



## A Note From Dr. Steed

Trustees,

As I approach the end of my first 100 days as CEO, I continue to be amazed at the tremendous value this institution provides. I am honored to lead our 8,200+ caregivers who are so committed to ensuring everyone gets the high-quality care they deserve.

Every person I have met during my time in Cleveland has made me feel like this is where I belong – that this is home.

A central component of my introduction to this wonderful community is listening. I am committed to hearing from as many people as possible and incorporating their ideas, opinions and challenges into the decisions we make. Everyone – employees, patient and members of the community – deserves to have a voice and a seat at the table.

That is why I have made **Healthy Conversations** a tenant of my leadership style. Through these listening and engagement sessions, I have gathered tremendous understanding about the most pressing needs of our employees and patients.

During internal listening sessions, I met with nearly 500 employees and gained a better sense of how I can support them so they can meet the needs of our patients. Likewise, I participated in several rounding exercises with caregivers at Main Campus and various ambulatory sites and convened our clinical, administrative and ambulatory leadership teams to discuss trends in patient care, areas of excellence and



opportunities for growth.

Based on our staff's input, we have taken several steps to ensure we have the right structure, policies, and resources in place to position our colleagues for success. That includes conducting a comprehensive space assessment as part of our ongoing campus transformation, investigating development of new provider governance, implementing policy changes to enhance recruitment, particularly for nurses, and creating new employee engagement mechanisms to ensure all team members can provide honest feedback.

Similar listening sessions have taken place in the community to help me better understand the impact MetroHealth is making and where there may be gaps. These sessions have provided me with a unique opportunity to hear directly from the individuals we serve throughout Cuyahoga County.

I have also met with local, state and federal policymakers, business leaders, community organizations and additional stakeholders to learn how MetroHealth fits into the local and national health care landscape while also allowing me to advocate for the continued support that is essential to ensuring we can meet the needs of all of our communities.

These internal and external conversations have only strengthened my conviction that MetroHealth is uniquely positioned to meet the needs of the individuals we serve. We are doing this by building upon our clinical and academic excellence, committing to eradicating health care disparities and zeroing out the death gap, and ensuring all have access to high-quality, patient-centered care.

Some of the most pressing needs and themes identified during these conversations include:

- Improving Access to Care
- Addressing Workforce Shortages
- Addressing Health Disparities/Social Drivers of Health
- Creating a Best Environment to Work
- Campus Transformation 2.0: Addressing Parking and Space Concerns
- Improving Communication and Engagement

In the following pages you will learn about some of the ways we are addressing these concerns and how we are expanding reach while remaining focused on our mission.

We are also finalizing our performance goals for the year, which will be communicated and tiered across the organization. I look forward to sharing those and a performance scorecard with you in future reports.

I am energized by what we have already accomplished and what we have planned. I look forward to working with all of you to continue our momentum.

Sincerely,

**Airica Steed, Ed.D, RN, MBA, FACHE**

President & CEO, The MetroHealth System



## SAVE THE DATE

**Minority Men's Health Fair (Thursday, April 27):** This year's health fair will take place April 27 from 5-8:30 p.m. at THREE MetroHealth locations: Main Campus, Cleveland Heights Medical Center and Ohio City Health Center. Though the event is geared toward men, anyone is welcome to attend. More than 30+ free health screenings will be available. To learn more, visit [metrohealth.org/mmhf](https://metrohealth.org/mmhf).

**Metro's Got Talent (Wednesday, May 10):** In celebration of Hospital Week, we invited our staff to showcase their talents and hobbies a chance to win a prize. The event is being hosted by The Office of Employee Engagement. It will take place from 3:30-5:30 p.m. on Wednesday, May 10, at The Glick Center's MetroEats.

**#EquityFirst:** In addition to the Minority Men's Health Fair, we plan Minority Women's Health Expo on September 30 at the Huntington Convention Center of Cleveland. Stay tuned for more details.

## Five Pillars

Each month, I will provide an update on the five pillars of our vision for MetroHealth in the areas of Clinical and Academic Excellence; Health Equity; Community Engagement; Innovation and Accelerating Growth.

