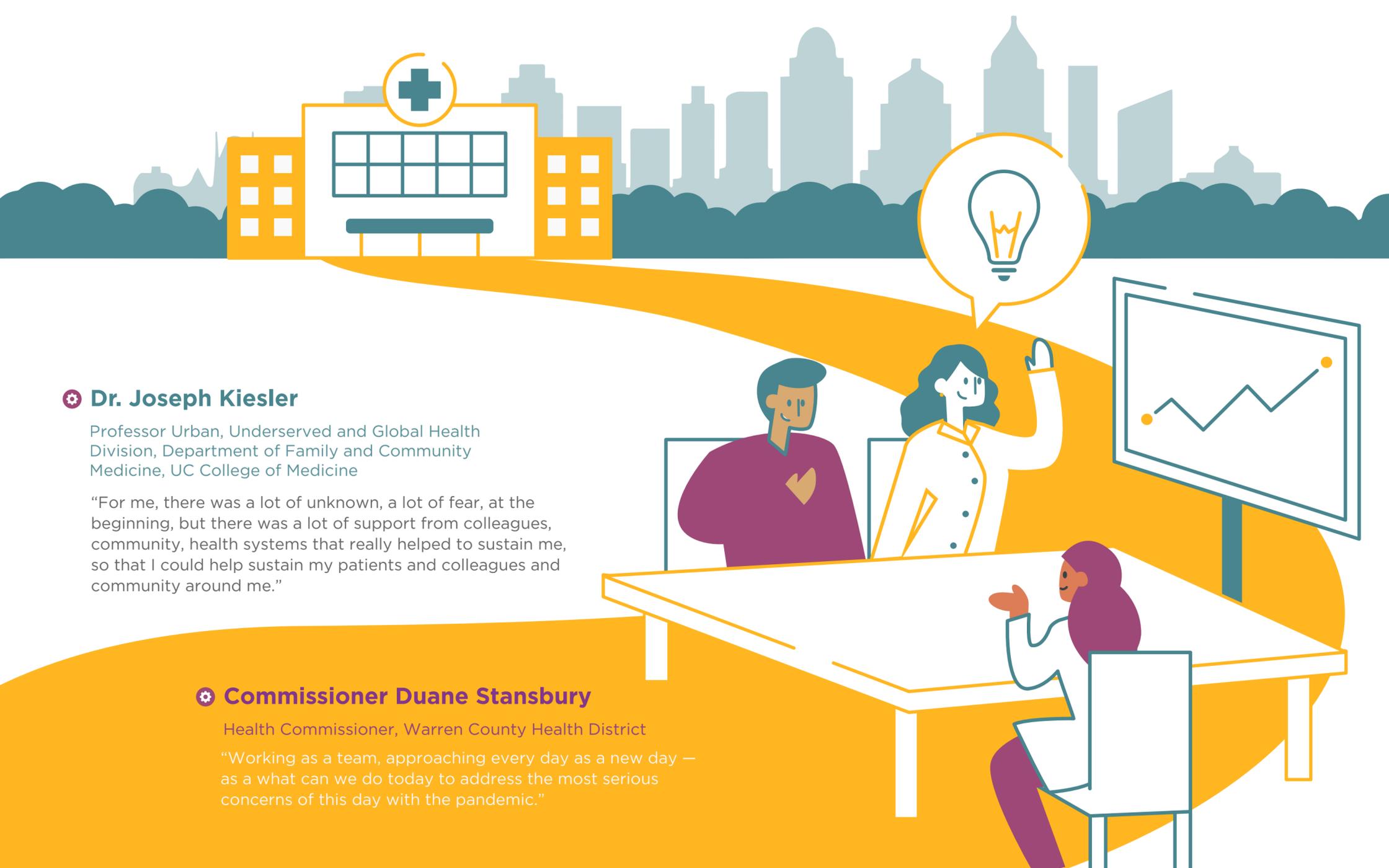


The Human Factor

The COVID-19 pandemic was a generational event that impacted our state, our country, and the world in profound ways. The Health Collaborative is proud to have worked to be part of the solution that helped put an end to the pandemic for Ohioans. During the efforts to put together a comprehensive post-pandemic playbook, we realized that crisis response is far more than the medical and logistical plan, but also the human factor that unites us, builds trust, and strengthens our communities during the most challenging of time. Here are the people and the stories behind one of the most significant examples of collaboration in human history.



⚙️ Dr. Joseph Kiesler

Professor Urban, Underserved and Global Health Division, Department of Family and Community Medicine, UC College of Medicine

“For me, there was a lot of unknown, a lot of fear, at the beginning, but there was a lot of support from colleagues, community, health systems that really helped to sustain me, so that I could help sustain my patients and colleagues and community around me.”

⚙️ Commissioner Duane Stansbury

Health Commissioner, Warren County Health District

“Working as a team, approaching every day as a new day — as a what can we do today to address the most serious concerns of this day with the pandemic.”

