

Frequently Asked Questions

Clearview Integration

Updated February 20, 2018

Piedmont Healthcare is very excited about its venture to bring Clearview into the Piedmont family, effective April 1, 2018. We look forward to getting to know you and partnering to provide exceptional patient care and service, and build a better Piedmont.

To help keep you informed throughout the integration process, this document provides answers to your most frequently asked questions (FAQs). We will build on the FAQs as we progress, and regular updates will be posted to your Intranet. **When updated, new and/or revised FAQs are marked red.**

Questions? If you have any new questions after reading this information, please submit via the form on the Clearview intranet.

Frequently Asked Questions provide Piedmont Healthcare's answers to questions at a specific point in time. Piedmont will amend and/or add to the questions/answers included herein throughout the integration process.

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Affiliation

1. What hospitals and other entities currently comprise Piedmont Healthcare?

Piedmont is a not-for-profit healthcare system with eight hospitals. Founded in 1905, Piedmont Atlanta was the first and only hospital until Piedmont Fayette was constructed and joined Piedmont in 1997. After that, Piedmont added Piedmont Mountainside in Jasper, Piedmont Newnan, Piedmont Henry in Stockbridge, Piedmont Newton in Covington, Piedmont Athens Regional, and Piedmont Rockdale in 2017. In addition, Piedmont Columbus Regional, a two-hospital system, will join the family March 1, 2018.

In addition to Piedmont's eight hospitals is our Physician Enterprise – comprised of Piedmont Physicians Group (PPG), Piedmont Heart Institute (PHI) and the Piedmont Clinic. With offices across the Atlanta metro area and all of north Georgia, the Physician Enterprise includes primary care, cardiovascular and an array of other specialists. The Piedmont Clinic is a Clinically Integrated Network of more than 2,000 independent and employed providers.

2. How many people does Piedmont employ? (pre-Clearview)

Piedmont has about 18,300 employees, including full-time, part-time and PRN employees. Also, Piedmont has about 3,400 physicians on the medical staffs of the various hospitals and clinics.

3. How long is the integration of our systems expected to take and what are the key milestones?

Due to the nature of this integration and the immediate implementation of PeopleSoft, there is a lot that will change quickly. For this reason, we will host two off-site sessions with leadership that reviews key milestones. These will be held on March 9 and March 16. In addition,

- **March 8, 2 p.m. – 7 p.m.:** Benefits Fair
- **March 12 – 19:** Open Enrollment and PeopleSoft Employee Self Service Login – All employees, even those who will not be enrolling in Piedmont benefits, must attend one of these labs in order to update and confirm direct deposit information in PeopleSoft.
- **March 14: Employee Town Halls** – Open to all employees, come learn more about Piedmont, the integration and have an opportunity to ask questions.
- **April 1:** PeopleSoft, Kronos Go-Live
- **April 3 – 13:** Piedmont Onboarding

Benefits

Total Rewards

1. When will Open Enrollment be for Clearview employees to select their Piedmont benefits?

Open enrollment for Clearview employees will be March 12 - 19. There will be much more information about Piedmont's benefits prior to Open Enrollment including a Benefits Fair on March 8.

2. How does Piedmont define "years of service?" Will employees be credited for years of service for Piedmont's benefit plans?

At Piedmont, "years of service" and "company seniority date" mean the same thing. These terms are defined as the date representing your continuous years of service with the company. Yes, employees will be credited for their current years of service. Piedmont will recognize the same years of service that Clearview recognized prior to the purchase.



3. What benefits does Piedmont offer?

Piedmont believes that providing a superior healthcare experience for patients hinges on having the best, most dedicated staff at every level of our organization. We also recognize how important it is to provide benefits that reflect how deeply we value our people and everything they do to help achieve our common vision. To that end, Piedmont offers a comprehensive and growing Total Rewards program that touches every aspect of our employees' lives and includes the core benefits, compensation, training and development, recognition and voluntary benefits. A summary of our Total Rewards is listed below:

- MyHealth360 medical and prescription drug plan
- Dental and vision plans
- Healthy Incentive Account – accompanies MyHealth360 coverage and enables employees to partake in various wellness activities to earn dollars to pay for out-of-pocket healthcare expenses, including medical, prescription drug, dental and vision
- Flexible Spending Accounts (health care and dependent day care)
- Time Away – paid time off, maternity leave and other leaves of absence
- 401(k) Tomorrow Plan – retirement savings plan and one-on-one retirement counseling
- Deferred compensation plans for eligible employees
- Insurance (life, AD&D, supplemental employee life, dependent life)
- Short- and long-term disability coverage
- Base pay, premium pay, incentive pay and employee referral awards
- Nurse residency program
- Skills and training development
- Promise360 recognition and service awards program
- Continuing education discounts
- Development planning
- Community service opportunities
- Wellness programs (activity tracker credit, activity challenges, smoking cessation, farmers' markets)
- Flexible scheduling
- Adoption assistance
- Employee Assistance Program
- Back Up Care Advantage program – elder and child day care when regular care falls through
- Voluntary benefits –whole life, accident, critical illness and hospital indemnity
- Sharing Club – employee hardship program
- Employee Discount Program
- Credit union and special offers