### Clinical & Academic Excellence

**Advanced Treatment For All:** MetroHealth launched a state-of-the-art vector and cellular Good Manufacturing Practice (GMP) facility that will enable quick, reliable production and processing of the latest cellular immunotherapies. With this facility, MetroHealth becomes the first safety-net hospital in the United States to offer in-house viral vector and cellular production for a wide spectrum of medical treatments. It will make CAR-T therapy and cellular immunotherapy research accessible to underserved communities in the greater Cleveland region and beyond. [Learn more here.](#)

**CPC-Ohio:** MetroHealth again received high marks for performance on its second annual pediatric-focused evaluation for the Ohio Comprehensive Primary Care (CPC-Ohio) value-based program, which manages nearly 100,000 Medicaid patients. The audit was a review of MetroHealth's performance in the CPC-Kids component serving 43,000 pediatric patients from Ohio Medicaid and five Medicaid Managed Care Organizations (Buckeye, CareSource, Molina, Paramount, United Healthcare). Since then, Paramount's Medicaid product ended and three additional Medicaid health plans joined (AmeriHealth Caritas, Anthem, Humana).

**New Residency Program:** The MetroHealth Department of Dental Medicine is ramping up efforts to increase access for patients and community members with new outreach programs and training, all while addressing the dentist shortage in our region. The department is launching a new dental residency program, AEGD – Advanced Education in General Dentistry. The program in advanced education in general dentistry is accredited by the Commission on Dental Accreditation and has been granted the status of initial accreditation.

### Health Equity

MetroHealth is actively moving clinical, education and research work in primary care toward a health equity lens. Some of those efforts include:

**BREAST/Amigas:** On March 25, we kicked off our 18th year of providing free mammograms and education through our BREAST/Amigas program. Screenings took



place at Nueva Vida Church in Cleveland's Clark-Fulton neighborhood.

**Breaking Down Barriers:** We recently launched a new Medical Training Assistant Program, which is designed to remove barriers for individuals interested in pursuing a career in this in-demand field. The next cohort of up to 16 students will launch in September. Likewise, six individuals recently graduated from our new Dental Assistant Apprenticeship Program. All six passed their final examinations and accepted positions at our Ohio City, Rocky River and Broadway dental medicine locations.

**Minority Men's Health Fair:** MetroHealth is once again hosting the Minority Men's Health Fair on April 27 at three locations: Main Campus, Cleveland Heights Medical Center and Ohio City Health Center. We will also host a Minority Women's Health Expo in September. A Minority Children's Health Fair is also in development.

**Black Infant-Maternal Mortality:** National health statistics show that Black women are three times more likely than others to die from pregnancy-related causes. In addition, Cuyahoga County has one of the highest rates of maternal and infant mortality in the country for Black women and babies. Just recently, representatives from MetroHealth, the Cuyahoga County Board of Health, Cleveland Department of Public Health, Mount Sinai Foundation and others came together at The Glick Center to discuss ways we can partner to address this crisis. These partners also toured our new Birthing Center and Neonatal Intensive Care Unit. The meeting also served as an opportunity raise awareness about MetroHealth's programs that support individuals who are pregnant and new parents, including Nurse-Family Partnership, Child Birth Education and our Centering Pregnancy Group.

**Leadership Matters:** Alan Nevel, SVP, Chief Equity & Community Impact Officer; and Margie Diaz, Director, Inclusion, Diversity & Health Equity; spoke at the Ohio



Chamber of Commerce's 2023 DEI Summit. Nevel will serve as the opening keynote speaker and Diaz will be a featured panelist.

## Community Engagement

**BVU Homeless Stand Down:** MetroHealth is among several community partners supporting the BVU Homeless Stand Down, which provides people experiencing homelessness with necessary resources, respite from the elements and reconnection with the community.

**Arts and Good Health:** MetroHealth's Center for Arts in Health and Cleveland Clinic's Arts and Medicine Institute are partnering with the National Organization for Arts in Health to bring NOAHCON23, the organization's annual national conference, to Cleveland September 19-21, 2023. The Cleveland Play House will host the conference at their home theatres in Playhouse Square. Linda Jackson, Director, Arts in Health serves as co-chair of the national conference.

**Youth Mental Health:** Earlier this month, U.S. Surgeon General Vivek Murthy, MD, visited Cleveland to focus attention on one of his top priority issues: The mental health crisis facing American adolescents. And his first stop was at the City Club of Cleveland where he recorded an episode of his podcast, "House Calls," with one of the country's most prominent child psychologists, Lisa Damour, PhD. They spoke in front of a live audience of parents, students and providers brought together with support from MetroHealth.

