



The MetroHealth System

Board of Trustees

Wednesday, October 25, 2023

5:00 - 7:00 pm

The MetroHealth System K-107 or via Zoom

Board of Trustees

Regular Meeting

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

DATE: Wednesday, October 25, 2023
TIME: 5:00 – 7:00 pm
PLACE: The MetroHealth Board Room (K-107) or Zoom
<https://us02web.zoom.us/j/84311460400>

AGENDA

- I. Approval of Minutes**
Minutes of September 27, 2023, regular meeting of the Board of Trustees
 - II. Mission Moment**
 - A. Women’s Health Fair and Expo
 - III. Committee Reports**
 - A. Quality & Safety Committee – *Dr. Silvers*
 - B. Finance Committee – *J. Moss*
 - IV. Consent Agenda**
Finance Committee
 - A. Recommendation for the Approval of Certain Annual Purchasing Policies and Procedures
 - V. President and CEO’s Report – A. Steed**
 - A. System Goals Progress Update and Other System Accomplishments
 - VI. Medical Staff Report – C. Alexander-Rager**
 - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for September 2023
 - B. Acceptance of Medical Executive Committee Minutes of September 8, 2023
 - VII. Executive Session**
- Return to Open Meeting**
- VIII. Information**
 - A. Proposed Budget for the 2024 Fiscal Year



The MetroHealth System Board of Trustees

IX. Recommendation/Resolutions

- A. Approval of a Proposed Budget for the 2024 Fiscal Year and To Authorize the Submission of the same to the Government of Cuyahoga County, Ohio
- B. Approval of a Claim Settlement

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

Wednesday, September 27, 2023

5:00 – 7:00 pm

The MetroHealth System Board Room (K-107)

Meeting Minutes

Trustees: John Corlett-I, Maureen Dee-I, John Moss-R, JB Silvers-I, E. Harry Walker, M.D.-I, Vanessa Whiting-R ¹

Staff: Airica Steed, Ed.D.-R, Anise Ardelt, M.D., Ph.D-I, Laura Black-I, Richard Blinkhorn, M.D.-I, Kate Brown-I, Nabil Chehade, M.D.-R, Alfred Connors, M.D.-R, Will Dubé-I, Joseph Golob, M.D.-I, Joseph Frolik-I, Geoff Himes-I, Derrick Hollings – I, Olusegun Ishmael, M.D.-I, Julie Jacono-I, Melissa Kline-I, Laura McBride-I, Alison Poullos-I, Christine Alexander-Rager, M.D.-I, Sonja Rajki-I, Dalph Watson-I

Guests: Gail Long-R, Sabrina Roberts-I, Tess Boutros – R

Dr. Walker called the meeting to order at 5:07 pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

I. Approval of Minutes

The minutes of the August 23, 2023, regular Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19581

II. Mission Moment

A video was shared regarding the Multicultural Children’s Health Fair and Expos that took place at the Cleveland MetroParks Zoo. Dr. Steed applauded the work of MetroHealth staff who worked on the events and said the event will be repeated.

III. Committee Reports

Compensation Committee – *Dr. Walker*

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

A. Dr. Walker summarized that at the Compensation Committee Dalph Watson was introduced as the new Chief People Officer. She gave a brief background on her experiences and introduced Gallagher, the System's compensation consultant. The committee went into executive session to discuss compensation philosophy and pathways. Gallagher is gathering additional input and they will develop a plan and return to discuss their plan with the Trustees. Dr. Walker added that there was a discussion about the 2023 System Goals and that there are no changes to the goals for 2023.

Audit & Compliance Committee – *M. Dee*

B. Ms. Dee summarized that Lori Kalic from RSM, presented on the 2023 annual system Audit with MetroHealth. The audit will cover major programs, viewing issues related to independence and risk, with the findings being reported in March 2024. An Ethics and Compliance update was given by Ms. McBride with discussions regarding whether Compliance and Legal should be combined. After further forthcoming analyses on the topic, Ms. Dee reported that there will be additional discussion to determine a course of action.

Ms. Dee further summarized that KPMG presented an internal audit update. Finally, the committee focused on the Enterprise Risk Management update.

IV. President and CEO's Report

Dr. Steed referred to her written President and CEO's report and reviewed a few key points. The first was to welcome the Derrick Hollings as the EVP, Chief Financial Officer. Dr. Steed related his background with more than 30 years of financial background, experience in academic and safety net hospitals, both in public and private sectors. Dr. Steed thanked Geoff Himes for all returning to MetroHealth from retirement to fill the interim CFO role. She related that Mr. Himes will continue to serve over the next few months while Mr. Hollings transitions. Dr. Steed also introduced Jim Bicak our new SVP of Facilities, Construction and Campus and Transformation.

Dr. Steed took a moment to speak of the MetroWay Forward and giving a brief introduction into the program, she left the main portions of this new program to be discussed by Dr. Golob and Dalph Watson. Dr. Steed noted the upcoming Multicultural Women's Health Fair & Expo. This event allows MetroHealth to engage with the community to address healthcare disparities and offer free health screenings, health talks, career development activities, onsite job fair opportunities with more than 20 organization and a multitude of community resources. Dr. Steed mentioned MetroHealth's

The MetroHealth System Board of Trustees

participation, with the support of the County Executive, in the Women’s Health Advisory Council.

Lastly, Dr. Steed informed the group of her appreciation of the leadership team and the great work and continued progress on the leadership goals, pillars and metrics with the ultimate goal of lifting the health and wellness of our community.

V. Medical Staff Report

Dr. Alexander called attention to the MEC minutes highlighting the consent agreement with the Clinical Pharmacy for pharmacists. The agreement will allow pharmacist to have expanded roles by working in our clinics. Dr. Alexander referred to the appointments, reappointments, actions, and Medical Executive Committee minutes, along with great success in recruitment.

Dr. Alexander noted the Medical Staff Newsletter. She noted that September is Suicide Awareness Month and that to commemorate that this year, the MEC and Council of Chairs are partnering with EAP (Employee Assistance Program) to provide programs and, on Friday, September 29, a remembrance ceremony here at Glick in the Meditation Room. This is an opportunity to write up a remembrance of someone, light a candle and add their name to it. The important thing to remember is suicide prevention is about good self-care and providing this for our colleges and ourselves. Lastly, Dr. Alexander informed everyone that it is APP week, and we are celebrating our APPs this week, as the newsletter indicates.

The Board considered the Medical Staff Appointments, Reappointments and MEC Minutes from August 2023. The Board unanimously approved the same via RESOLUTION 19582.

VI. Information Items

A. The MetroWay Forward

Dr. Walker introduced Dr. Golob and Ms. Watson to speak on the MetroWay Forward. Dr. Golob explained that the MetroWay Forward points the System to a True North. True North is the ideal state, something we at MetroHealth are striving for, it’s something we want to be, it is the best we can be. MetroHealth has a True North when it comes to every patient we touch, to receive equitable, safe, high quality, patient -centered care for the ultimate patient experience. True North is more than that, it is also culture. The True North is that every employee has a voice and listened to and that every employee is working towards a True North in our organization. Dr. Golob summarized some outcomes the System is striving for and the MetroHealth pillars that are the foundation for the

The MetroHealth System Board of Trustees

MetroWay Forward. Dr. Golob noted areas for improvement that will be targets in The MetroWay Forward.

Ms. Watson then summarized how The MetroWay Forward leads the system in a people first culture and engaged workforce and will be a cultural transformation. The MetroWay Forward is a people first culture that empowers every one of our employees to utilize their experience, expertise, creativity, knowledge, and talents to help us find smarter, better, more innovative ways to accelerate our way toward our True North and summarized some of the KPIs of a people first culture. Ms. Watson related some of the MetroWay Forward tools and tactics including a culture of psychological safety and leadership development at all levels of the organization.

Dr. Golob explained that the MetroWay Forward applies to Clinical, Operational and Financial areas, continuous improvement and how the system interacts with the community and described some tactics that will be employed.

In summary, Dr. Golob described The MetroWay Forward as a cultural transformation that will reap benefits in the System's clinical, operational and financial well-being. It allows our frontline staff to participate in these actions and to keep us align with the True North we are seeking.

Ms. Dee asked how this initiative fits into prior initiatives over the years. There was discussion of whether this initiative is taking lessons learned from previous initiatives. Dr. Golob related that The MetroWay Forward initiative is not replacing; instead, it is evaluating and taking all of Metro's great initiatives that we have and turning them into the MetroWay Forward.

B. Board Liaison Position

Dr. Walker provided an update on the Board Liaison position stating the position has been posted and the hope is to select a candidate to start in January 2024. Several of the Trustees have offered to assist in taking a lead in the process of hiring of the Board Liaison, with ultimate decision having been made by the Board of Trustees. To that end, Dr. Walker has appointed a Special Committee of the Board to work with administration and assisting the board in candidate selection, conducting interviews, evaluating candidates and sharing its impressions with and providing feedback to the full Board of Trustees. Dr. Walker has asked Inajo Chappell and John Moss to join him as the appointed members of the Special Committee. The Special Committee will meet with administration and HR as often as necessary to achieve its purpose. The first meeting has been scheduled for October 3, 2023 via Zoom at 1:00 pm.

The MetroHealth System Board of Trustees

Dr. Walker then asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; to consider the employment or compensation of a public employee, and to conference with an attorney for the public body concerning disputes involving the public body that are subject to pending or imminent court action. Mr. Corlett made a motion and Ms. Dee seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker.

Members of the public were excused. The Board went into executive session to discuss the identified matters at 5:53 pm.

VII. Executive Session

Following the executive session, the meeting reconvened in open session at approximately 6:59 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

VIII. Recommendation/Resolutions Approvals

A. Approval of a Claim Settlement

Dr. Walker informed the group that the discussion for approval of a Claim Settlement would take place at another time and the trustees would be contacted regarding scheduling of a meeting for this purpose.

There being no further business to bring before the Board, the meeting was adjourned.

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

NEXT MEETING: **Wednesday, October 25, 2023**
 5:00 – 7:00 pm
 The MetroHealth Board Room (K-107) or via Zoom

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR CERTAIN ANNUAL PURCHASING POLICIES AND PROCEDURES**

Recommendation

The Chief Financial Officer, on the advice of the General Counsel, recommends that The MetroHealth System approve certain annual purchasing policies and procedures, for participation in group/joint procurement arrangements.

For the calendar year 2024 and for the purpose of acquiring supplies, equipment, and services routinely used in the operations of the System, the System may obtain membership and participate in either:

- a) One or more group purchasing organizations (each a "GPO") sponsored by nonprofit organizations, for all products available through such GPOs, provided that the terms and conditions of such participation, and the GPO's policies and procedures, are evaluated and determined to be in the best interest of the System; and,
- b) One or more state or federally operated joint purchasing programs (each a "JPP"), for purchase of all products available through such JPPs.

The System may pay GPO and JPP participation or membership fees and costs, if any, out of general operating funds.

Background

The System may lawfully participate in group purchasing arrangements sponsored by nonprofit organizations. The System may also lawfully participate in state or federal joint purchasing programs that permit other states and their political subdivisions to participate.

