

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MAY 26 , 2021**

EXECUTIVE

- Cuyahoga County Council approved the reappointment of John Hairston and appointment of Inajo Davis Chappell to the MetroHealth Board.
- Construction will begin soon on the behavioral health expansion at Cleveland Heights Medical Center. This project, slated to open in the fall of 2022, will fill a vital community need by dramatically increasing the number of inpatient behavioral health and addiction beds in the community.
- MetroHealth is the first and only hospital in Ohio offering a new skin mapping service called SkinIO. SkinIO can detect a problem long before it gets serious or life-threatening. About 80% of melanomas come from a new spot on the skin; the other 20% come from a change to an existing mole. With just a smartphone or tablet, the Skin IO's AI technology flags potential skin issues and complements a patient's typical skin exam. The images remain secure and private, visible only to the patient and Dermatologist. The results are reviewed with the patient the same day and the digital skin health record is followed over time. After the initial exam, the Skin IO app is available by phone or tablet, and the app will permit the patient to monitor skin health at home, track any changes and ask questions.
- The MetroHealth Research, Informatics and Information Services teams achieved Level 8 in Epic's Gold Starts initiative. This achievement marks a major milestone for our Epic Research model, allowing expanded support of research efforts, including recruitment of study participants.
- The MetroHealth Cancer Center team celebrated the installation of the Varian TrueBeam linear accelerator, which allows patients to receive high-precision treatment at main campus.
- MetroHealth was awarded its 5th consecutive renewal to participate in the National Institute for Child Health and Human Development Maternal-Fetal-Medicine Units Network.
- The Radiology Department now offers a contrast enhanced ultrasound, which is an alternative for those who claustrophobic and those who do not fit in an MRI machine.
- MetroHealth has partnered with Governor Mike DeWine's office, FEMA, and Cuyahoga County to offer thousands of COVID-19 vaccinations at the Maple Heights location.
- MetroHealth has been named to the "Best 50" list by Global Health Exchange for its operational excellence in using automation to improve performance and reduce costs.
- MetroHealth is launching a dynamic program focused on clinician well-being and engagement. The goal is to resolve issues that clinicians experience in their daily activities to reduce stress and create a healthier workplace. The Lead Forward program launched with 40 senior administrators and medical department chairs working on issues identified by clinicians.
- The Elisabeth Prentiss Center will close at the end of the month, speeding up the timeline for demolition and building of outpatient tower. Future skilled nursing patients will be treated at a new rehabilitation center being developed with ProMedica on the Old Brooklyn Campus.

CHIEF OF STAFF

Correctional Medicine

- COVID vaccination - Current acceptance rate of 40% with 93 inmates fully vaccinated to date.
- Presented the Behavioral Health Program and Clinical Outcomes to the State of Ohio Attorney General's Taskforce, Pandemic Response Committee. The outcomes included a suicide attempt rate reduction of 80% in 2020 as compared to 2019.

Behavioral Health, Outpatient

- Online direct scheduling launches May 17th through the Recovery Resources website. This enables patients direct, private access to scheduling their first evaluation as a telehealth visit.

Department of Public Safety

- Lieutenant Delmar Henderson recently graduated from the Police Executive and Administrative Leadership School.

- The department is partnering with the Hispanic Forum to teach officers how to speak, and listen for, commonly used phrases in Spanish.

Facilities Management

- Joint Commission Readiness
 - Conducting bi-weekly readiness drills with our staff
 - Life Safety Audit completed, remediation underway

Government Relations

- Cleveland Heights City Council on March 25 approved MetroHealth's proposal to add 110 behavioral health beds to our existing building at Severance Circle.
- MetroHealth has been working with cities, schools, community groups and other stakeholders to publicize vaccination clinics. This included working with several mayors and school districts in and around the Northfield Road site in Maple Heights; the Third Federal Foundation, University Settlement, the Boys and Girls Club and other groups in Slavic Village for the Third Federal vaccination clinic; and the city of East Cleveland and East Cleveland Schools
- Our team has been working with the Hispanic Roundtable, Foundation for a Fair Future and other groups to increase awareness of vaccination clinics among the Hispanic community.

