

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF DECEMBER 16, 2020**

Executive

- COVID-19 - The MetroHealth System has continued to take numerous steps to limit the spread of COVID-19, as well as preserving supplies and bed space:
 - Average Daily Census of COVID Inpatients continues to rise.
 - Received more than 50,000 calls to the COVID hotline, resulting in 25,000 telehealth visits
 - Conducted more than 14,000 free tests performed through our partnership with the Cuyahoga County, CC Board of Health, Greater Cleveland Congregations, United Pastors in Mission, Muslim, Jewish and Hispanic congregations and others
 - Hospital visitation policies are being adjusted and we've consolidated several ambulatory locations
 - To support our employees, Metrohealth announced a new sick time program to cover employees' absences due to COVID-19. The program is retroactive to absences starting on October 1st and is available to employees who are advised to quarantine by the Employee Health Clinic or who have a positive COVID test.
 - Leaders of our area's major hospital systems shared a joint message with employees acknowledging the work and commitment of staff during the pandemic.
 - We have been selected among the first hospitals in the state to receive the COVID-19 vaccine by the Ohio Department of Health.
- MetroHealth will receive a historic \$42 million investment from JoAnn and Bob Glick that will work to reverse health inequalities and boost community health in Greater Cleveland. Our new main hospital, now under construction will be named The MetroHealth Glick Center in recognition of the gift.
- MetroHealth will invest over \$40 million to build a three-story addition to the Cleveland Heights Medical Center that will provide inpatient and outpatient treatment for adolescents, adults and seniors struggling with addiction and behavioral health issues.
- MetroHealth once again achieves Magnet Recognition, our fourth recognition. Achieving this distinction requires a thorough review from the American Nurses Credentialing Center.
- Heart & Vascular is now offering Transcatheter Aortic Valve Replacement (TAVR) procedure. TAVR is a way to replace the aortic valve in the heart that does not require open heart surgery. This affords patients that are high risk patients for open heart surgery to get a valve replacement if necessary. This new program was made possible by the extraordinary collaboration between the Cardiology, Surgery, Anesthesiology Services, and Clinical Engineering.
- Amy Ray, MD, Medical Director of Infection Prevention was elected as an Infectious Diseases Society of America Fellow. Fellowship in the Society is a recognition of, and honor conferred upon those who achieved professional excellence in the field of infectious diseases.
- Pamala Crider, APRN-CNP, Department of Geriatrics is the recipient of the Advanced Practice Provider Council's 2020 Above and Beyond Award. This award recognizes Advanced Practice Providers whose commitment exceeds requirements of their position.
- Judith Szerencsy, RN from Labor & Delivery was recognized by the Ohio March of Dimes' Nurse of the Year ceremony in the category of Clinical Education & Staff Development, 20+ years!
- Cleveland.com's "Faces of the Pandemic" series featured the following Metrohealth employees:
 - Sheen Mil, RN, Clinical 8th Floor
 - Jill Wagner, RN, Clinical 5th Floor
 - Shawn Zubek, RN at Parma Medical Center
 - Yasir Tarabichi, MD, Pulmonary Critical Care Specialist

CHIEF OF STAFF

Correctional Medicine

- COVID cases have risen with the community spread to 80 COVID cases in the Jail and 400 people in “exposure isolation”, meaning they are living in a housing unit where someone tested positive.
- COVID continues to be managed at the jail with preemptive measures like high volume testing, housing strategies and use of PPE to reduce infections.
- MetroHealth leadership has engaged in frequent conversations with Jail and County Leadership and the Court System to work towards the reduction of the number of inmates in jail in order to more effectively manage the rise of COVID in the Jail.

Department of Public Safety

- Charges have been filed against the individual who drove the vehicle into the Plaza building.
- Security preparations have begun for the new dentistry building opening in 2021.
- Officers have distributed approximately 50 “Friendly Reminder” Mask pamphlets to persons observed violating the mask requirement.