The System's governing law permits the System to annually adopt certain policies and procedures, for procurement of supplies, equipment, and services, which may be used in lieu of competitive bidding.

Approval of Certain Annual Purchasing Policies and Procedures

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for certain annual purchasing policies and procedures; and

WHEREAS, the Board's Finance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves certain annual purchasing policies and procedures, for participation in group/joint procurement arrangements.

For the calendar year 2024 and for the purpose of acquiring supplies, equipment, and services routinely used in the operations of the System, the System may obtain membership and participate in either:

- a) One or more group purchasing organizations (each a "GPO") sponsored by nonprofit organizations, for all products available through such GPOs, provided that the terms and conditions of such participation, and the GPO's policies and procedures, are evaluated and determined to be in the best interest of the System; and,
- b) One or more state or federally operated joint purchasing programs (each a "JPP"), for purchase of all products available through such JPPs.

The System may pay GPO and JPP participation or membership fees and costs, if any, out of general operating funds.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer or her designees are hereby authorized to negotiate and execute agreements and other documents and develop and execute procedures consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

Airica Steed, Ed.D, MBA, RN, CSSMBB, FACHE, IAACC

President and CEO, The MetroHealth System

Clinical Professor, Frances Payne Bolton School of Nursing at Case Western Reserve University

Trustees,

Every day, our 8,700+ caregivers are moving this organization forward. Because of their dedication and commitment to our mission, we are seeing tremendous progress on nearly all fronts – in our hospitals, in our clinics and in the community. As we look forward to 2024, I want to level set and showcase some of that progress.

As you well know, MetroHealth, like other health systems across the nation and in our community, faces significant financial headwinds brought on by labor shortages and inflation. And in 2020-2022, MetroHealth's financial position had been supported by governmental dollars designed to help hospitals weather the pandemic – and those dollars are no longer available.

But unlike others in our market, we are seeing real progress where it matters most for our financial health: patient volumes. Total discharges, admissions, Emergency Department visits, surgeries and in-person visits are outperforming the prior year. The demand is there – demand for our mission and our patient-centered approach to care.

Because of these efforts, our total operating revenue is up 12.9% over last year – no small feat given the pressures facing health systems across the nation and in our community. However, to ensure our expenses do not continue to outpace the revenue we generate, our budgeting process has been organized around six key principles. They are:

1. **Financial Targets:** We must achieve established targets consistently year-over-year to sustain ourselves and invest in the future.
2. **Existing Commitments:** These should be funded first before requesting additional resources.
3. **Budget Ownership:** Budget owners have discretion over use of their available resources and are responsible for prudence.
4. **Conservatism:** Pragmatic estimates, targets and decisions will be made throughout the process.
5. **Prioritized Spending:** We will maintain a balance between prioritizing strategic, long-term requirements and short-term needs.
6. **Accountability for Results:** We will monitor through variance management, initiative tracking and post-project reviews.

I am grateful for the partnership of Derrick Hollings, our new EVP/Chief Financial Officer; Dalph Watson, our new EVP/Chief People Officer; and other leaders as we work through our budgeting and goal-setting processes for the coming year. I look forward to sharing more with you in the coming weeks.

I also want to express my gratitude for your support in making our inaugural Multicultural Women's Health Fair & Empowerment Expo a resounding success. With just a few months to plan and pull things together, we hosted the largest and most successful event of its kind in



2500 MetroHealth Drive, Cleveland, OH 44109

Airica Steed, Ed.D, MBA, RN, CSSMBB, FACHE, IAASSC

President and CEO, The MetroHealth System

Clinical Professor, Frances Payne Bolton School of Nursing at Case Western Reserve University

Cleveland history – a day focused on building the health and wealth of Greater Cleveland’s women.

We lifted our community’s women, brought them together, empowered them, and raised their voices. We held hands, filled hearts, inspired minds – and we saved lives. And really, that is what we are all about at MetroHealth: building a healthier – and more equitable – community.

I would be remiss if I did not mention the horrors unfolding in the Middle East – the acts of terrorism, the killing of civilians and the rampant hatred. Many of our colleagues at MetroHealth have shared their feelings with me and are experiencing pain and fear like they have never experienced. My heart has been shattered by their anguish and fear.

As I told our staff the other day, it is our turn to show up and shine the light of love and healing on the darkness of the day. To push – and push hard – against hate. To denounce violence. To comfort and support our colleagues and patients, without regard to their religion, race or ethnicity.

Thank you so much for showing up and stepping up – today and every day – to live MetroHealth’s mission.

Sincerely,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



Report to the Board of Trustees

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

President & CEO

October 2023

Our Six Strategic Pillars



People-First Culture

We must put our people at the center of all we do. Without our people, there is no mission – there is no MetroHealth. We must celebrate, support and empower the talented caregivers who choose to work here.

Clinical & Academic Excellence

We will deliver care that results in the best possible outcomes for everyone in the community. Our quality of care will be reflected in our grades and rankings from national ratings agencies. We will embrace and build upon our role as an academic research and teaching institution.

Health Equity

We will ensure everyone has equal access to good health care. No one's life should be cut short because of the color of their skin, their ZIP code, their gender, sexual orientation, the language they speak or any other demographic used to make people feel "less than."

Community Engagement & Impact

We will engage with those we serve through listening tours, the development of a Community Advisory Council and other means. We will ensure all segments of our community have a voice and are partners in our work.

Innovation

We will invest in the future of health care by designing and testing new models of care and service delivery.

Accelerating Growth

We will continue to test, shape and expand our services as we collaborate strategically with others in the community. We are collaborators and partnering with others is the fastest way to success.

YEAR-TO-DATE PERFORMANCE



2023 System Goal Domains

Financial

Total Operating Revenue has increased 12.9% as compared to prior year

3.5% increase in Net Inpatient Revenue

11.1% increase in Net Outpatient Revenue (outpatient surgery exceeding prior year by 11.8%, Endoscopy by 13.8%)

Total gross revenue in the ambulatory division year to date is \$666.7M, 1.7% ahead of target and 9.1% ahead of this time last year

Financial challenges continue to be driven by labor expenditures and impending mortgage payment for The Glick Center



Strategy & Growth

7.7% increase in ED visits compared to 2022 and 6.7% increase in ED admissions

5.7% increase in Total System Discharges

4.8% increase in the Average Daily Census

Average Length of Stay - 5.44 ALOS for September 2023 a 9.7% decrease compared to September 2022 and 2.2% decrease compared to prior year (5.83 vs. 6.08)

System has seen 224,597 unique ambulatory patients compared with 219,504 at this time in 2022, a 2.3% increase.

Ambulatory network has had 989,385 patient visits, a 4.7% increase over last year and the highest in the post-COVID era. 85% of these were in-person, an increase of 10.7% compared to last year.

Improved the number of patients who received an appointment in primary care within 7 days of their request to 63.5%, a 7 percent increase compared to last year.



Quality & Service

Year to date we have seen a 30.7% reduction in patient preventable harms per 1,000 inpatient days which is our best performance in 5-years

Year to date we have seen a 9% overall improvement in patient experience performance

4 of 10 HCAHPS scores are achieving CMS 4-star performance

Reached stretch performance in 4 of 7 ambulatory goals with the remaining 3 at target

Developed transparent dashboard viewable to the entire System which includes all 67 quality, safety, and experience metrics performance broken down by race and gender



Clinical Transformation, Health Equity & Community Impact

3.5% improvement in postpartum visits and 1% improvement in prenatal care

A total of 128,020 patients have been screened for social drivers of health, on track to meet stretch goal for 2023

Over 67% of patients who request assistance for a social need are connected to services, exceeding stretch goal for 2023

Work underway to expand SDOH screening to the Inpatient setting in 2024 in response to new CMS guidelines

Implemented patient survey to gain insight on challenges Black/African American patients have accessing prenatal and postpartum care

Aligned initiatives with CICIP goals and program

Referrals to the High-Risk Breast Health Clinic are up 40%, Screening Mammograms and Imaging are up 17%, an have seen 6% more Stage I cancers and 10% less Stage IV Cancers



Culture & Diversity

As of September, our turnover rate has reduced by 16.9% compared to last year. Trending to fall near 18% for 2023.

Non-provider hires rolling 12-month comparison (Oct. - Sept. annually):
Oct. 2022 - Sept. 2023: 2012 (+385)
Oct. 2021 - Sept. 2022: 1627

Expanded external recruitment strategies and ensuring the effectiveness of our current new hire incentive offerings

Prioritizing requisitions in high vacancy/turnover areas and those currently filled by external contract/travel staff

Targeted retention action plans in high turnover departments/units

Expanded recognition and facilitation of employee feedback

Improving HR's accessibility via launch of on-site HR Office at Main Campus



Innovation, Education & Research

81 grants submitted, exceeding reach goal of 75 and illustrating significant improvement over 2022's total of 67

Grants revenue for the 2022-2023 Case academic/fiscal year was record setting

Industry Clinical trial process revamped and made electronic

Infrastructure growth (FTEs) is enhancing post award management

4 innovation programs are meeting their goals for 2023. Promedica helicopter program, Spry, Skyway, and the formation of Ovatient have all met their goals.



SEPTEMBER SCORECARD



2023 System Goal Domains



 Off track; adjustments needed  Generally on track with minor issues  On track to meeting goals  Exceeding goals; approaching stretch

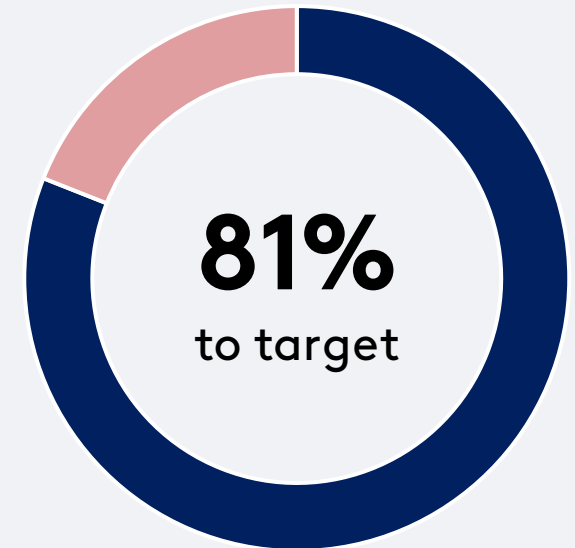
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

MetroHealth, like most health care institutions across the country, is experiencing significant financial pressures due to continued **high inflation**, the **ongoing labor shortage** and the **lag in returning to pre-COVID levels** for patient volumes.

Immediate actions include:

- More targeted approach to hiring
- Reducing expenses with travel and outside vendors
- Contract/premium labor focused efforts
- Targeted program growth
- Driving efficiencies and improvements in length of stay, clinical documentation and our pharmacy capture rate.