Marketing

- Under the leadership of our new Vice President of Marketing, Carrie Lewis, The department is pursuing a new strategic marketing plan, including target marketing and advertising opportunities linked to MetroHealth's 5-year strategic plan and new logo and font.

Communications

- Much of the Communications Teams' effort this spring has been focused on COVID-19 vaccinations, with particular emphasis on equity efforts and, in recent weeks, how to overcome declining demand. List of stories are attached at the end of the report.

CHIEF FINANCIAL OFFICER

- RSM US LLP, has completed the 2020 financial statement audit and reported the results to the Audit Committee at the March 2021 meeting. Based on delays from Health and Human Services, The Single Audit Report covering Federal Awards has been delayed until further notice.
- Finance issued a Competitive Sealed Proposal (CSP) for an invested assets advisor. After a thorough process to review qualified firms, a decision was reached to engage the incumbent, Clearstead.
- Revenue Cycle Management continues to provide remote support to MetroHealth providers for COVID-19 screenings and mass testing at shelters, group homes, assisted living, and skilled nursing facilities. Since program inception in May 2020, HRSA has approved reimbursement for testing of 5,144 patients and vaccine administration of 6,489 patients.

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

- The Enterprise Data Analytics team has completed an initiative to optimize MetroHealth's data visualization environment (Tableau).
- In partnership with Vizient, the FPA team continues to rollout the initial Operational Data Base (ODB) benchmarking reports to executive and department leaders.

Internal Audit

- The 2021 Internal Audit plan is underway. Twelve audits have commenced for the audit period beginning April 2021. Internal audit continues to align procedures with other governance functions; 56% of the planned audits will be coordinated with the Ethics and Compliance team, while 30% of the planned audits will be coordinated with the legal team.
- The top Enterprise Risk Management (ERM) risks for 2021 have been identified and presented to the President's Cabinet. The ERM team is leading in-depth assessments with risk owners for three risks: cyber security, 340B program, and telemedicine. The results will be shared with the ERM risk owners in preparation for the completion of their assessments in 2021.

Information Services (IS)

- MetroHealth became one of the first health systems to implement Epic's Payer Platform and use it with the first payer, Humana. In May of 2021, MetroHealth will be the first to use Payer Platform with Anthem. Payer Platform allows robust electronic information exchange between healthcare systems and payers for improved administrative efficiency and faster claims processing.
- MetroHealth has achieved accreditation for Epic's Community Connect Program. The Community Connect program allows hospitals to extend their version of the Epic Electronic Health Record (EHR) System to independent practices, hospitals, and post-acute facilities. Accreditation qualifies MetroHealth to extend its Epic EHR to hospitals with 200 or more beds.

Supply Chain

- The supply chain is partnering with Perioperative Service leadership to develop and implement an improved OR Value Analysis Committee (VAC) structure. A mission statement and charter were created and approved by the Supply Chain Medical Director and the Vice President of Supply Chain.
- Utilizing 5S (sort, straighten, shine, standardize, and sustain) process and visual management boards, the team has increased storeroom cleanliness, reduced errors, and improved overall material delivery efficiencies to our clinical stakeholders.
- In striving to provide world-class customer service utilizing user-friendly platforms, supply chain created a centralized portal known as the "Supply Chain Front Door", for educational materials, training videos, data management workflows, new contract requests, and vendor returns.