4. What is Piedmont's Total Rewards philosophy as it relates to integration?

Integrating Clearview's employees into the Piedmont system is complex and involves a number of key steps. One of the early steps will be mapping Clearview employees to Piedmont's career ladder and level framework. This is critical for administering paid time off, our incentive plans and even what access is available to some of our technical applications.

Piedmont's rewards philosophy is to provide a valuable, equitable and comprehensive rewards package for all employees. With every integration, however, there are always certain changes that more positively or negatively impact certain individuals or groups of employees.

Compensation / Pay

1. How will compensation change?

Piedmont will begin paying employees on April 1. We are currently evaluating pay and pay policies. Additional pay types, such as shift differentials, will be reviewed as part of a comprehensive analysis, and additional information will be made available later in March. Immediate changes to base pay should not be expected.

2. Are our job titles changing? When will we know?

As part of the HR integration and job mapping process we anticipate that the transition to Piedmont's job structure and titling conventions will be complete before April. Piedmont will be working with Clearview leaders to communicate these changes in March.

Retirement

1. What is Piedmont's Retirement plan?

Piedmont Healthcare has a 401(k) called the *TomorrowPlan* where Piedmont matches 100% of an employee's contribution up to 6%. Clearview employees will be eligible for this plan beginning the first pay period in June 2018.

PTO – Paid Time Off

1. What is Piedmont's PTO schedule? When will Clearview transition to Piedmont's accrual rate?

Beginning April 1, 2018, Clearview will transition to Piedmont's PTO accrual schedule. Under the Piedmont plan, eligible employees accrue PTO each pay period based on company seniority date and your Piedmont Career Pathways career ladder, up to a maximum annual PTO accrual amount. Your PTO balance carries over from pay period to pay period and may accrue up to a PTO Cap of 1.5 times your annual maximum PTO accrual. If you reach your PTO Cap, you'll stop accruing PTO until you take time away.



		Annual PTO Accrual Maximum for 1.0 FTE / PTO Cap		
Career Ladder		Clinical, Providers (extenders), Business Specialists / Leadership, People Leadership	Registered Nursing	Service Support, Administrative, Technical & Specialty
Years of Service	10+	240 / 360		
	4 – 9.99	224 / 336		
	2 – 3.99	224 / 336	200 / 300	192 / 288
	0 – 1.99	200 / 300		

2. Does Piedmont allow PTO buyback?

Piedmont does not offer PTO buyback during regular employment. Under certain circumstances, Piedmont will pay employees for accrued, unused PTO following separation of employment or transfer from full-time or part-time status to PRN.

3. How much do part-time employees have to work in order to accrue PTO?

Part-time employees must be at least a .4 FTE or greater to be eligible for benefits, including PTO.

4. Which holidays are “official” Piedmont-recognized holidays?

We currently have six “recognized” holidays, including: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day, when non-hospital offices are generally closed. When an official holiday falls on the weekend, another weekday will be designated as the Piedmont-recognized holiday.

5. Does Piedmont have EIB (Extended Illness Bank)?

Piedmont sunset its EIB program several years ago in favor of a company-paid short-term disability (STD) benefit that provides all employees, regardless of tenure, with a 60% level of income protection for up to 180 days of a certified illness or injury. On April 1, employees will no longer accrue EIB. Piedmont will be working on a transition plan.

6. What is Piedmont Short Term Disability (STD) program?

The current voluntary program will be replaced by Piedmont-paid short-term disability (STD) benefit that provides all employees, regardless of tenure, with a 60% level of income protection for up to 180 days of a certified illness or injury.

7. What is Piedmont’s maternity leave benefit / policy?

Piedmont’s market leading maternity leave benefit coordinates with new mothers’ Short Term Disability (STD) benefit to pay 100% of the employee’s income for the time away during a medically-certified disability period after the birth of a child (generally 6 weeks for a normal delivery and 8 weeks for a Cesarean delivery, excluding the 14-day elimination



period). Should the maternity disability period be longer due to medical necessity, our 60% company paid STD plan and 40% maternity top up benefit will both be payable for that extended period as well.