YTD Adjusted Earnings Before Interest, Depreciation and Amortization (EBIDA)*



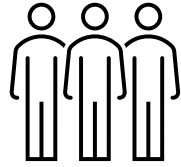
Forecasted Actual: \$108 million
Budget: \$134 million
Variance: **(\$26) million**

**as of September 30, 2023 forecasted to year end 2023*

Financial and Operational Transformation

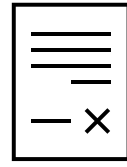


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



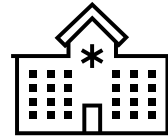
Workforce Optimization

Executive Champions
Dalph Watson, JD
Richard Blinkhorn, MD
Olusegun Ishmael, MD
William Lewis, MD
Julia Mason, DNP, RN



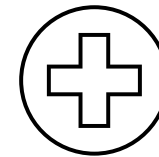
Supply Chain and Purchased Services Optimization

Executive Champions
Justin Gallo



Targeted Volume Growth

Executive Champions
Olusegun Ishmael, MD
William Lewis, MD
Richard Blinkhorn, MD



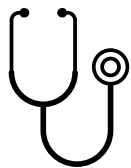
Inpatient/Acute Care Optimization

Executive Champions
Olusegun Ishmael, MD
Richard Blinkhorn, MD



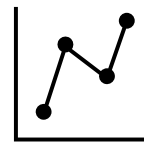
Pharmacy Capture Rate Improvements

Executive Champions
William Lewis, MD
Richard Blinkhorn, MD
Nic Sukalac
Ryan Mezinger



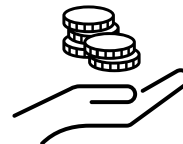
Access and Share of Care Improvements

Executive Champions
William Lewis, MD
Nabil Chehade, MD



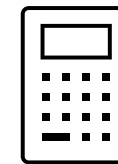
Service Planning Optimization

Executive Champions
Julie Jacono
Sonja Rajki
Derrick Hollings
Richard Blinkhorn, MD



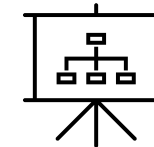
Enhancing Philanthropic and Government Support

Executive Champions
Kate Brown
Allison Poullos
John Chae, MD



Revenue Cycle Improvements

Executive Champions
Geoff Himes
Brad Schwartz
Nikki Davis
Olusegun Ishmael, MD



Organizational Design and Clinical Alignment

Executive Champions
Dalph Watson, JD
Richard Blinkhorn, MD
Olusegun Ishmael, MD
William Lewis, MD

- 3.5% increase in Net Inpatient Revenue compared to 2022
- 11.1% increase in Net Outpatient Revenue compared to 2022 (contributions by outpatient surgery exceeding prior year by 11.8%, Endoscopy exceeding prior year by 13.8%)
- 7.7% increase in ED visits compared to 2022 and 6.7% increase in ED admissions compared to 2022
- 5.7% increase in Total System Discharges compared to 2022
- 4.8 % increase in the Average Daily Census compared to 2022
- Average Length of Stay - 5.44 ALOS for September 2023 a 9.7% decrease compared to September 2022
 - 2.2% decrease compared to prior year (5.83 vs. 6.08)
- Successes Attributed to:
 - Operational efficiencies:
 1. The ED START program
 2. Perioperative areas
 3. Hospitalists program
 4. Capacity Command Center, UM
 5. Discharge Lounge
 6. Behavioral Health

System Goal: Inpatient Net Revenue Growth

2022 Baseline	2023 Target Goal	YTD 2023
-	2%	3.5%
\$269,202,673	\$274,586,726	\$278,735,047

Legend

- Off track; adjustments needed
- Generally on track; adjustments needed
- On track
- Exceeding goals, approaching stretch





AMBULATORY DIVISION HIGHLIGHTS

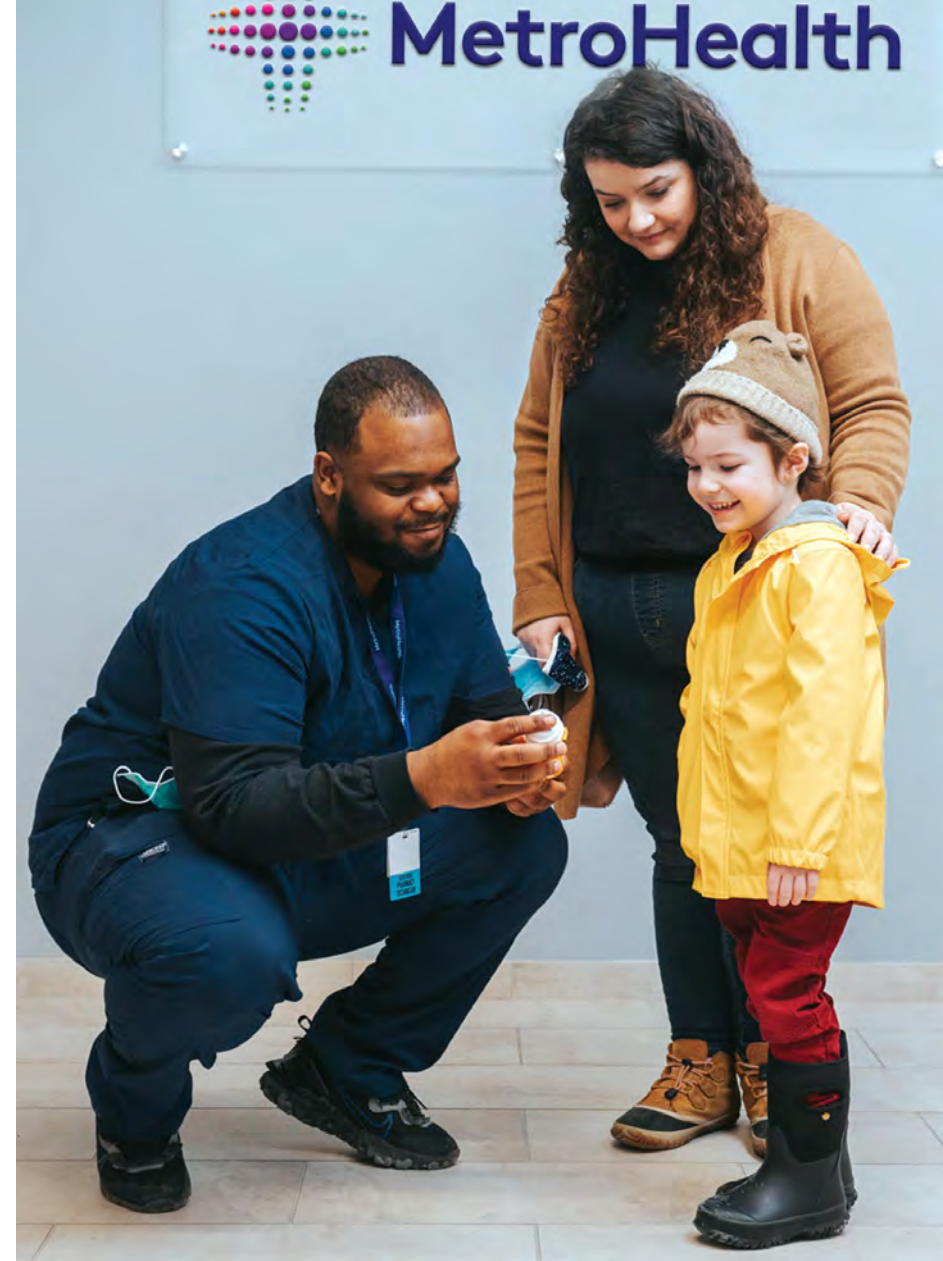
- As of September 30, we have seen 224,597 unique ambulatory patients compared with 219,504 at this time in 2022, a **2.3% increase**.
- MetroHealth received accreditation from the American Academy of Sleep Medicine to be training site for the A-Step Introductory Course for Sleep Techs. The two-year accreditation was effective on September 8 and designates MetroHealth as the third such program in the State of Ohio.
- The MetroHealth System achieved Gold Plus recognition as part of the 2023 Target: BP initiative. This program demonstrates our commitment to decreasing the number of individuals in our community living with uncontrolled blood pressure.
- MetroHealth recently opened our newly renovated Surgery Clinic at our Parma Medical Center on October 6, 2023.
- We have improved the days between appointment date given and appointment date requested by 7% so far YTD

System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	224,597

Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



System Goal: Patient Experience Composite

Every person at MetroHealth contributes to the patient experience, and our efforts continue to pay off. To date, we have seen a **9% improvement** in our patient experience compared to 2022 and 4 of 10 HCAHPS have reached 4-star performance. Some highlights:

- Patient complaints related to communication concerns have decreased 50% during the first half of the year
- Service excellence training for frontline staff in the Emergency Department (97% complete) and Ambulatory Care Enterprise (36% complete) is underway
- Collaboration among Nursing, Providers, Case Management, Clinical Informatics, and other disciplines have developed a solution to address HCAHPS opportunities to improve patient education about what to look out for after discharge

2022 Baseline	2023 Target Goal	YTD 2023 (Through July)
2.80	2.96	3.05



Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

System Goal: Elimination of Preventable Harm

- It is a MetroWAY Forward True North Goal to eliminate patient harm and through September 2023, our confirmed 1.26 harms per 1,000 patient days is **29% improved** compared to 2022 performance
- The Elimination of Harm Goal is now visible in real time to the entire organization through a MIV widget called – Patient Safety Score
- Through this widget you can obtain additional information on each harm within the system goal composite and compare our overall performance to previous years.







Realtime as of Oct. 9 - changes daily as harms are identified and patient days increase

2022 Baseline	2023 Target Goal	YTD 2023 (Through Sept)
1.69	1.62	1.26



Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch


System Goal: Top Performer on CMS Universal Foundation Ambulatory Measures

- To measure our success on this front, we introduced new metrics in our **System goals** – based on CMS recommendations – that outline our performance among seven key measures covering both pediatrics and adults.
- 4 of 7 metrics have reached stretch performance.
- We will begin dissecting each of these metrics monthly. See the next slide for a more in depth look at our pediatric **lead screening** improvements.



Measures	Status YTD – Through August
Diabetes Treatment	28.95%
Colorectal Cancer Screening	57%
Breast Cancer Screening	76%
Screening for Depression	69%
Statin Therapy	66%
Pediatric Lead Screening	76%
Pediatric Immunizations	35%
TOTAL PROGRESS	18.9 Points (Stretch Performance 15 points)

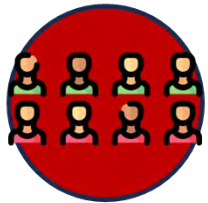
Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

System Goal: Top Performer on CMS Universal Foundation Ambulatory Measures

Pediatric Lead Screening – A story of continuous improvement for our community

- Lead testing is required for all Ohio children at 1 years old and 2 years old who have Medicaid insurance or who live in a zip code designated as high risk for lead exposure
- The System goal uses a metric that measures the percentage of Medicaid children in our pediatric wellness registry who have had at least one lead test by 2 years of age
- Thanks to the Lead Coalition Team and all our ambulatory providers who care for our communities' children, we have increased lead screening above our 2023 stretch goal to 76%!