Intelligent Automation

- MetroHealth issued a Competitive Sealed Proposal (CSP) for Intelligent Automation Implementation Services to identify partner organizations with expertise implementing solutions to support further increasing organizational efficiency and expanding capabilities through digitization of processes

CHIEF OPERATING OFFICER & CHIEF CLINICAL OFFICER

- Dr Boulanger and Dr Stan Gerson, interim Dean CWRU SOM, celebrated the establishment of the P. Hunter Peckham PhD and George J. Picha MD PhD, Professorship in Biomedical Engineering to the inaugural chairholder, Kevin Kilgore PhD.
- Dr Boulanger represented MetroHealth at the 2021 CWRU School of Medicine Convocation Ceremony.
- We are pleased to announce the appointment of Dr. Venkataramu N. Krishnamurthy as our new Chair of the Department of Radiology who is currently Professor, Department of Radiology, Vascular and Interventional Radiology, and Professor, Department of Surgery, at University of Michigan.
- Administrative Director of the Surgery Service Line, Amy Boone, MBA, BSN, RN, will join us in June.
- Brian Kovach named new Cancer Care Service Line Leader.
- Kathleen Rizer named interim Ambulatory Operations Service Line Leader with the retirement of Katie Carney.

Capacity Command Center and Patient Flow

- Phase II construction of the Capacity Command Center space has been completed
- New dashboards have been created for use in the Capacity Command Center and in distribution to leaders to chart trends and progress in improving admission, discharge, and transfer processes.

Emergency Services

- Construction completed in the Behavioral Health Secure Hold Suite with nine (9) newly renovated and fully operational patient rooms.
- Emergency Services Revenue Cycle team member, Alison Jones recently certified as CAC (Certified Ambulance Coder) through National Academy of Ambulance Compliance.
- ET3 volumes continue to grow, surpassing targets from 40 (target) to 73 (actual) for the month of April.

Environmental Services, Logistics, and Textile Care

- EVS is beginning an aggressive 5-year systemwide waste stream program with a strong focus on cost management and safety sustainability initiatives.
- Developed a new process for tracking registered mail both at the Main branch of the post office and internally.

Emergency Preparedness

- Working with the grant management team in Finance, we closed a COVID supplemental grant in the amount of \$64,893.41 from the Assistant Secretary for Preparedness and Response (ASPR) as distributed by the Ohio Hospital Association. The funding supported purchases of PPE and COVID-19 testing supplies.
- The Executive Board of the Northeast Ohio Healthcare Meta-Coalition of which MetroHealth is a member, finalized changes and approved the NEO Burn Surge Plan. The plan was developed with experts from MetroHealth Comprehensive Burn Center to address any large-scale event involving burn victims in the region.

Pathology

- The implementation of the Biofire BCID-2 Panel in the MHMC Microbiology Laboratory, provides the ability to rapidly identify genes and markers for the detection of antibiotic resistance. These results allow clinicians to modify empiric treatment approaches, thus promoting a timelier escalation or de-escalation of treatment.

Pharmacy

- MetroHealth Ohio City retail pharmacy opened on April 5th to become the 10th retail pharmacy location for the MetroHealth System.
- The Pharmacy led Centralized Prior Authorization team opened recently to help the clinics have more time to see patients in the clinics and less time with processing insurance paperwork. In the 1st month the team completed over 13,000 prior authorizations for clinics throughout the MetroHealth System with more than 90% of them requiring no provider intervention.

Radiology

- Achieved ACR accreditation for Brecksville CT scan, Parma MRI, and Beachwood Ultrasound.
- A new replacement Philips InCisive CT scanner at the Parma location with a go live scheduled 5/17/2021.
- A new replacement Shimadzu Radspeed X-Ray room at OPP with a go live schedule 5/24/2021

Clinical Engineering

- Initiated refresh of AED (Automatic External Defibrillator) fleet across the system with state-of-the-art equipment. The new Zoll AED's will provide multiple new features to improve patient care.

Behavioral Health

- LINC program (Loved Ones Involved in a Network of Care) program has been developed on inpatient and outpatient units to engage family members and provide support in mental health recovery.