Facilities Management

- In conjunction with the Greater Cleveland Partnership, Facilities Management conducted two educational sessions:
 - Healthcare Construction to the Latino Construction Program, Spanish American Committee
 - Non-clinical Careers – Facilities Management to the CMSD’s Student Workforce Advancement Group (SWAG)

Government Relations

- Monitoring policy developments including potential changes to guidelines on the Provider Relief Funds during the transition from a Trump to a Biden Administration.
- Organized a virtual “visit” from Sen. Rob Portman with Dr. Boutros and program leaders from the Institute for HOPE, the Office of Opioid Safety and the West 25th Street Transformation Project.
- Lobbied legislators to encourage HHS to resist unilateral decisions by drug makers to withhold certain 340B payments
- Advocating with Statehouse leaders to include money for the FES laboratory in the upcoming capital bill. Monitoring COVID policy developments, including plans to distribute vaccines.
- Briefed Cleveland Heights officials, including City Council’s Committee of the Whole, on MetroHealth’s plans to build a Behavioral Health Hospital on the campus of our Cleveland Heights Medical Center.
- Hired Stanley Miller, former NAACP executive director as our new manager of community and local government relations. He started work December 7th.

Marketing and Communications

- Supported initiatives related to the recent surge in COVID cases, including announcements urging employees to rethink their Thanksgiving plans [and stay the difficult course](#) ahead of us. Working with other departments to prepare for the rollout of a vaccine.
- Worked closely with the MetroHealth Foundation on preparations for [the announcement of the Glick family donation](#). This effort involved members of the writing, MIV, [digital communications](#) and pushing the news out internally and to the general public via earned and social media.
- Completed additional episodes of the “[Prescription for Hope](#)” podcast.
- Video projects continued to show MetroHealth’s community commitment during COVID-19 including stories on [the doctors on the other end of the COVID hotline](#) and [our partnership with the Greater Cleveland Food Bank](#) to make Thanksgiving a little easier for our neighbors. Another [video helped celebrate the SAFE](#) (Students Are Free to Express) Project, which recently earned recognition from the National Organization for Arts in Health.
- Produced more virtual health talks, offering expert health and wellness information for patients and the community. The Nov. 19 talk – [Taking Care of Your Heart](#) with Dr. Bill Lewis -- reached more than 1,200 viewers through Zoom and Facebook live, with to date, another 60 watching the recorded version. On Dec. 2, Dr. Maria Antonelli presented Osteoporosis – More Than Fragile Bones. That event reached more than 1,000

viewers on Zoom and Facebook live, and is being added to the list of [archived health talks](#) on our website, metrohealth.org.

- The Major Events staff orchestrated the fifth annual Cleveland Heritage Medal Awards on Nov. 17. The 2020 Cleveland Heritage Medal Honorees -- Jeanette Grasselli Brown, Bracy E. Lewis and A. Malachi Mixon III -- were celebrated with the release of a [10-minute tribute video](#).

CHIEF FINANCIAL OFFICER

Financial Planning & Analysis (FPA) and Enterprise Data Analytics (DORA)

- The Enterprise Data Analytics team is initiating an Agile (Lean-based) development methodology to help continuously improve business intelligence development processes.
- The FPA team facilitated four financial management training sessions in November and early December to support leadership development for MetroHealth leaders and managers included in the Leadership Exploration and Development Program.
- The Enterprise Data Analytics team has engaged in a project with the Capacity Command Center to develop a set of management visualizations focused on optimizing inpatient throughput.

Internal Audit

- MetroHealth's Enterprise Risk Management (ERM) Working Group, comprised of members of Ethics and Compliance, Legal, and Internal Audit, surveyed over 200 individuals and conducted workshops to gain insights on key risks. The information collected will be used to determine 2021 Internal Audit and Ethics and Compliance audit focus areas as well as to continue development of the ERM program.
- Internal Audit completed interim test procedures of MetroHealth's financial reporting and IT general controls and shared with RSM, the System's external audit partner, for reliance purposes. Internal Audit conducts annual reviews of the design and effectiveness of policies, procedures, and financial reporting and IT general controls is a key element of the overall financial reporting governance.