561 children at MHS had elevated lead in 2022



Lead can cause:

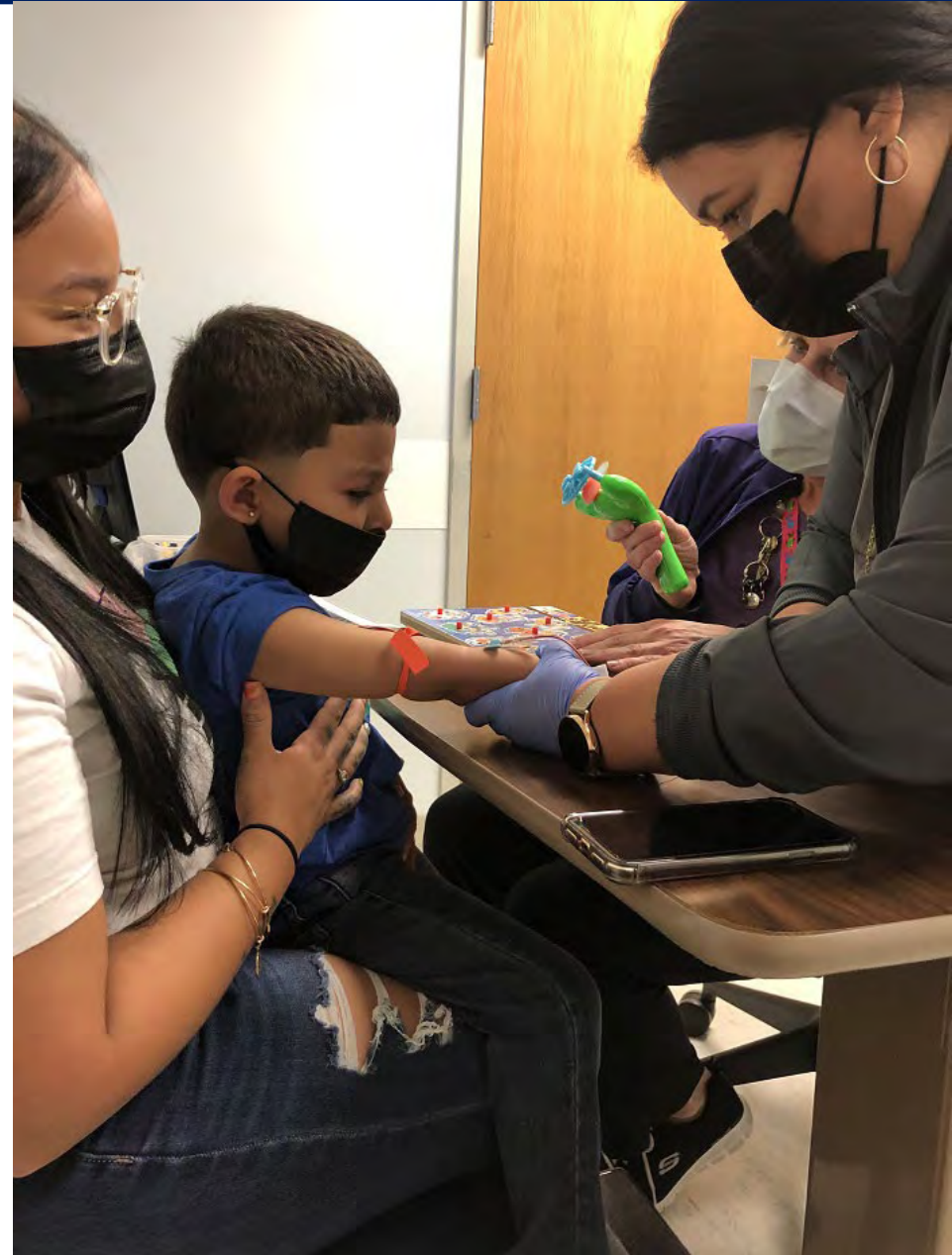
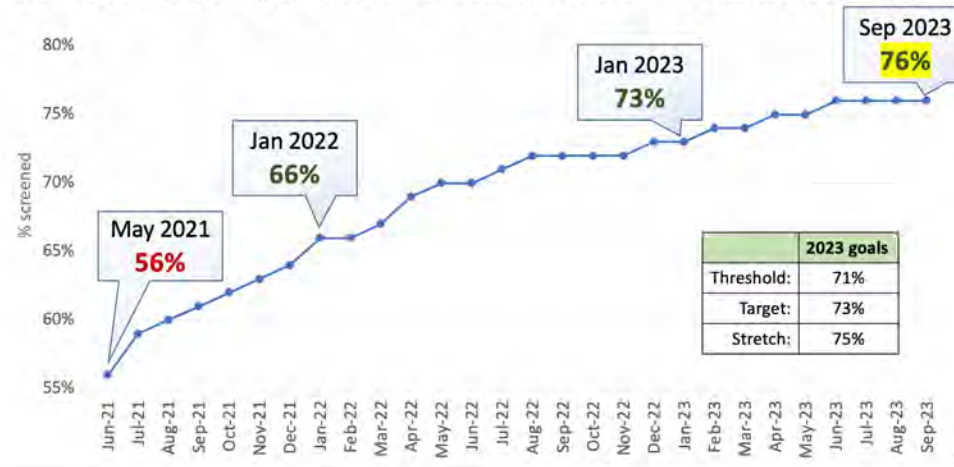
- Learning difficulty
- Attention problems
- Behavior issues



Racial and economic disparity

Lead Screening Quality Metric

MH Lead Screening in 2 Year Olds with Medicaid – 12 Month Rolling (%)





System Goal: Social Drivers of Health Screenings

MetroHealth aims to screen all patients for their health-related social needs – things like access to food, safe housing, transportation, job opportunities and the like.

- These figures represent **total screenings** since we launched the initiative in September 2019.
- We continue to monitor and expand the methods by which we screen. This year, for example, we started screening by mail and are working on plans for Inpatient screening in 2024.

Year-End 2022	2023 Target Goal	YTD 2023
95,542	125,000	128,020

System Goal: Making Meaningful Connections

Screening our patients is only one piece. This figure, which we are tracking for the first time, represents the percent of patients screened who requested help, can be contacted and are connected to a resource – internally or externally – to help with their needs.

2023 Target Goal	YTD 2023
55%	67.1%





System Goal: Addressing Infant and Maternal Health

As part of our efforts to build healthier – and more equitable communities – one of our primary focuses is on infant and maternal health. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country, especially for Black women and babies. One way we are trying to eliminate these disparities is by expanding access for this patient population.

- The CICIP Healthy Birth Outcome Task Force developed a questionnaire targeted at identifying access issues for women of color to prenatal and postpartum care. Distribution began at the Multicultural Women's Health & Empowerment Expo and will continue in select clinics.
- Increasing Well-Child visits with additional outreach programs and new access procedures.

Measures	2022 Baseline	2022 Disparity (P Value)	Year-End Target	2023 Disparity (P Value)	YTD 2023
Timeliness of Prenatal Care	79.74%	0.2	77%		80.59%
Postpartum Care Visit	76.37%	<0.0001	77%		79.17%
Well-child Visits in First 15 Months	n/a	<0.0001	55%		55.49%
YTD Progress Composite					On Track

Equity Measure: In reporting our overall progress, we take into consideration our efforts to close the care and equity gap, and weight our results appropriately. We are making movement on this front, especially when it comes to the timeliness of prenatal care.

Legend

- Off track; adjustments needed
- Generally on track; adjustments needed
- On track
- Exceeding goals, approaching stretch





System Goal: Access to Care Composite

- We are exceeding our System goal concerning **patient access in primary care**. Through the concerted efforts of a multidisciplinary team, we have worked to improve customer service as well as coordinating with providers to expand appointment opportunities.
- To measure our efforts in this area, **we introduced new metrics in our System goals**. We measure the percentage of patients who receive a Primary Care appointment within 7 days and 14 days of their requested dates.

Received an Appointment Within 7 Days of Requested Date

2023 Target Goal	YTD 2023
63.5%	68.3%

Received an Appointment Within 14 Days of Requested Date

2023 Target Goal	YTD 2023
71.2%	74.8%



System Goal: Slowing Employee Turnover

One of the ways we are building a people-first culture at MetroHealth is by putting an intentional focus on reducing turnover within the System.

- As of September 2023, our turnover rate has reduced by 16.9% compared to this point last year. To date, we are trending to fall near 18% turnover for 2023.
- To continue to reduce turnover, we must improve retention in departments/units by ensuring adequate staffing levels. We are prioritizing recruitment of requisitions in areas with high vacancy/turnover risk and those currently filled by external contract/travel staff.
- Our retention efforts also include improving HR's accessibility to employees with the launch of a new HR Office at Main Campus. At the end of October, employees will be able to meet with an HR team member in-person and get assistance with various HR-related matters.

2022 Baseline	2023 Target Goal	YTD 2023
21.44%	19.5%	18%

Coming Soon: Employee Engagement Survey

This year's survey will launch **October 23**. We will use these results to help focus our employee engagement efforts.

2022 Baseline	Target for 2023
62%	68%



Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

System Goal: Improving Supplier Equity

MetroHealth is committed to providing contracting opportunities to a diverse range of businesses and persons. We are exceeding our goals with women business enterprises (WBE) but facing challenges with minority business enterprises (MBEs).

2022 Baseline	WBE 2023 Target	YTD 2023
14.74%	12%	27.2%

2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	5.6%

What are we doing to increase our MBE spend?

- Increasing the number of MBEs with health care experience in the supplier portal
- Reviewing any change orders on current projects to identify possible opportunities
- Conducting departmental spend reviews to educate department heads and purchasing managers about the importance of supplier equity

Legend

 Off track; adjustments needed
  Generally on track; adjustments needed
  On track
  Exceeding goals, approaching stretch



System Goal: Commercialization Efforts

We are investing in the future of health care by designing and testing new models of care and service delivery.

These efforts include **Lumina Imaging & Diagnostics, Spry Senior, Spry Personal Primary Care, LifeFlight Operation at ProMedica, Vector CAR-T Production, Ovatient and Skyway.**

Our composite goal is based on these innovations, related companies or operations achieving their financial goals. Our target is that 5 of these 7 initiatives meet their goals.

2023 Target Goal	YTD 2023
5	4

Action Plans

- Marketing focus on Lumina's new Westlake location and imaging services overall
- Marketing and support for Spry Senior
- Q4 launch of the Vector Production Company



Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch

System Goal: Grant Applications

We are committed to embracing and building upon our role as an academic research and teaching institution. One way we are doing this is by actively pursuing public and private dollars to support our mission as a research enterprise.