**Local Government Relations:** MetroHealth is pleased to welcome Adam Winston as the System's new Director of Local Government Relations. In this role, Winston will focus on deepening MetroHealth's partnerships with local leaders and elevating the health system's work around improving access, eradicating health disparities and advancing health equity. Winston is a longtime public servant, community leader and business advisor who most recently served as a trustee for the Village of Glenwood in suburban Chicago.

## Innovation

**Expanding Access:** Lumina Imaging, MetroHealth's consumer-centric imaging centers, will soon open its fourth location. The new Westlake site joins other centers in Medina, Mentor and Solon.

**Creative Solutions:** Our frontline caregivers have great ideas for addressing challenges within the System, which is why MetroHealth leaders are coming to them for solutions. This month and next, we will host a Hackathon, focused on throughput. Employees from various disciplines/areas will be put into teams to create



solutions. Their ideas will be presented to a leadership panel, and winning ideas will be shared with the organization.

## Accelerating Growth

**Growth Through an Equity Lens:** MetroHealth launched a new Blood and Marrow Transplant Program that was created for patients who need a transplant but who are unable to take part in other hospital programs. Patients who lack reliable transportation for the many required appointments, access to healthy foods and other resources are often turned away. [Learn more here.](#)

**Access Matters:** To meet the growing need for mental health services, the Behavioral Health Hospital in Cleveland Heights continues to expand. The hospital, which opened in October, now has 60 beds available for the community.

## Internal Initiatives

**Addressing the Workforce Shortage:** The Talent Acquisition team recently hosted another successful hiring event at The Glick Center. In all, about 130 candidates attended to express interest in joining MetroHealth. Candidates spoke with recruiters and hiring managers looking to fill various support roles, including cooks, dining services aides, environmental services professionals, patient transport professionals and more. Many offers have already been extended. We have two more upcoming hiring events. One will take place Thursday, May 4, at our Middleburg Heights Family Health Center to support our west side locations. The second will take place Thursday, May 11, at The Glick Center and be geared toward nursing roles.

**Leadership that Listens:** MetroHealth leadership has reinstated regularly rounding as part of our ongoing commitment to quality, safety, patient experience, employee engagement and equity. Each rounding team will include an administrative leader, a clinical

leader and a scribe. Teams will speak with patients about their experience at the hospital. They will also field suggestions from front-line staff about how we can improve quality, patient safety, patient experience and employee engagement.

**Multi-Campus Facility Plan:** As part of our Transformation 2.0 efforts, we are revisiting plans for Main Campus, our ambulatory sites, legacy buildings, administrative spaces and more. Based on the feedback colleagues provided over the last several weeks through 50-plus listening sessions, we established these guiding principles to inform our path forward:

1. Create a positive patient and visitor experience
2. Prioritize clinical programs within space that can support clinical functions
3. Create a positive staff experience
4. Align the Mission with financial success
5. A collaborative team environment for academic, clinical & research staff
6. Efficient staff operations
7. Design for growth & flexibility
8. An administrative workplace that supports work being performed
9. A facility that is an integral part of the community

## Money Matters

**Clean Audit:** As an Ohio public institution, MetroHealth is subject to audit. The Ohio Auditor of State engages an accounting firm to perform the audit. The firm, RSM US LLP (RSM), recently concluded the 2022 audit of The MetroHealth System, The MetroHealth Foundation, CCH Development Corp., and Select Assurance Captive, our captive insurance company. RSM presented the results of their audit to the MetroHealth Board of Trustees' Audit and Compliance Committee this month and the report was approved. RSM provided MetroHealth with an unqualified (clean) opinion, the highest opinion an entity can receive. An unqualified opinion indicates MetroHealth's financial statements are fairly presented, materially accurate, and can be relied upon by external parties. Additionally, RSM reported no audit adjustments, meaning no changes were made to the original trial balance provided by MetroHealth. The audit report is subject to review and acceptance by the Ohio Auditor of State prior to finalization.