Employees receive 60% of pay through the STD benefit while out on leave, and then receive the remaining 40% as a lump sum 30 days after returning to work in the same or an equivalent position (or one in which the employee works more hours). Employees are required to remain in their position, an equivalent position, or one in which you work the same or more scheduled hours consistently, for a minimum of 6 months after returning to work.

Employees become eligible for Piedmont's maternity disability leave benefit after one full year of service with at least 1,250 hours worked, and the maternity disability leave must be medically certified by Cigna. Clearview employees will receive service credit towards this benefit.

8. What is Piedmont's Bereavement allowance?

Piedmont's Bereavement leave policy allows up to three days (regardless of number of hours per shift) of paid excused leave following the death of an immediate family member. Such pay is available for the first three consecutive shifts the employee is scheduled to work within seven days following the death. Four hours of bereavement pay are available per calendar year for those not considered immediate family. Employees may use PTO for any additional requested time off. If PTO is not available, time off without pay may be approved.

Dress Code

1. What is Piedmont's dress code?

Piedmont requires all employees to present a professional image to our patients, the public and clients. Taking into consideration the many different types of positions and locations, each entity has its own Dress and Professional Appearance policy, and departments within each entity may set forth specific dress and grooming requirements.

2. Does Piedmont have standard scrub colors?

Some departments and positions within Piedmont do have standard scrub colors. Any Clearview department and/or position that will be required to change to standardized scrub colors will be notified in advance and provided a reasonable transition period to do so. The information below does not apply until you've been notified by that area's leadership.

Nursing Staff: Piedmont nurses who are based in hospitals wear white or navy scrubs.

Physician Enterprise Offices: Piedmont's physician practice clinical employees wear gray or black scrub bottoms and top (or approved shirts embroidered with the PHI/PPG logos). Non-clinical employees wear black or gray dress pants or skirts, or scrub bottoms/tops (or approved shirts embroidered with the PHI/PPG logos). Managers, supervisors, APP and physicians dress in business professional attire.

Registration Staff: Registration staff are a part of the Revenue Cycle team. These team members do have a uniform that consists of Piedmont logoed shirts / apparel that can be purchased through approved vendors. In addition, Revenue Cycle does offer a stipend every two years to assist employees in their purchase of these shirts. That said, the timing of Clearview' registration



staff into the larger Piedmont Revenue Cycle team has not been determined, and when that has been established, there will be a reasonable transition period before uniforms are required.

Staffing

1. When can employees apply to transfer from Clearview to other Piedmont entities?

In line with Piedmont's standard integration procedures and best practices, until April 15, 2018, we are implementing a temporary blackout on employee transfers between Piedmont Healthcare entities and Clearview. The blackout helps protect employees at both organizations from potentially negative impacts of transferring before the earliest and most important integration activities are completed. We have found that a transfer blackout immediately post-acquisition gives Piedmont the time and space needed to integrate core functions, while maintaining stability in many of the things employees care about most – such as pay, benefits and time away.

For similar reasons, beginning Feb. 19, there will be a blackout on new hires and employee status changes. Both of these blackouts will end April 9.

2. What is Piedmont's employee scheduling program, and when will Piedmont Clearview begin using it?

Piedmont uses the Smart Square scheduling tool. Epic and PeopleSoft must be fully implemented before we can implement Smart Square at Piedmont Clearview. Once those implementation timelines are finalized, a timeline for the implementation of Smart Square will be identified and communicated. In the interim, Clearview will continue to use departmental scheduling tools in place.

Information Technology

1. What is Piedmont's electronic medical record?

Piedmont uses Epic as its EMR. At this point, Clearview's ambulatory practices (Piedmont-employed physician offices) will go onto Epic on April 1, 2018, and the inpatient facility will go onto Epic on Oct. 1, 2018. There will be much more on this as the dates come closer.

2. Will our e-mail addresses change and, if so, when would this occur? Will there be an overlap through the two IS systems so we would still get old e-mails?

All Clearview employees will be assigned a Piedmont email address Microsoft Outlook account. We are aiming for an April 1 transition, but that needs to be confirmed. Clearview employees will receive their email address on their job statements that will be handed out in March.

Marketing and Communications

1. What will our new name and logo be?

The name of the hospital will change to Piedmont Walton Hospital. The logo will be:





2. What is the plan for Clearview' intranet?

We do not have a target date for the transition to Piedmont's intranet at this time.