2022 Baseline	Year-End Target	YTD 2023
61	70	81

2023 Grants of Note:

- Ann Avery, MD**, Physician Investigator in the Division of Infectious Disease of the Department of Medicine at The MetroHealth System, was awarded a 5-yr, \$5.7 million grant from the National Institutes of Health, National Institute on Minority Health and Health Disparities entitled, "Randomized Control Trial of Positive Peers mHealth app as a clinic-based intervention to optimize HIV outcomes among young, minority persons living with HIV."
- David Cunningham, PhD**, and **Jayme Knutson, PhD**, Staff Scientists in the Department of Physical Medicine and Rehabilitation (PM&R) and the MetroHealth Center for Rehabilitation Research, were awarded a five-year \$3.4 million National Institutes of Health (NIH) grant entitled "tDCS during contralaterally controlled FES for upper extremity hemiplegia."
- John J. Moore, MD**, who initially retired from MetroHealth in 2020, is co-principal investigator of a study of Preterm Premature Rupture of the Membrane (PPROM). Funding from the NIH (a 5-year, \$2.84 million grant to Case Western Reserve University) is supporting the work of Dr. Moore and his co-principal investigator, Sam Mesiano, PhD, Professor of Reproductive Biology, Department of Reproductive Biology, at Case Western Reserve University (CWRU) School of Medicine.
- Khalid Sossey-Alaoui, PhD**, was awarded a five-year, \$2.3 million grant from the National Cancer Institute (NCI) of the National Institutes of Health (NIH) to study mechanisms mediating "triple-negative" breast cancer and health disparities in African-American women.

Legend

-  Off track; adjustments needed
-  Generally on track; adjustments needed
-  On track
-  Exceeding goals, approaching stretch



System News and Accomplishments





“ **When women – especially underserved and vulnerable women – interact with the health care system, they often find that their voices are not heard, their pain is dismissed, their concerns are ignored, and their lives are not valued. Today, we are here to bring an end to all of that.**

MetroHealth President & CEO Dr. Airica Steed
*in her welcoming remarks at the
Multicultural Women’s Health & Empowerment Expo*

Multicultural Women's Health Fair & Empowerment Expo



This signature event on September 30 at the Huntington Convention Center was made possible by hundreds of MetroHealth volunteers and caregivers.

We delivered on our promise of creating an **affirming**, **uplifting** and **inspiring** day for women in Northeast Ohio.

2,500+
attendees

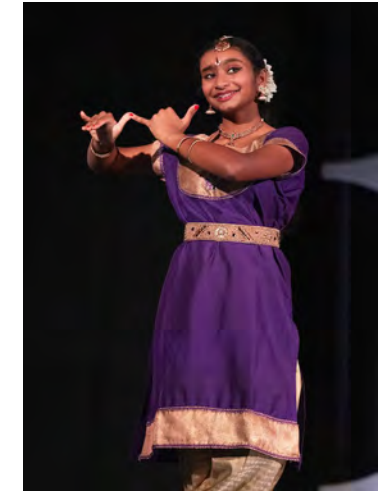
1,500+
screenings

[CLICK HERE](#) for a video recap



Highlights include:

- Health screenings, including diabetes (A1C), blood pressure, cholesterol, complete blood counts, kidney function, vitamin D levels, hepatitis B and C, pregnancy, sickle cell and more – all provided at no cost.
- A special appearance from Cynthia Bailey, a nationally recognized media personality who has used her voice and social influence to advocate for women's health. Cynthia, who appeared in Bravo's "Real Housewives of Atlanta," has been candid about sharing her own health struggles over the years and supporting other women experiencing the same issues and pain.
- Keynote addresses from Susan "Dee" Haslam, CEO of the Haslam Sports Group; Nicole Ward, philanthropist and co-founder of the Make Them Know Your Name Foundation.
- Dynamic health talks featuring MetroHealth providers focused on pregnancy care, heart health, mental health, breast health and women's cancer.
- On-site job interviews and employment resources with MetroHealth and more than a dozen other local organizations.
- Screenings of two powerful documentaries – "Below the Belt," which exposes widespread problems in the health care system that disproportionately affect women; and "Black Women: Our Hope, Health and Healing," which chronicles the challenges and barriers faced by Black women in Northeast Ohio.
- Live entertainment featuring acclaimed gospel singer Kierra Sheard-Kelly and much more.



E2 FRIDAY, SEPTEMBER 22, 2023 THE PLAIN DEALER CLEVELAND.COM MN

FORUM

COMMENTARY FROM THE COMMUNITY

Work must begin to end disparities in health care faced by women of color

Airica Steed

"A Black woman having a baby is like a Black man at a traffic stop with the police." That's a quote from Felicia Ellis, one of the Black women featured in "Aftershock," a recent documentary about the historical roots and crushing impact of the Black maternal mortality crisis in the United States. Black women are almost three times more likely than white women to die from pregnancy-related causes. From 2018 to 2021, the maternal mortality rate of Black women in America rose an unfathomable 87%, according to recent data from the National Center for Health Statistics.

My own life was at risk during pregnancy — twice — when I suffered preeclampsia, a dangerous elevation in blood pressure that affects Black women 60% more often than white women. Earlier this year, it stole the life of 32-year-old Olympic gold medal sprinter Tori Bowie. I was educated as a nurse. I have a doctorate degree. I have resources. I know the symptoms of preeclampsia. When I experienced them, I raised my hand and tried



Black women should enjoy the same level of care and attention that is afforded to other populations to ensure the best outcomes. *The Plain Dealer*

Free health screenings, resources provided at inaugural Multicultural Women's Health Fair in Cleveland



MetroHealth to hold health fair for Cleveland-area minority women

Newsroom Public Media | By Taylor Wizer | Published September 20, 2023 at 11:19 AM EDT

▶ LISTEN - 0:56



MULTICULTURAL
WOMEN'S HEALTH FAIR & EMPOWERMENT EXPO
SATURDAY, SEPTEMBER 30 11 A.M. - 4:30 P.M.
THE HUNTINGTON CONVENTION CENTER OF CLEVELAND
Free Health Screenings | Community Resources | Health Talks
Empowerment Sessions | Music | Featured Guests

Brought To You By MetroHealth VERNON FAMILY FOUNDATION

19 News Live First Alert Weather Video Closings Sports Seen On TV Telemundo CLE Podcasts

Cleveland's MetroHealth hosts the first Multicultural Women's Health Expo



FIRST. FAIR. EVERYWHERE.
METROHEALTH HOSTS WOMEN'S HEALTH FAIR
19 NEWS IS EVERYWHERE: CLEVELAND

By Sia Nyorkor

Published: Sep. 30, 2023 at 8:32 PM EDT

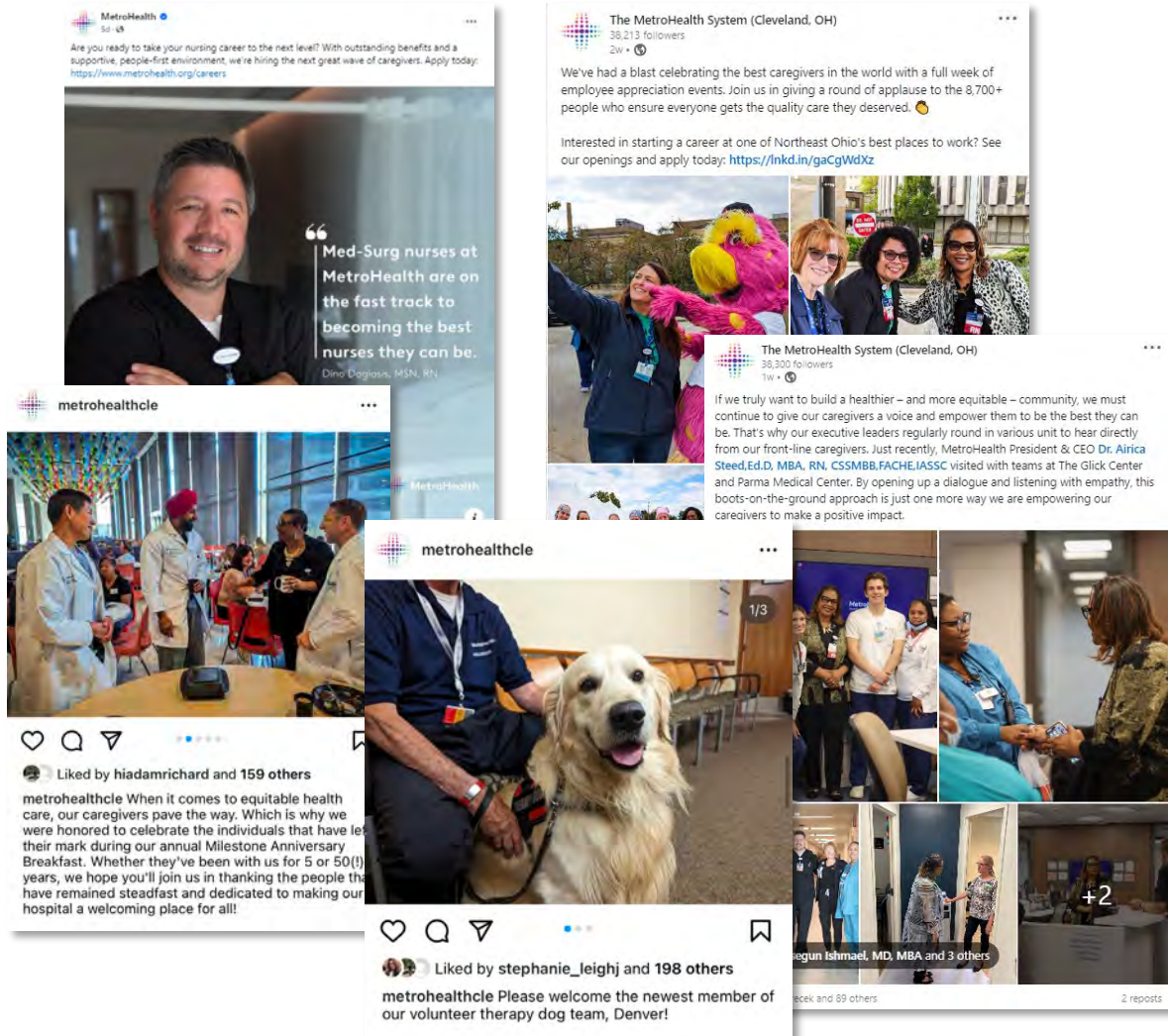
Facebook Twitter LinkedIn

CLEVELAND, Ohio (WOIO) - MetroHealth hosted the first Women's Health Fair & Empowerment Expo at Huntington Convention Center in Downtown Cleveland Saturday.

Click below for a special video with highlights from event



Social Media



Media Highlights

Dr. Steed published an op-ed – [“On a mission to eradicate the devastating health disparities facing marginalized women and women of color”](#) – on Cleveland.com and in the Plain Dealer.

Dr. Steed appeared on the Sound of Ideas to discuss health disparities and the Multicultural Women’s Health Fair & Empowerment Expo. You can listen to the episode [here](#).