Cancer Care Service Line

- MetroHealth was invited to join the National Center for Regenerative Medicine as a full member with participation on the NCRM Executive Committee and two seats NCRM Governance Board. Membership will expand access to collaboration, oversight, and protocol review for Cell Therapy research.
- The New Varian TrueBeam Linear Accelerator and ARIA treatment software went live and has been treating patients since the end of March

Dental Medicine

- The Broadway Dental Clinic was approved as a site within the scope of the FQHC (Federally Qualified Health Center) Look-Alike model.
- Manuscript accepted for publication in journal Gerodontology – “Time to integrate oral health screening into medicine? A survey of primary care providers of older adults and an evidence-based rationale for integration” – authors were Lance Vernon, DDS, Greg Heintschel, DDS, Kathryn Teng, MD, David Kaelber, MD, Dr. Suchitri Nelson

Geriatrics/Senior Health

- Completed Red Carpet Care expanded area at Old Brooklyn Center. Currently Red-Carpet Medicaid and Red-Carpet Medicare serve approximately 800 patients with high acuity needs.
- Michelle Dietz, MD has been appointed Geriatric Fellowship Program Director.

Neuro-Musculoskeletal Service Line

- PM&R officially welcomed patients on Monday, May 10th to the renovated Old Brooklyn Health Center as part of MetroHealth's \$9 million investment to expand PM&R and Research.
- Dr. David Hehemann has been named Podiatry Chief with the retirement of Dr. Frederick Schmieder. The NMSK Service Line would like to thank Dr. Schmieder for his service.
- Dr. Ari Wachsman has been named Medical Director – NCCU.

Primary Care

- Partnered with the Hitchcock Center for Women in Hough to provide Medication Assisted Treatment services at their location which provides women and children with housing while receiving treatment.
- Virtual care communication skills course has been developed to help improve on provider communication during virtual visits. The course consists of 2 parts – a didactic LEAP module, followed by a practice session in which providers practice their skills with a standardized patient and receive individualized feedback from a colleague evaluator. The course will be offered in phases to the highest performers of virtual visits – adult primary care, behavioral health, pediatrics, and cardiology.

Specialty Care Service Line

- Department of Dermatology received a \$30,000 grant from the American College of Mohs Surgery for Artificial Intelligence for Cutaneous Squamous Cell Carcinoma.

- Dr. Dennis Auckley, Department of Pulmonary, Critical Care, and Sleep Medicine, was recently named Vice Chairperson of Inpatient Obstructive Sleep Apnea Task Force for the American Academy of Sleep Medicine.

Trauma, Critical Care, Burns Service Line

- We have welcomed our first Trauma Advanced Practice Provider fellow to start on May 24. The fellowship will be a one-year specialized training in trauma care. The goal is to lead the way in education and professional growth of the Advanced Practice Provider by fostering leadership, clinical decision making, and surgical technique in the traumatically injured and critically ill patient.

Women & Children's Service Line

- Child Life & Education received the "Friends of Nursing Award – Ancillary Department" as part of Nursing Week.
- Dr. David J. Birnkrant coordinated and was co-author and co-editor of a special issue of Pediatric Pulmonology exploring emerging therapies to preserve lung and heart function in people with disease like Duchenne muscular dystrophy.

Ambulatory Operations

- Broadway Health Center noted a critical care gap: we could do better with identifying pediatric patients at risk for lead exposure. Dr. Mathew Tien started a process improvement project with the team where instead of sending a patient to the lab to have blood drawn after their visit, the team would draw the sample in the exam room. Broadway started drawing the lead levels in the room the 1st week of April and we went from 33% to 100% in three weeks. A significant benefit to our patients!
- A newly remodeled State Road Family Practice reopened for patient services on April 5. Providers at the site include Kristin Kranz, MD, Kristine Campea, CNP, Jennifer Dowell, CNP and Susann Telmanik, CNP. All providers are accepting new patients.