3. What should our email signature look like now that we are a part of Piedmont?

The standard email block that we encourage people to use looks like this:



First Last | Title | Department

Street Address | City, GA Zip

O: xxx-xxx-xxxx | M: xxx-xxx-xxxx | E: first.last@piedmont.org

Other

1. Which centralized departments and functions comprise Piedmont's corporate structure?

Piedmont's corporate team, referred to as our System Office, is our strategic and administrative backbone. The System Office is comprised of many central departments and functions, including, among others: Accounts Payable, Case Management, Coding, Communications, Community Benefit, Corporate Finance, Human Resources, Information Technology, Internal Audit, Legal, Managed Care, Marketing, Patient Accounts, Payroll, Physician Outreach, Revenue Cycle, Risk Management and Supply & Distribution. Although these departments are part of our corporate structure, many employees in these departments work out of entity-based offices throughout the Piedmont system.

For some people in these areas, their reporting structure may change from a Clearview leader to a Piedmont system office leader. Because each of these areas have different needs and thus different internal process integration timelines, this change is not the same for every department. For more specific information about your area, talk with your current leader.

2. When will Clearview move to Piedmont's policies?

Clearview will transition to Piedmont's system-wide policies in phases that coincide with business needs and certain technology/process implementations. We expect that Clearview will align with some Piedmont policies/practices beginning April. 1, 2018. You can expect to learn more during employee Town Hall meetings and via our standard employee communication channels.

3. What is the strategy behind Piedmont's integration timeline?

The integration timeline is strategically phased in order to transition Clearview to system-wide policies, procedures and processes under specific areas in a logical way.

Phase I of the integration includes: Human Resources, Supply Chain, IS, Revenue Cycle, Physician Operations and corporate services such as Marketing/Communications, Legal, Insurance and Risk Management. Phase II includes: Operations, Medical Staff and Quality.



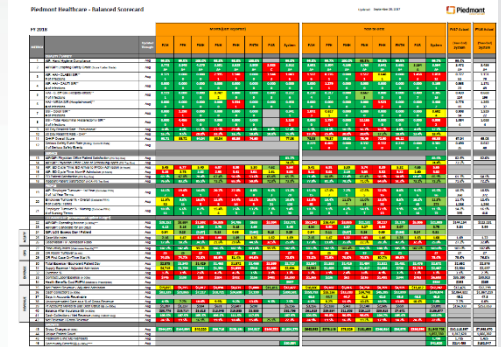
Please talk with your manager if you have related questions or concerns that should be submitted to Piedmont for follow up.

4. Once the merger with Piedmont is complete, will Clearview move to DNV accreditation or will we stay with Joint Commission?

Six of Piedmont's hospitals have made the transition to DNV (Det Norske Veritas) and have had very positive experiences because of the change. Piedmont Athens and Piedmont Rockdale have not yet transitioned. Clearview will eventually make the same transition, but the timing has not yet been determined.

Piedmont Glossary

Balanced Scorecard: The single scorecard that communicates the overarching goals for the System in a given fiscal year, reflecting the goals of each anchor (QSS, People/Talent, Stewardship, Growth), and the progress by entity for the current month and year to date (YTD) for those metrics. The FY18 Balanced Scorecard contains 46 metrics.



The image shows a screenshot of the Piedmont Balanced Scorecard dashboard. It features a grid of metrics organized into four main categories: QSS (Quality, Safety, and Service), People/Talent, Stewardship, and Growth. Each metric is represented by a colored cell (green for good, yellow for fair, red for poor) and includes numerical values for the current month and year-to-date (YTD). The dashboard also includes a summary table at the bottom with overall performance indicators.

HRBP: Human Resources Business Partner. The HRBP is the second tier support for employees (after the HR Call Center) located within each of the entities.

PLT: Piedmont Leadership Team. PLT is used to refer to Kevin Brown and his leadership team, primarily his direct reports. In addition to PLT, there is a PLT QSS group and a PLT Stewardship group.

QSS: Stands for Quality, Safety, and Service. QSS is the abbreviated way Piedmont refers to those items that most influence patient experience. QSS is the center of Piedmont's strategy, understanding that we exist to provide high-quality, patient-centered care.

STARS: Stands for Strategic Transformation And Resource Stewardship. STARS refers to the combined initiatives that are the deliberate steps we are taking across the system to reduce costs, eliminate waste, improve processes, expand Piedmont's market relevance and protect revenues. Since 2014, Piedmont has realized more than \$212 million improvement through STARS. On July 2, 2017, Piedmont set another two-year goal of achieving \$150 million in improvements.



The Piedmont Way: A series of initiatives aimed to create a "transformational, next generation access and a unified hassle-free experience." The Piedmont Way includes five key areas that build upon each other: *Connect with Journey, Anticipate Needs, Enrich with Technology, Create Uplifting Moments and Lead with Human.*

The Village: Piedmont's intranet. Piedmont recently launched a new platform for the Village that is a *social enterprise network* – think Facebook or Twitter for work. Each employee has their own profile on the **Village**, can post updates, and can like or comment on content.