[Free health screenings, resource provided at inaugural Multicultural Women’s Health Fair in Cleveland](#) – News Channel 5

Press Releases

[MetroHealth Hosts Successful Multicultural Women’s Health Fair & Empowerment Expo](#)

[Professorship Leverages Power of Nurses to Lead Health Care](#)

[Organization Focused on the Health Benefits of the Arts Brings National Convention to Cleveland](#)

[NIH Grant Supports New Effort to Diversify the Scientific Workforce](#)

[MetroHealth Partners with the WRAA to Address Malnutrition in Adults](#)

[MetroHealth Appoints Chief Financial Officer](#)

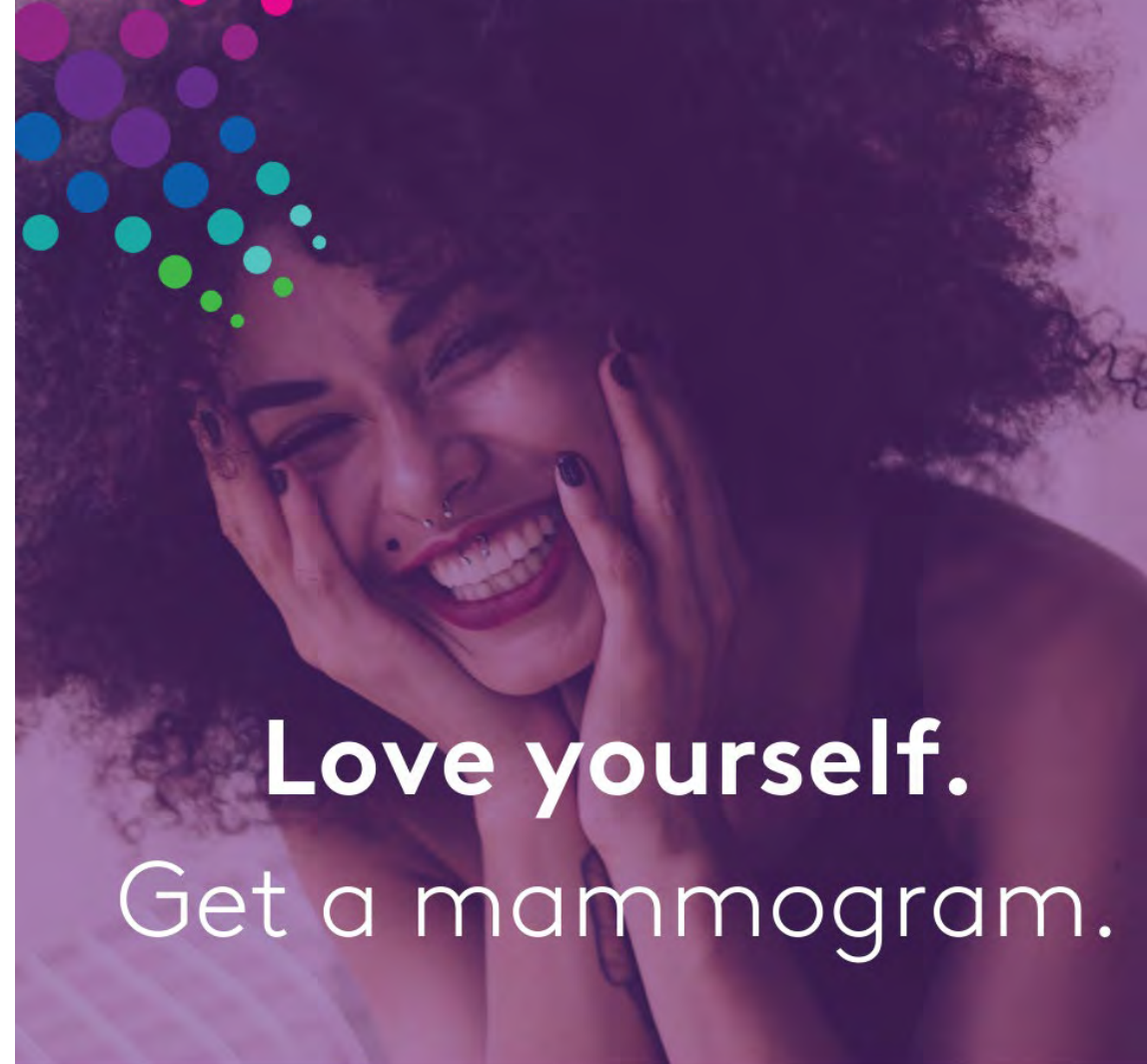
- We launched a comprehensive awareness campaign for **Breast Cancer Awareness**. The main call to action for the messaging is around the importance of scheduling a yearly mammogram and will incorporate #BreastFriends where appropriate to tie various pieces together for a cohesive campaign. We are leveraging owned, earned and paid media.
- We launched a [new website](#) for the **Cancer Institute** to improve the user experience and highlight the continuum of care provided. This will be the model for our web presence going forward.
- We have a variety of paid media/advertising campaigns in market:
 - OB-GYN
 - Weight Management
 - Sleep
 - Hand & Upper Extremity
 - Sleep
 - Spine
 - Rehabilitation



- Dr. Steed hosted important one-on-one and small-group visits with key Cleveland philanthropists from the Gerson family, St. Luke's Foundation, Scott Mueller and Fred Bidwell.
- The MetroHealth Foundation received a transformational anonymous gift to support ongoing research and behavioral health services for autism spectrum disorder and the work of the MetroHealth Autism Assessment Clinic (MAAC).
- The Foundation secured grants of \$475,000 (general Transformation) and \$115,000 (prenatal to age 3 programs) from the [Roots & Wings Foundation](#).
- The Foundation has made a \$1 million request to the Fred A. Lennon Charitable Trust to support Functional Electrical Stimulation (FES) at The MetroHealth Rehabilitation Institute.
- The highly competitive [W.M. Keck Foundation](#) has invited a proposal for \$1.25-\$1.75 million to support cutting-edge cancer research.



- At the end of 2022, we updated our screening guidelines to recommend women 40 and older (previously 50) receive a mammogram or have a conversation with their provider every year.
- **The reason:** We were finding breast cancers and a more advanced stage and at a younger age in our patients compared to national average.
- **The results:**
 - Referrals to the High-Risk Breast Health Clinic are up **40%**.
 - Screening Mammograms and Imaging are up **17%**.
 - We have seen **6%** more Stage I cancers and **10%** fewer Stage IV Cancers.
- Outreach efforts:
 - MetroHealth's BREAST/Amigas Program held an annual screening and education event Primera Iglesia Baustista Church on October 7.
 - MetroHealth is sponsoring the American Cancer Society's Making Strides Against Breast Cancer Walk on October 21. You can [register, or donate, here](#).
 - Interviews with breast health experts Natalie Joseph, MD, and Christina Clemow, DO, will appear WKYC's Good Company.
 - A virtual health talk about breast health will air on October 26. You can [register here](#).



Building a People-First Culture



We enjoyed celebrating our 8,700+ caregivers during **Employee Appreciation Week** in September – food trucks, giveaways and other fun.



Special Guests

- MetroHealth welcomed Cuyahoga County Executive **Christopher Ronayne** and members of County Council to Main Campus on Tuesday, September 26, where they announced plans to create a Women's Health Advisory Council that would play a vital role in addressing the health disparities that prevent far too many women in our community from living their healthiest lives.

MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, joined Executive Ronayne, Cuyahoga County Councilmembers **Meredith Turner**, **Cheryl Stephens** and **Yvonne M. Conwell**, for a press conference in the Rammelkamp Atrium.

- **Ohio Lt. Gov. Jon Husted** visited MetroHealth on Wednesday, October 11, to tour the Lincoln-West School of Science & Health, which is believed to be the only high school in the country inside a hospital.

Following a tour led by MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, and Lincoln-West Principal Juliette King, Lt. Gov. Husted met with a group of Lincoln-West students and graduates who spoke about their experiences at the school and the incredible support offered by the many MetroHealth caregivers who served as mentors.

The goal of the visit was to highlight Lincoln-West as an innovative workforce development model that could be replicated across Ohio and the nation.



Awards & Recognition

- Three MetroHealth nurses were among the 11 honored during Cleveland.com's Top Nurses award ceremony on September 19. They were selected from a pool of 132 nominees. They are [Shawnese Gordon, MSN, RN, SANE-A](#); [Jen Obbish, BSN, RN](#); and [Daniel Seabold, MBA, BSN, RN, CNOR](#).
- Congratulations to the most recent winner of the DAISY Award for Extraordinary Nurses: [AnneMarie Dolenc, BSN, RN](#), who works in the Neuro Critical Care Unit. According to the patient who submitted the DAISY nomination, "there were many nurses who made a difference during my weeks at MetroHealth. All of them were exceptional. One who stood out was AnneMarie."



AnneMarie Dolenc, BSN, RN



"As a fourth-generation nurse myself and someone who has personally experienced many of the front-line roles, I know first-hand the challenges our caregivers face. If we truly want to move forward as an organization, we must continue to give them a voice and empower them to be the best they can be."

MetroHealth President & CEO Dr. Airica Steed
about the importance of regular rounding and engagement with front-line caregivers.

Awards & Recognition

- **Kim Anderson-Erisman, PhD**, research faculty in the Department of Physical Medicine and Rehabilitation (PM&R) and the Center for Rehabilitation Research at MetroHealth, is among the newest class elected to the National Academy of Medicine. Election to the NAM is considered one of the highest honors in the fields of health and medicine and recognizes individuals who have demonstrated outstanding professional achievement and commitment to service.
- Institute for H.O.P.E.™ Community Health Workers **Nieves "Patty" Esparza** and **Juan Silva** have been named among the 100+ Latinos Cleveland Must Know for 2023. The annual list was created in 2020 by AmMore Consulting, an organization dedicated to raising the profiles of Cleveland's Latino professionals and helping businesses to better attract, retain and advance Latino talent.
- MetroHealth's **Ronnie Fass, MD, MACG**, a world-renowned expert in the understanding and treatment of esophageal motor disorders and Gastroesophageal Reflux Disease (GERD), is the recipient of the 2023 Ray E. Clouse Visiting Professor of Excellence by Washington University School of Medicine, Department of Gastroenterology, Hepatology and Nutrition in St. Louis.
- The MetroHealth System has received the **American College of Cardiology's NCDR Chest Pain – MI Registry Platinum Performance Achievement Award** for 2023, our System's 12th year receiving this recognition. The award recognizes MetroHealth's commitment and success in implementing a higher standard of care for heart attack patients.



Kim Anderson-Erisman, PhD



Nieves "Patty" Esparza



Juan Silva



Ronnie Fass, MD

- For the 10th year in a row, the [College of Healthcare Information Management Executives \(CHIME\)](#) honored The MetroHealth System for its use of digital technology and the role it plays in improving patient care. In its most recent Digital Health Most Wired Survey results, MetroHealth achieved Level 8 certification for both the acute and ambulatory settings.
- Cleveland hosted more than 250 artists and health care professionals from throughout the country when the [National Organization for Arts in Health](#) convened its annual conference in Cleveland. The convention, sponsored by the MetroHealth Center for Arts in Health and Cleveland Clinic Arts and Medicine, began with a day devoted to workshops and an opportunity for attendees to visit The Glick Center and Cleveland Clinic Main Campus for in-person tours of both health systems' art programs, including the MetroHealth-sponsored public art projects in the Clark-Fulton neighborhood.
- A research poster presented earlier this month at the Academy of Spinal Cord Professionals' annual conference received the Diversity Poster Award. The poster was presented by [Mary Jo Roach, PhD](#), a staff scientist with the MetroHealth Research Institute. It detailed an assessment of the accessibility of several outpatient facilities that she and her colleagues conducted over three years.