Information Services (IS)

- Information Services implemented GE Viewpoint, a comprehensive ultrasound solution for the Obstetrics and Gynecology Department. The solution interfaces with Epic and provides OB/GYN improved image management, reporting, and workflows.
- In alignment with the 21 Century Cures Act's information blocking provision, Clinical Informatics and Information Services reviewed all 287 applications supported by IS to ensure they enabled secure information exchange. MetroHealth is ahead of schedule to meet the provision's deadline of 4/5/2021.
- Information Services completed the relocation of MetroHealth's production data center from the Old Brooklyn Campus to Involta, a cutting-edge, highly redundant hosting facility in Independence Ohio. The relocation will improve MetroHealth's capabilities to keep data safe, secure and readily available for our user community. This move also decreases the need for future data center capital improvements.

Enterprise Program Management Office (EPMO)

- To further enhance MetroHealth's customer experience and to improve security, the EPMO is managing the replacement of retail pharmacy point-of-sale technology. The new equipment will also enable additional functionality including text alerts and payroll deduction.
- The EPMO is leading the project to install a state-of-the-art linear accelerator at MetroHealth's Main Campus. The new medical device will deliver advanced radiation treatments to cancer patients and will support improved clinical processes for caregivers.

Supply Chain

- COVID-19 Personal Protective Equipment (PPE) readiness continues to be the priority for the MetroHealth supply chain organization. Daily PPE reporting is used to track usage across the system, enabling the supply chain team to proactively forecast needs and keep the System stocked with high-risk supplies.
- Pharmacy and Supply Chain have developed an ordering process for non-branded pharmaceuticals, which streamlines the replenishment process by using MetroHealth's enterprise resource planning system.
- Continuing to improve visibility to each step of the procurement and material management processes, Supply Chain collaborated with Analytics to create a data warehouse and build on-demand dashboards.

CHIEF OPERATING OFFICER & CHIEF CLINICAL OFFICER

Capacity Command Center and Patient Flow

- Developing a library of Capacity Command Center dashboards for real-time visibility at all levels of system demands, patient placement and efficiencies across the organization.
- Process improvement workflow in PACU to increase bed placement efficiency by implementing Ready to Move (RTM).

Dining Services

- Dining Services kicked off the Culture Development Initiative in conjunction with Human Resources Strategic Change Leader.
- Expanded retail offerings to include MetroHealth logo wear and seasonal gift items in support of employee morale and MetroHealth pride.
- In November, we served 30,428 meals to patients across the system.

Emergency Services

- The 2020-2021 Cold Weather Playbook was updated reflecting investments to facility infrastructures increasing our resilience to bitter and extreme cold conditions. The Playbook has escalating building protective measures based on duration of cold temperatures and windchill duration.
- Training was conducted for system-wide AOC's (Administrator on Call) on the risks, mitigation tactics and initial management for a complete loss of water or internal flooding that may impact any MetroHealth site.
- MetroHealth continues to collaborate with local, state and Federal agencies for the pandemic response:
 - Working with the Dr. Brook Watts, resourced three (3) skilled nursing facilities for PPE from the virtual Zone 1 PPE cache that MetroHealth and other hospitals maintain to support congregate living facilities to contain the spread of SARS-COV-2 to the greater community.
 - Working with Dr. Amy Ray, Medical Director of Infection Prevention, Jay Kuhn, Pharmacy Services and others on developing a "Point of Dispensing" vaccination plan for SARS-CoV-2 responsible for COVID disease.

Environmental Services, Logistics, and Textile Care

- EVS/Logistic has partnered with the Sustainability Team to develop a Waste Stream Advisory Board.
- Worked with Population Health to create a process to deliver DME to patients' homes. This will be coordinated with Transportation Services.
- Took a fresh look at how we are utilizing our COVID-19 cleaning plans.
 - We have added another team that is dedicated solely to sanitizing all 27 touchable points in the hospital, over two shifts.
 - Black Light Audits have been achieved throughout the system, inspecting to date 367 total with 97.8 % passing. All corrective action has been completed.
- Internal Customer Satisfaction scores for November 2020 at 96.7%.
- Developed a cleaning program for all transport equipment, as they are picking up and returning our patients back to their rooms.
- Coordinated food deliveries with the Institute of Hope. This included fresh produce as well as nonperishable canned goods.
- Completed the transition from in-house laundry to contract services. We are now in the monitoring phase.
- Over the past 12 months, we were able to keep the Quality Cleaning scores in surgery in the mid 90's. We are currently trending at 98.4%. Next hard wire program is to work on getting our in-between-case cleaning times down to less than 18 minutes on a daily average.