**Financial Update:** MetroHealth remains financially stable, especially compared to other safety-net



hospitals around the country. However, we are not shielded from the challenges of the post-COVID world. In 2022, MetroHealth posted a modest positive adjusted operating result of \$18 million, or a 1% operating margin. A strong retail pharmacy program and a shared savings payment from one of our payers fueled that positive operating result. Non-operating activity, including investment losses of \$44 million pushed, MetroHealth to record an overall loss for the year of \$29 million. Like other health systems, MetroHealth has experienced declining volumes in some clinical services. In addition to those declines, the biggest challenges to MetroHealth and the entire health care industry are continued staffing and labor shortages and inflation in the cost of both goods and services. But despite these challenges, and particularly coming on the heels of the pandemic, our balance sheet remains strong. We see these trends continuing into 2023 and are developing plans to address them.

**Market Trends:** The markets were resilient in March, despite the uncertainty in the banking sector. In March, the System's unrestricted investments were up approximately 1.4%. For the year unrestricted investments are up approximately 2.6% for the year compared to being down 5.7% in 2022.

**For All of Us Campaign:** Bank of America has again made a generous grant to The MetroHealth Foundation to support The Institute for H.O.P.E.™, bringing the company's total support to over \$1.4 million since the start of the For All of Us Campaign.

**Additional Philanthropic Support:** Philanthropic support for the MetroHealth Minority Men's Health Fair has been outstanding, with nearly \$100,000 in contributions. Supporters include The FirstEnergy Foundation, KeyBank and the Saint Luke's Foundation.

## Grants, Awards & Recognition

We are thrilled to announce our talented staff has received several recognitions and awards.

**Regina Sawyer, DNP, RN**, and **Joseph Golob, MD**, have been selected to participate in the America's Essential Hospitals 2023–2024 Fellows Leadership Development Program. The Fellows Program has been a highly sought-after leadership opportunity, dedicated to educating participants on issues that impact essential hospitals and providing the skills they need to lead strategically and advocate for policies and resources that promote the health of underrepresented and marginalized patients.

**Ronnie Fass, MD**, Division Director of Gastroenterology and Hepatology, was awarded two international awards: Appreciation award from the Asian-Pacific Society of Neurogastroenterology and Motility (APNM) and the Korean Society of Neurogastroenterology and Motility (KSMN). This award is for leadership in the field of Neurogastroenterology and Motility with specific contribution to the field in Asia. The second award is the 2023 "Aldo Torsoli Foundation Research Award", a joint award from the Rome Foundation (USA) with the Aldo Torsoli Foundation (Italy) in Disorders of Gut Brain Interactions.

A team led by **Kelly Gibson, MD** – Director, Division of Maternal Fetal Medicine – was awarded continued National Institutes of Health funding to participate in a prestigious national research network focused on improving pregnancy outcomes. This seven-year, \$2.5 million grant supports Dr. Gibson and her collaborators' work in the Eunice Kennedy Shriver National Institute in Child Health and Human Development's Maternal Fetal Medicine Units (MFMU) Research Network

Becker's Hospital Review named MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, to the 2023 edition of its "Black healthcare leaders to know" list. "The leaders featured on this list work tirelessly to advance their organizations and communities," the magazine wrote in announcing its latest honorees.

Recent recipients for the DAISY Award for Extraordinary Nurses are **Nolan Ryan Dedinsky, RN**, and **Anthony Carr, RN**. Dedinsky was nominated for his compassionate care, with the nominator acknowledging his "genuine, caring personality." Carr was nominated by a colleague who said, "People like Anthony that make this a fabulous environment conducive for care and healing."

This quarter's BEE Award (Being Exceptional Every day) winner is **Christina Prokop**, Patient Care Nurse Assistant, Parma Inpatient Medicine. She's being praised by a patient for her tenacity and support. The BEE program is intended to recognize ancillary staff – which includes dietary, EVS, Facilities, and individuals or teams that are not doctors or nurses.



## Media Highlights

[MetroHealth's Sally MacPhedran, MD, appeared on Good Company](#) – WKYC

[MetroHealth's Charles Modlin, MD, appeared on Good Company](#) – WKYC

[MetroHealth first safety net hospital to produce in-house immunotherapies](#) – Becker's Hospital Review

[MetroHealth unveils new Blood and Marrow Transplant Program](#) – Spectrum News

MetroHealth President & CEO Dr. Airica Steed published a column in Becker's Hospital Review, "[These are not stats, they are my reality: MetroHealth's fight against healthcare disparities](#)"

['Health and Wealth': Inside MetroHealth's strategy to build financial stability](#) – Becker's Hospital Review

[MetroHealth launches program to make transplants more accessible](#) – 19 News

[MetroHealth opens new cancer treatment facility](#) – Health Leaders Media