Linda Jackson, Director of the MetroHealth Center for Arts in Health

YEAR-TO-DATE PERFORMANCE



2023 System Goal Domains

Financial

Total Operating Revenue has increased 12.9% as compared to prior year

3.5% increase in Net Inpatient Revenue

11.1% increase in Net Outpatient Revenue (outpatient surgery exceeding prior year by 11.8%, Endoscopy by 13.8%)

Total gross revenue in the ambulatory division year to date is \$666.7M, 1.7% ahead of target and 9.1% ahead of this time last year

Financial challenges continue to be driven by labor expenditures and impending mortgage payment for The Glick Center



Strategy & Growth

7.7% increase in ED visits compared to 2022 and 6.7% increase in ED admissions

5.7% increase in Total System Discharges

4.8 % increase in the Average Daily Census

Average Length of Stay - 5.44 ALOS for September 2023 a 9.7% decrease compared to September 2022 and 2.2% decrease compared to prior year (5.83 vs. 6.08)

System has seen 224,597 unique ambulatory patients compared with 219,504 at this time in 2022, a 2.3% increase.

Ambulatory network has had 989,385 patient visits, a 4.7% increase over last year and the highest in the post-COVID era. 85% of these were in-person, an increase of 10.7% compared to last year.

Improved the number of patients who received an appointment in primary care within 7 days of their request to 63.5%, a 7 percent increase compared to last year.



Quality & Service

Year to date we have seen a 30.7% reduction in patient preventable harms per 1,000 inpatient days which is our best performance in 5-years

Year to date we have seen a 9% overall improvement in patient experience performance

4 of 10 HCAHPS scores are achieving CMS 4-star performance

Reached stretch performance in 4 of 7 ambulatory goals with the remaining 3 at target

Developed transparent dashboard viewable to the entire System which includes all 67 quality, safety, and experience metrics performance broken down by race and gender



Clinical Transformation, Health Equity & Community Impact

3.5% improvement in postpartum visits and 1% improvement in prenatal care

A total of 128,020 patients have been screened for social drivers of health, on track to meet stretch goal for 2023

Over 67% of patients who request assistance for a social need are connected to services, exceeding stretch goal for 2023

Work underway to expand SDOH screening to the Inpatient setting in 2024 in response to new CMS guidelines

Implemented patient survey to gain insight on challenges Black/African American patients have accessing prenatal and postpartum care

Aligned initiatives with CICIP goals and program

Referrals to the High-Risk Breast Health Clinic are up 40%, Screening Mammograms and Imaging are up 17%, an have seen 6% more Stage I cancers and 10% less Stage IV Cancers



Culture & Diversity

As of September, our turnover rate has reduced by 16.9% compared to last year. Trending to fall near 18% for 2023.

Non-provider hires rolling 12-month comparison (Oct. - Sept. annually):
Oct. 2022 - Sept. 2023: 2012 (+385)
Oct. 2021 - Sept. 2022: 1627

Expanded external recruitment strategies and ensuring the effectiveness of our current new hire incentive offerings

Prioritizing requisitions in high vacancy/turnover areas and those currently filled by external contract/travel staff

Targeted retention action plans in high turnover departments/units

Expanded recognition and facilitation of employee feedback

Improving HR's accessibility via launch of on-site HR Office at Main Campus



Innovation, Education & Research

81 grants submitted, exceeding reach goal of 75 and illustrating significant improvement over 2022's total of 67

Grants revenue for the 2022-2023 Case academic/fiscal year was record setting

Industry Clinical trial process revamped and made electronic

Infrastructure growth (FTEs) is enhancing post award management

4 innovation programs are meeting their goals for 2023. Promedica helicopter program, Spry, Skyway, and the formation of Ovatient have all met their goals.



The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 26, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on October 13, 2023.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Biswas, Tithi, MD	Medicine	Radiation Oncology	9/27/2023
Combs, Larissa, MD	Anesthesiology		9/27/2023
Cost, Carley, DO	OB/GYN		9/27/2023
Faur, Adriana, PhD	Psychiatry	Psychology	9/27/2023
Lopes Bedney, Taidine, MD	OB/GYN		9/27/2023
Mitwally, Mohamed, MD	OB/GYN	Reproductive Endocrinology	9/27/2023
Murphy, Daniel, MD	Surgery	Trauma/Burn/Critical Care	9/27/2023
Patel, Nishita, MD	Anesthesiology		9/27/2023
Vettraino, Ivana, MD	OB/GYN	Maternal/Fetal Medicine	9/27/2023

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Gardner, Sophia, APRN-CNP	Medicine	Hospital Medicine	9/27/2023
Haynes, Chelsea, PA-C	Medicine	Hospital Medicine	9/27/2023
Kazmierczak, Joanna, APRN-CNP	Surgery	Trauma/Burn/Critical Care	9/27/2023
Singh, Jagjit, APRN-CNP	Neurology		9/27/2023
Yu, Margaret, APRN-CNP	Pediatrics	Comprehensive Care	9/27/2023

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Borneman, Karen, MD	Family Medicine		9/27/2023
Foley, David, APRN-CNP	Psychiatry		9/27/2023
Weidenbecher, Mark, MD	Otolaryngology		9/27/2023

***Non Reviewable Clean List**

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Cioletti, Kelly, LISW-S	Psychiatry	Social Work	9/27/2023

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on September 26, 2023. The Actions will then be reviewed by the Medical Executive Committee on October 13, 2023.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Anders, Peter, MD	Medicine	Hospital Medicine	9/8/2023-R
Bajc, Cheyanna, APRN-CNP	Psychiatry		6/2/2023-R
Bayrakdar, Ahmad, MD	Medicine	Gastroenterology	9/1/2023-CT
Finley, James, MD	Medicine	Pulmonary Medicine	9/20/2023-R
Gullett, Heidi, MD	Family Medicine		9/7/2023-R
Hazra, Sandra, MD	Medicine	Hematology/Oncology	9/1/2023-CT
Kolarik, Kaitlyn, APRN-CNP	Medicine	Hospital Medicine	8/17/2023-R
Lavery, Daniella, LISW	Psychiatry	Social Worker	6/29/2023-R
Maley, Christina, APRN-CNP	Medicine	Hospital Medicine	6/16/2023-R
Merritt, Tomisha, APRN-CNP	Anesthesiology	Pre-Surgical Testing	9/5/2023-R
Moses, Jonathan, MD	Pediatrics	Gastroenterology	9/26/2023-R
Nicholas, Jennifer, MD	Radiology		9/7/2023-R
Nicholls, Chong, MD	Anesthesiology		9/26/2023-CT
Paspulati, Raj, MD	Radiology		8/30/2023-R
Patel, Jit, MD	Medicine	Hospital Medicine	8/31/2023-RL
Schauer, Jennifer, APRN-CNP	Family Medicine		9/8/2023-R
Shah, Rajiv, MD	Radiology		9/2/2022-RT
Speicher, David, MD	Pediatrics	Pediatric Critical Care	9/15/2023-R
Toland, Ralanna, LISW	Psychiatry	Social Work	9/7/2023-R

Staff Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Kantor, Claire, APRN-CNP	Privileged Non-Member	Associate	9/26/2023

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

SEPTEMBER REAPPOINTMENTS 2023

Last Name	First Name	Degree	Department	Division
Allen	Michael	LPCC-S, LCDC III	Psychiatry	
Almahameed	Soufian	MD	Medicine	Cardiology
Antenucci	Christina	MD	Family Medicine	
Ardelt	Agnieszka	MD, Ph.D.	Neurology	
Ayub	Salman	MD	Pathology	
Bacon	Beth	LISW-S	Psychiatry	Social Work
Ballou	Stanley	MD	Medicine	Rheumatology
Bar-Shain	David	MD	Pediatrics	
Bass	Jonathan	MD	Dermatology	
Bazzoli	Christopher	MD	Emergency Medicine	Life Flight
Begley	James	MD, MS	Physical Medicine & Rehabilitation	
Bock	Bethany	LISW-S	Psychiatry	Social Work
Botros	Geehan	MD, MPH	Geriatric Medicine	
Brell	Joanna	MD	Medicine	Hematology/Oncology
Caldwell	Stacy	Ph.D.	Psychiatry	
Campbell	James	MD	Geriatric Medicine	
Casciato	Deborah	LISW-S	Psychiatry	Social Work
Collin	Marc	MD	Pediatrics	Neonatology
Cook	William	DO	Medicine	Hospital Medicine
Corrigan	Mary	MD	Geriatric Medicine	
Corrigan	Kathryn	MD	Pediatrics	
Crookston	Melanie	MA CCC-SLP	Physical Medicine & Rehabilitation	
Cruz	Elaine	DO	Medicine	Hospital Medicine
Cutarelli Saul	Marina	MD	Medicine	Internal Medicine
Dangelo	Angela	APRN-CNP	Geriatric Medicine	
Davis	Pamela	MD	Dermatology	
Dreben	Elizabeth	Ph.D.	Physical Medicine & Rehabilitation	Rehabilitation Psychology
Dreher	Nicholas	MD	Medicine/Pediatrics	
Duber	Charles	PT	Physical Medicine & Rehabilitation	
Ekstein	Laurie	MD	Pediatrics	
Escobedo	Joel	MD, Ph.D.	Obstetrics & Gynecology	
Ezimakor	Oge	MD	Psychiatry	
Ferguson	D. Roy	MD	Medicine	Gastroenterology
Fowler	Monica	PA-C	Surgery	Trauma/Burn/Critical Care
Fragassi	Philip	MD	Pediatrics	
Gandhi	Sanjay	MD	Medicine	Cardiology
Ganesan	Santhi	MD	Pathology	
Garcia	Misty	PA-C	Family Medicine	
Garven	Charles	MD	Family Medicine	
Glauser	Jonathan	MD	Emergency Medicine	
Glavac	Olivia	PT	Physical Medicine & Rehabilitation	
Glick	Yitzchak	MD	Emergency Medicine	
Golembiewski	Melanie	MD	Family Medicine	
Goodrich	Elizabeth	PA-C	Otolaryngology	