Pathology

- As of December, the MHS Pathology Laboratories have performed more than 65,000 COVID tests.

Pharmacy

- Pharmacy repurposed existing Pyxis equipment to secure and manage the control of high-risk supplies and sharps used for procedures conducted within the Cuyahoga County Correctional Health facility. This includes

items such as syringes and needles, scissors, surgical blades, saws, and suture trays. This new process provides both inventory management, secured storage and controlled access.

- Retail pharmacies have surpassed administering 10,000 influenza vaccinations given for the 2020 flu season. Previous high for entire flu season was just over 7,500 flu shots.
- Four (4) retail pharmacies had ScriptPro CRS 225 robots installed to improve workflow efficiencies and decrease wait times for patients. These robots, interfaced with the retail pharmacy computer system, select the correct drug, count the number of pills, place in a vial and label the container.
- The pharmacy clinical team collaboration with several ambulatory sites to improve the Uncontrolled Diabetic Quality Metric, has been extremely successful. As these interventions continue, additional improvement is expected.
 - Brecksville noted a 28% improvement
 - Beachwood noted a 20% improvement
 - West Park noted a 10.5% improvement
 - Crocker Park noted a 5.4% improvement
 - Broadway noted a 5.3% improvement

Radiology

- Received a score of 100% compliance with MQSA standards during breast imaging surveys at the Beachwood and Middleburg locations.
- Dr. Christina Clemow collaborated with Dr. Natalie Joseph to present a virtual health talk on breast health to MetroHealth primary care providers.
- The department of Ultrasound began offering contrast enhanced ultrasound procedures for improved identification of focal liver lesions.
- The Department of Radiology celebrated National Radiology Technologist Week (November 9th – 13th) in honor of our employees and their professional dedication.

Adult Health and Wellness Service Line

- Broadway Health Center welcomed Guoyou (Benny) Chen, MD.
- Buckeye Health Center welcomed Brittany Shrefler, MD.

Behavioral Health:

- MetroHealth Autism Assessment Clinic (MAAC) expands further with the increase of Leslie Speer, PhD to a full-time psychologist in the program and is offering psychiatry evaluations with the addition of child psychiatrist Rajesh Mehta, MD to the team.
- Behavioral health now integrated into specialty care clinics (Infectious Disease, Sleep, Cancer Care) with the onboarding of Amanda Burger, PhD.
- Terry Stancin, PhD invited to join the Schwartz Center for Compassionate Healthcare Leadership Council.
- Lisa Ramirez, PhD has joined the board for PEP (Positive Education Program).
- Sheerli Ratner, PhD featured in News 5 Cleveland story “How safe volunteering is proven way to beat pandemic blues.”

Cancer Care Service Line

- Dr. A. Burger has joined MetroHealth and will begin providing additional Psychology services for Cancer Patients.
- Patricia Tousel was named the Chair of the Cancer Survivorship Committee.
- The Cancer Care Service Line executed a collaboration agreement with The Gathering Place to expand programming for Cancer Patients at MetroHealth.

Dental Medicine

- Victoria Barany, DDS has been named Division Director of the Department of General Dentistry.
- Monica Constantin, DDS has been named Division Director of the Department of Pediatric Dentistry.
- Applied for the expansion of the Pediatric Dental Residency Program, partnering with Case Western Reserve University School of Dental Medicine.