Office of Patient Experience

Patient-Centered Care

- Consistent and accurate overhead signage was installed throughout Towers inpatient areas to improve wayfinding for patients and guests using the A & B elevators.
- The Office of Patient Experience facilitated the inpatient voting process for the May Primary Election.
- Jennifer Lastic, CPXP, Manager, Patient-Centered Care and Stephanie Seng-Patton, Coordinator, Projects, Patient Experience were presenters at the Cleveland Clinic Patient Experience Empathy + Innovation Summit.

Spiritual Care

- Rev. Debra Dove, MDiv, BCC, Manager of Spiritual Care, provided two educational In-Services via WEBEX for the Institute of H.O.P.E., on Grief and loss to their, Healing Circle of Palliative Care, 40 community based lay persons participated in the training.
- Secured space for our Muslim employees to offer daily prayer. Rev. Dove collaborated with the Bikur Cholim of Cleveland and developed an agreement for Muslim employees to use the Bikur Cholim room for daily prayer.
- Chaplain Sandra King presented to the American Burn Association: "Spiritual Distress and the Burn Survivor: Moving from Disorientation to Reorientation."

ETHICS AND COMPLIANCE

- Sarah Partington recognized by Compliance Week as Compliance Innovator of the Year
- Ethics and Compliance Department selected as a finalist by Compliance Week for Ethics and Compliance Program of the Year
- Launched LinkedIn Group: Compliance Professionals of Greater Cleveland
- Streamlined and automated various components of our third-party risk management program
- Designed and implemented data analytic audit procedures for routine 340B pharmacy audits
- Expanded training library on HIPAA, social media and documentation and coding rules
- Responded to ethical and compliance risks regarding medical tourism for cosmetic surgery
- Revised and distributed Notice of Privacy Practices
- Established Improving Patient Communication group
- Enhanced the Privacy Liaison Program to establish system-wide presence

CHIEF NURSING OFFICER

- Nurses Week was celebrated May 6-12. Many activities took place throughout the week, such as Blessing of the Hands, Nursing Research Day, wellness tips and techniques, professional development/continuing education offerings, and a uniform sale. Gifts were distributed to nurses and nursing support staff. Nursing Excellence Awards were given, and a unit celebration held for each winner:
 - Outstanding Achievement in Nursing Quality: Ann Fiorta, BSN, RN, PCCN-Critical Care Stepdown
 - Outstanding Achievement in Nursing Education & Professional Practice: Christina Getto, BSN, RN-Neonatal Intensive Care Unit
 - Outstanding Achievement in Nursing Leadership: Gwyn Gawor, BSN, RN, CMSRN-8AB Surgery
 - Outstanding Achievement in Career Excellence: Julie Medas, MSN, APRN-CNS-Neonatal Intensive Care Unit
 - Outstanding Achievement in Nursing Research & Innovation: Shelly Amato, PhD, APRN-CNS, CRRN, CNRN-Rehab
 - Outstanding Achievement in Interprofessional Collaborative Care: Clinical Informatics & Informatics Services
 - Outstanding Friend of Nursing: Child Life & Education Department
- Medical-Surgical Nursing Certification Board (MSNCB) and the Academy of Medical-Surgical Nurses (AMSN) recognized 7BC-Trauma with the AMSN PRISM Award® at the end of April. PRISM stands for Premier Recognition In the Specialty of Med-surg. Through this distinguished honor, AMSN and MSNCB identify and celebrate medical-surgical units that achieve sustained excellence through exhibiting:
 - Effective leadership
 - Recruitment and retention of competent staff members
 - Evidence-based practice
 - Positive patient outcomes
 - Healthy work environment
 - Lifelong learning of unit staff members
- 7BC is one of only 4 units in Ohio to receive this recognition. Overall, there are less than 100 PRISM recognized units in the country.