⚙️ Dr. Evie Alessandrini

Chief Operating Officer, Cincinnati Childrens Hospital Medical Center

(c.2020 Chief Medical Officer, University of Cincinnati Medical Center)

“The greatest success was the willingness and ability for all five of the health systems to sit at the table together and agree on how to communicate to the public. Everyone was working together. People put their egos aside. This was really critical for credibility.”



Best Solved Together...With Humility

The weight of expectation is a heavy burden for healthcare professionals. But the willingness to encourage, accept, and implement ideas from a wide array of subject matter experts guided our response and now provides a standard to move the needle in times of crisis. How we each come to the table provides the capability of collaboration. Organizations, coalitions, and committees from across the state came humbly and openly, and thus tackled the COVID-19 pandemic collaboratively.

Ashlee Young

Vice President of Policy and Engagement, Interact for Health
(c. 2020, Vice President of Impact, Urban League of Greater SW Ohio)

“The Health Collaborative had meetings for all the partners to come together just to hear what folks were doing, to get updates, to strategize. The height of the pandemic was the most collaborative I’ve seen people. A lot of times people want to use the word collaboration, but they really want to own stuff. I think people at this time really came to the table for a greater purpose and put competing to the side.”

Dr. Holly Binning

Chief Medical Officer, HealthSource of Ohio

“Because of communication we were able to offer equitable services in the region so that people had access to care.”



Dr. Dustin Calhoun

Chief Preparedness Officer, UC Health,
Associate Professor of Emergency Medicine, UC College of Medicine

“Knowledge is power...during the height of the pandemic, data analysis was very powerful. The ability to estimate peaks, troughs, rates of change and where we were relative to previous situations enabled strategic decision making that saved lives.”



Best Solved Together...With Trust

Because so many came to the table humbly, trust built quickly amongst members of the Collaborative. The experts associated with the pandemic response expended an immeasurable amount of time and effort to work through the unprecedented challenge. The trust amongst all parties, the idea that everyone could be counted on to do their part, pulled everyone onward and forward. As a result, the mutual solidarity was evident to the communities we served, and the public was able to trust what they were being told.



➤ **John Ward**

Senior Vice President Regional Operations, TriHealth

“The teams I was a part of really moved us to working together and that role of bringing health systems together was super important. In eliminating the competitiveness, I believed we performed the best throughout the state. The pandemic was like you were going to war. You will remember the relationships, the response, the people you worked with, the good things and the many bad things.”

➤ **Dr. Andy Beck**

Attending Physician, Cincinnati's Children's Hospital

“We certainly brought surveillance and strategy to the larger whole and we're able to develop ways in which we could promote citizens thinking.”

➤ **Commissioner Denise Driehaus**

Hamilton County, Ohio

“My role was to bring all the smart people together and make sure that the media had the information they needed for the public. We were doing regular briefings, trying to make sure that the community had all of the information that needed. I reached out to the Health Collaborative and asked them to partner with me during these briefings to push out information to the community and give advice on what they could do to stay safe.”

➤ **Kiana Trabue**

President, Health Path Foundation

(c. 2020 Executive Director, Population Health Strategies, The Health Collaborative)

“We can come together as a region; in particular I'm thinking the health systems, the market is what it is and is competitive. But when it comes down to the wire, each hospital has a mission when it comes to the community — there is no competition.”

Best Solved Together...With Empowerment

With trust and solidarity, we could focus on ensuring that our communities could feel supported and informed. There was a strong focus on making sure those that were underrepresented and vulnerable received particular care and attention. Our minority communities, the elderly, the homeless all had advocates that kept them included in the response. The result was empowerment through critical data, information, and knowledge. The Health Collaborative made it a mission to collect and share high quality data with the understanding that letting our communities make informed decisions would empower them and include them in the response efforts, bringing us closer together at a time when it was desperately needed.



 **Brendon Cull**

President & Chief Executive Officer,
Cincinnati Regional Chamber
(c. 2020 Chief Strategy Officer, Cincinnati Regional Chamber)

“It was an incredibly challenging time. I remember a moment listening to a podcast early on where someone was talking about how we would all be changed and no one would be the same after it was over. I didn’t think this was going to be true, but reality was that we all were changed.”

 **Dr. David Hartley**

Associate Professor of Pediatrics,
University of Cincinnati | Cincinnati Children’s Hospital

“I hope we remember in the short term and extend it to the long term. The importance of data-driven decision making, the importance of situational awareness, and the requirements to always have infrastructures that are robust.”



 **THE HEALTH COLLABORATIVE**

The Health Collaborative spearheaded response efforts to align the COVID-19 response and collected invaluable data that will allow us to better understand and respond to extreme public health events going forward. But we also learned and experienced the innate human factors that allowed us to come together, to move in coordination, and solve problems that were truly only every going to be **best solved together**. As we heed the words of the men and women that were leading the way, we know now that it is the spirit, the resolve, and the determination of humans that rise to the level of equal importance as the data we so diligently collected and of the future preparedness plans that we have cultivated, and of the scientific advances that we have made.

We do this work to strengthen the bonds of humanity and community through health and wellness. And it is work we do proudly!

 **Learn More**

To read the full report, **A Tri-State Regional COVID-19 Response Record**, visit healthcollab.org