Geriatrics/Senior Health

- Geriatrics has been selected as a part of the Project ECHO- COVID 19 Grant. (Extension for Community Healthcare Outcomes). Project ECHO is a revolutionary guided-practice model that reduces health disparities

in under-served and remote areas of the state, nation, and world. The ECHO model uses a hub-and-spoke knowledge-sharing approach where expert teams lead virtual clinics, amplifying the capacity for providers to deliver best-in-practice care to the underserved in their own communities.

Women & Children's Service Line

- Dr. Abughali retired as Chair of Pediatrics, chair search is underway.
- Rainbow Babies and Children's has started to provide pediatric ID coverage as of Nov 1st.
- New ultrasound software was implemented in the fetal diagnostic units.

Specialty Care Service Line

- Specialty Care would like to welcome the following providers to Metro Health Dr. Daniella Pirela (Endocrinology), Dr. Kathir Balakumaran (Cardiology/Heart Failure), Ella Mathieson, NP (Gastroenterology), Linnie Nicholls, NP (Gastroenterology), and Adam Goins, NP (Gastroenterology).
- Opened outpatient ID COVID infusion clinic on December 4. The Bamlanivimab Infusion Therapy – a monoclonal antibody that relieves symptoms and reduces hospitalizations from Covid-19.

Ambulatory Operations

Brecksville:

- Completed 6 weeks of drive-up flu shots (2 nights a week) for 126 patients. Patients have been very appreciative of our drive-up clinics (see Twitter comment below):



53 Shares 3.5K Views

Like Comment Share



Barb Whytenberg

Took my 83 year old mom for a car ride yesterday to take advantage of the drive-thru flu shot offered at the Brecksville location. We were in & out in less than 10 minutes. The nurses were awesome!!! Very thankful to be able to get mom her flu shot without risking exposure! Thank you ladies for braving the cold!!

You are appreciated!!! ❤️❤️❤️#nursesrock

Just now Love Reply Message

Heart & Vascular:

- The first TAVR cases were successfully performed on October 21, 2020. Two cases were completed on the first day. The TAVR procedures are being performed twice monthly, noting eight successful TAVR cases have been performed to date by Drs. Meera Kondapaneni, Aisha Siraj, and George Dimeling. The program is targeted to perform 9 cases by years end.

Office of Patient Experience

- The SAFE Project launched virtual programming in November for its partner schools. Additional student/family engagement videos based on SAFE concepts and principles were also developed, one for high school and one for elementary school.
- In response to COVID-19, the team adapted its 1st and 9th grade programming to a digital format. 16 videos of the psychologically informed arts-based programming were developed and recorded with arts partners Kulture Kids and Inlet Dance Theatre.
- Access and information for MetroHealth's Latinx patients has been greatly improved by the launching of MyChart Spanish and expanded translation services. Spanish MyChart offers access to medical information, telehealth updates, appointment scheduling and more!
- Michael Hansen, Supervisor of Patient Relations, has recently received the designation of Board-Certified Patient Advocate. The Patient Advocate Certification Board (PACB) offers the only U.S. nationally recognized Patient Advocacy certification.
- To assist patients and visitors find their way through Main Campus, updated wayfinding signage has been installed. Specific frequent wayfinding paths were identified, including: Towers Entrance to the Emergency Department, Critical Care Pavilion, the Outpatient Plaza and return to the Towers.
- Inpatients participating in the November 3rd election were assisted by bi-partisan employee volunteers in completing their absentee ballots. This process, developed in partnership with the Cuyahoga County Board of Elections, supported 32 patients (including 6 in isolation) with exercising their right to vote.
- In recognition of 2020's Health Education week, MetroHealth's enhanced approach to Patient Education launched with a CME/CEU panel presentation focused on patient education and health literacy.
- Reverend Debra Dove joined MetroHealth on December 7, 2020 as the Manager of Spiritual Care. Reverend Dove was ordained to the Christian ministry by the late Civil Rights leader Reverend Ralph D. Abernathy at the West Hunter Street Baptist Church in Atlanta, GA, and has directed the Spiritual Care Departments in urban and suburban locations. Reverend Dove has dedicated her life and ministry to improving people's spiritual well-being of diverse, multi-cultural and religious traditions
- Sue Weglarz, a nurse who retired in 2013 after working at MetroHealth Medical Center for 36 years and then returned to volunteer in 2019, was featured in a Spectrum News 1 Everyday Heroes story that aired on November 25. The story focused on Sue's volunteer efforts to combat food disparity by delivering food to families through the Institute for H.O.P.E.'s mobile food pantry initiative and the Food as Medicine program.