CHIEF DIVERSITY & HUMAN RESOURCES OFFICER

- Conducted 6th Annual Transgender Job Fair – Virtual
- Partnered with Wellbeing Committee to launch Suicide Prevention educational program
- Office of ID&E continuing to elevate MetroHealth's commitment to inclusion, diversity, and equity by delivering monthly virtual panel discussions

PRESIDENT OF THE METROHEALTH FOUNDATION

- MetroHealth's For All of Us campaign has reached \$105.8 million, with \$91.9 million committed to program and endowment and \$13.9 million committed to capital.
- Bank of American expanded its support of MetroHealth with a recent \$200,000 grant to support the Institute for H.O.P.E.™ Since 2018, BoA has provided \$1.34 million in generous gifts and grants.
- Chip and Karen Jaffe Chaikin have contributed \$250,000 to establish the Anita Chaikin Band Aid Fund in support of the Institute for H.O.P.E.™ and the basic social needs of MetroHealth patients.
- The HH (Howard Hanna) Children's Free Care Fund has once again stepped up, providing over \$25,000 to support MetroHealth's child life and pediatric wellness programs.
- The Cuyahoga County Fatherhood Initiative renewed its commitment to Daddy Boot Camp with a generous grant of \$88,000 to support the program.
- The MetroHealth Foundation Board of Directors will welcome Gareth Vaughan as its new Chair at its May 27th Board meeting and bid farewell to Brian O'Neill for his outstanding service to MetroHealth.

NEWS STORIES

Dr. Akram Boutros featured in story "How Northeast Ohio is changing its vaccine rollout to expand access to minority communities" which focused on our efforts in Maple Heights:

<https://www.wkyc.com/article/news/health/coronavirus/northeast-ohio-vaccine-eligibility-minority-communities/95-b2057f69-2a9a-441c-a3fa-ab0b43b0b69e>

Dr. Brook Watts featured in Sounds of Ideas story/segment about offering vaccinations at alternative locations (MetroHealth's drive-thru clinic at Third Federal in Slavic Village):

<https://www.ideastream.org/programs/sound-of-ideas/local-businesses-create-alternative-vaccination-sites>

MetroHealth offers vaccinations at restaurants in Ohio City and Tremont:

<https://www.news5cleveland.com/news/continuing-coverage/coronavirus/metrohealth-offers-restaurant-vaccination-clinics>

MetroHealth opens vaccination clinic at Shaw High School in East Cleveland:

<https://www.wkyc.com/article/news/health/coronavirus/vaccine/metrohealth-covid-19-vaccinations-wednesday-east-cleveland-shaw-high-school/95-74a5a524-78b8-44b0-ab57-ab9e66d5c024>

Portrait artists commemorating doctors and nurses in COVID times (Spectrum) -

<https://spectrumnews1.com/oh/columbus/news/2021/03/25/portrait-artists-commemorating-doctors-and-nurses-in-covid-times-#>

MetroHealth Nurse Char Warner featured on the front page of the Sunday Plain Dealer:

<https://www.cleveland.com/coronavirus/2021/05/for-metrohealths-char-warner-working-in-emergency-medicine-is-a-passion-health-care-heroes.html>

Virtual reality giving MetroHealth neurosurgeons a chance to 'pre-do' brain surgery (Cleveland.com) -

<https://www.cleveland.com/medical/2021/03/virtual-reality-giving-metrohealth-neurosurgeons-a-chance-to-pre-do-brain-surgery-brain-tech-in-cleveland.html#:~:text=Virtual%20reality%20technology%20developed%20by,patients%20safe%2C%20MetroHealth%20experts%20said.>

Caring for our caregivers and helping with nurse burnout during COVID: 'You Are Not Alone' series with 3News'

Hollie Strano (channel 3) – <https://www.wkyc.com/article/news/health/mental-health/nurse-burnout-covid-pandemic-university-hospitals-metrohealth-cleveland/95-5ec80457-7dc7-479c-be02-4beb8610ecaa>

Nearly a decade after Seymour Avenue shocked Cleveland, Clark-Fulton is ready for the future (channel 5) –

<https://www.news5cleveland.com/news/local-news/cleveland-metro/nearly-a-decade-after-seymour-avenue-shocked-cleveland-clark-fulton-is-ready-for-the-future>