Ethics and Compliance

- Completed 2021 World's Most Ethical Company application
- Published new [Third-Party Code of Conduct](#)
- Established privacy liaison program at all MetroHealth sites to expand monitoring of physical security of patient information
- Expanded ethics and compliance manager training
- Began training providers on new billing and documentation rules that go into effect January 1, 2021
- Automated audits for 340B retail pharmacies
- Built an ethics and compliance portal to serve as digital repository for all compliance materials
- Created an interactive digital [Code of Conduct](#)

CHIEF NURSING OFFICER

- On November 17, MetroHealth was informed that we had received our fourth Magnet designation! Earlier this fall, the American Nurses Credentialing Center (ANCC) conducted an evaluation to determine if we meet the rigorous standards set forth by Magnet. The review involves five key components: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations, & Improvements; and Empirical Outcomes.
- With this achievement, MetroHealth continues its standing in the Magnet community— a distinguished group of health care organizations and hospitals that demonstrate excellence in nursing services. We have

always believed that we employ the highest-quality and most professional nurses. Receiving recognition from ANCC for the quality of our nursing staff reinforces this belief.

- Research shows that Magnet-recognized organizations demonstrate better patient outcomes and higher patient satisfaction. Our continued Magnet designation demonstrates our continued commitment to keeping our patients healthy and safe.
- Each year the Ohio March of Dimes holds a Nurse of the Year ceremony which recognizes outstanding nurses in several different categories. Finalists and winners were recognized in a virtual ceremony on December 1.
- We had one winner: Judith Szerencsy from Labor & Delivery in the category of Clinical Education & Staff Development, 20+ years!
- We also had one Finalist: Kelley Gallagher from Labor & Delivery in the category of Leadership, 6-19 years and several nominees from MetroHealth in various categories:
 - Andrea Holmes from the Pediatric ICU
 - Julie Hackney from the Parma Emergency Dept
 - Nina Smolinski from the OB-GYN Clinic
 - Rebecca Scott from the Neonatal ICU
 - Ritsa Mavrakis from Labor & Delivery

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth's For All of Us campaign has met its initial goal of \$100,000 million, with \$89.5 million of the committed to program and endowment and \$13.7 million committed to capital. We anticipate announcing our next goal within the next month.
- The Three Arches Foundation made its first grant of \$50,000 to support MetroHealth's School Health program.
- MetroHealth received a total of \$35,000 in support for the Building for the Future Fund from Margaret Wong and The Albert M. Higley Company.
- CareSource has made a generous commitment of \$600,000 to support the Institute for H.O.P.E.
- Longtime MetroHealth supporters, James and Elena Muraco have contributed over \$11,000 to support MetroHealth's Cancer Care Center.
- The MetroHealth Foundation welcome two new board members at its December meeting: Eric Fiala, Senior Vice President Director, Corporate Community Initiatives & Relations and JoAnn Glick.

CHIEF DIVERSITY & HUMAN RESOURCES OFFICER

- To date, we've completed more than 60 racial equity focus groups for employees, residents, providers, and patients. From these focus groups, several recurring themes have emerged:
 - Additional training and tools are needed to effectively navigate cultural differences
 - We need to address employment practices that impede underrepresented groups' ability to be hired, developed and/or promoted
 - Team dynamics and communication impact trust and overall team effectiveness, which in turn perpetuate bias and stereotyping
- To start addressing these insights, all executive leaders, including the MetroHealth Board of Trustees, are currently engaged in Inclusion, Diversity and Equity training. As our senior leaders continue to build IDE capabilities, our next step is to provide training and awareness for all directors and managers in January and February. It is our objective to have every employee in every department across the System trained over the course of 2021.