Gradisar	Sara	MD	Obstetrics & Gynecology	
Hancock	Mary	MD	Emergency Medicine	Correctional Medicine
Hardesty	Christina	MD	Orthopaedics	
Hardy	Leanne	LPCC	Psychiatry	
Harris	Michael	MD	Physical Medicine & Rehabilitation	Pain Management
Hazen	Paul	MD	Dermatology	
Hileman	Corrilynn	MD	Medicine	Infectious Disease
Ho	Vanessa	MD	Surgery	Trauma/Burn/Critical Care
Holan	Cali	MD	Emergency Medicine	Express Care
Jain	Cordula	MD	Medicine/Pediatrics	Express Care
Jenkins	Kenneth	MD	Emergency Medicine	
Jenko	Sherry		Medicine	
Jiang	Xiaolei	APRN-CNP	Family Medicine	
Kalayjian	Robert	MD	Medicine	Infectious Disease
Khoury	Gaby	MD, MBA, MPH	Family Medicine	
Kitagawa	Gregory	MD	Obstetrics & Gynecology	
Krebs	William	DO	Emergency Medicine	Life Flight
Kwong	Jonathan	MD	Surgery	Vascular Surgery
Lancione	Raymond	MD	Surgery	Ophthalmology
Lister	Victoria	APRN-CNP	Pediatrics	Neonatology
Lowery	Andrea	APRN-CNP	Medicine	Palliative Care
Manning	Paul	DO	Medicine	Internal Medicine
Marcotte	Michael	CAA	Anesthesiology	
Massie-Story	Mary	MD	Family Medicine	Express Care
McMellen	Ashley	MD	Emergency Medicine	
McMillin	Sean	DPM	Orthopaedics	Podiatry
Misak	James	MD	Family Medicine	
Mistovich	R. Justin	MD	Orthopaedics	
Mohney	Amanda	CAA	Anesthesiology	
Moore	John	MD	Pediatrics	Neonatology
Murphy	Kaitlyn	MD	Pediatrics	Pediatric Critical Care
Myslenski	Maya	MD	Emergency Medicine	
Neyman	Margarita	MD	Pediatrics	
Nguyen	Christina	MD	Pediatrics	Pediatric Nephrology
Nichols	Daniel	PA-C	Neurosurgery	
Oleson	Christina	MD	Physical Medicine & Rehabilitation	
Patel	Shetal	MD	Emergency Medicine	
Pazheri	Fouseena	MD	Pediatrics	Allergy/Immunology
Peredne	Irma	OT	Physical Medicine & Rehabilitation	
Prinz-Gentile	Deborah	MD, Ph.D.	Obstetrics & Gynecology	
Raddock	Michael	MD	Family Medicine	
Raves-Danan	Rania	MD	Pathology	
Rosenberg	Samuel	MD	Neurosurgery	
Roth	Lisa	DPM	Orthopaedics	Podiatry
Roth	Heather	APRN-CNP	Family Medicine	
Santos	Susan	MD	Pediatrics	
Santoscoy	Thomas	MD	Surgery	Cardiothoracic
Schmidt	Kristen	MD	Emergency Medicine	
Seidel	Scott	OD	Surgery	Ophthalmology

Senthilkumar	Hemalatha	MD	Family Medicine	
Shah	Lisa	Ph.D.	Psychiatry	
Shkraba	Pavlo	CAA	Anesthesiology	
Shuffer	Phillip	MD	Obstetrics & Gynecology	
Singer	Nora	MD	Medicine	Rheumatology
Smith	Angela	APRN-CNP	Psychiatry	
Sorokin	Kristina	APRN-CNP	Family Medicine	Express Care
Stager	Margaret	MD	Pediatrics	Adolescent Medicine
Steinemann	Thomas	MD	Surgery	Ophthalmology
Stepnick	David	MD	Otolaryngology	
Thornton	John	MD, MPH	Medicine	Pulmonary Medicine
Tien	Matthew	MD	Pediatrics	
Tomlinson	Erin	MD	Family Medicine	
Turza	Abby	APRN-CNP	Surgery	General Surgery
Vargo	Mary	MD	Physical Medicine & Rehabilitation	
Warren	Edward	MD	Medicine	Pulmonary Medicine
Williams	Meredith	MD	Emergency Medicine	
Workman	Nathan	APRN-CNP	Medicine	Pulmonary Medicine
Yue	Cheung	MD, RhMSUS	Medicine	Rheumatology
Yurgionas	Sasha	MD	Family Medicine	

THE METROHEALTH SYSTEM
 MEDICAL EXECUTIVE COMMITTEE
 September 8, 2023
 Room K107

CHAIRPERSON: Christine Alexander-Rager, MD

CALLED TO ORDER: 7:00 AM
 ADJOURNED: 9:00 AM


RECORDER: Carol Herbert


Members Present: Drs. Christine Alexander, Natalie Joseph, Ellen Gelles, Catherine Curley, Agnes Loeffler, David Stepnick, Gregory Heintschel, Ms. Brittany Valenzano and Patricia Gallagher

Members Remote: Christopher Brandt, Aparna Roy, Patricia Gallagher, Brittany Valenzano, Thomas Collins, Code Adebambo, Aparna Roy, Anise Ardelt, David Crowe, John Wilber, James Campbell, Lynn Milliner, Michael Kelly, Venkat Krishnamurthy, Ellen Gelles, Catherine Curley, Anise Ardelt, Luis Tollinche, Holly Perzy, Donald Wiper

Guests: Dr. Joanna Brell, Christina Wadsworth

Exec.Ofc: Drs. Olegusen Ishmael, E. Harry Walker, William Lewis

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
Call to Order	Christine Alexander-Rager, MD	<p>Opening Remarks and Business:</p> <ul style="list-style-type: none"> • Welcome to Dr. Harry Walker. Best wishes to Dr. Christopher Brandt as he steps back from Chairman of the Department of Surgery. • Introduction of the Laboratory Formulary/Utilization Committee of the MEC. Dr. Agnes Loeffler. Motion Carries to add the formulation of the new Laboratory Formulary/ Utilization Committee as a Medical Executive Committee. <div style="text-align: center;">  <p>Laboratory Formulary Committe</p> </div>	N/A

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up																																																						
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	Minutes from August's virtual meeting  August Virtual MEC minutes.docx	Minutes approved/ Present the MEC Minutes to BOT																																																						
Medical Staff Appointments and Actions	All medical staff appointments were carefully reviewed and presented by the Department Chairpersons. Each candidate is being presented after approval from the Credentials Committee from the previous month. Each Candidate's file was reviewed for any actions or sanctions, clinical competency, work history. All gaps were accounted for and presentation of the practitioner's education and training was discussed. The committee reviewed the requested privileges and verified the provider will function within their scope of education and license. The NPDB reports, malpractice cases and	<p>Active</p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Lewis, Andrew, DO</td> <td>Medicine/Pulmonary Medicine</td> <td>8/16/2023</td> </tr> <tr> <td>Naik, Akash, MD</td> <td>Otolaryngology</td> <td>8/16/2023</td> </tr> <tr> <td>Nandar, Phoo Pwint, MD</td> <td>Medicine Cardiology</td> <td>8/16/2023</td> </tr> <tr> <td>Wang, Yan, MD</td> <td>Pathology</td> <td>8/16/2023</td> </tr> </tbody> </table> <p>Associate</p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Chirdon, Anne, APRN-CRNA</td> <td>Anesthesiology</td> <td>8/16/2023</td> </tr> <tr> <td>Jiang, Ailin, APRN-CRNA</td> <td>Anesthesiology</td> <td>8/16/2023</td> </tr> <tr> <td>Passafiume, Erin, APRN-CNP</td> <td>Family Medicine</td> <td>8/16/2023</td> </tr> <tr> <td>Peters, Francine, APRN-CNP</td> <td>Pediatrics/Neonatology</td> <td>8/16/2023</td> </tr> <tr> <td>Rodriguez,Clairissa, APRN-CNP</td> <td>Neurology</td> <td>8/16/2023</td> </tr> </tbody> </table> <p>Privileged Non-Member</p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>Effective</i></th> </tr> </thead> <tbody> <tr> <td>Bondarev, Sergey, MD</td> <td>Radiology</td> <td>8/16/2023</td> </tr> <tr> <td>Heather, John, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> <tr> <td>Kimmel, Susan, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> <tr> <td>Reed, Eric, MD</td> <td>Psychiatry</td> <td>8/16/2023</td> </tr> </tbody> </table> <p>The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 15, 2023 and are presented to the MEC on 9/8/23 for review and approval</p> <p>Resignation</p> <table border="1"> <thead> <tr> <th><i>Name</i></th> <th><i>Department/Division</i></th> <th><i>End Date</i></th> </tr> </thead> <tbody> <tr> <td>Cottom, Elizabeth, APRN-CNM</td> <td>OB/GYN</td> <td>8/7/2023-R</td> </tr> </tbody> </table>	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Lewis, Andrew, DO	Medicine/Pulmonary Medicine	8/16/2023	Naik, Akash, MD	Otolaryngology	8/16/2023	Nandar, Phoo Pwint, MD	Medicine Cardiology	8/16/2023	Wang, Yan, MD	Pathology	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Chirdon, Anne, APRN-CRNA	Anesthesiology	8/16/2023	Jiang, Ailin, APRN-CRNA	Anesthesiology	8/16/2023	Passafiume, Erin, APRN-CNP	Family Medicine	8/16/2023	Peters, Francine, APRN-CNP	Pediatrics/Neonatology	8/16/2023	Rodriguez,Clairissa, APRN-CNP	Neurology	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Bondarev, Sergey, MD	Radiology	8/16/2023	Heather, John, MD	Psychiatry	8/16/2023	Kimmel, Susan, MD	Psychiatry	8/16/2023	Reed, Eric, MD	Psychiatry	8/16/2023	<i>Name</i>	<i>Department/Division</i>	<i>End Date</i>	Cottom, Elizabeth, APRN-CNM	OB/GYN	8/7/2023-R	Motion carries to approve. Present to BOT
<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>																																																							
Lewis, Andrew, DO	Medicine/Pulmonary Medicine	8/16/2023																																																							
Naik, Akash, MD	Otolaryngology	8/16/2023																																																							
Nandar, Phoo Pwint, MD	Medicine Cardiology	8/16/2023																																																							
Wang, Yan, MD	Pathology	8/16/2023																																																							
<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>																																																							
Chirdon, Anne, APRN-CRNA	Anesthesiology	8/16/2023																																																							
Jiang, Ailin, APRN-CRNA	Anesthesiology	8/16/2023																																																							
Passafiume, Erin, APRN-CNP	Family Medicine	8/16/2023																																																							
Peters, Francine, APRN-CNP	Pediatrics/Neonatology	8/16/2023																																																							
Rodriguez,Clairissa, APRN-CNP	Neurology	8/16/2023																																																							
<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>																																																							
Bondarev, Sergey, MD	Radiology	8/16/2023																																																							
Heather, John, MD	Psychiatry	8/16/2023																																																							
Kimmel, Susan, MD	Psychiatry	8/16/2023																																																							
Reed, Eric, MD	Psychiatry	8/16/2023																																																							
<i>Name</i>	<i>Department/Division</i>	<i>End Date</i>																																																							
Cottom, Elizabeth, APRN-CNM	OB/GYN	8/7/2023-R																																																							

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up																																																																				
	<p>any health issues were discussed, and a legal representative was present at the Credentials Committee.</p> <p>All additional privileges were discussed and verified ongoing monitoring of NPDB is being performed.</p>	<table border="1"> <tr> <td>Horwath, Ewald, MD</td> <td>Psychiatry</td> <td>8/1/2023-RT</td> </tr> <tr> <td>Malik, Mohammad, MD</td> <td>Orthopaedics</td> <td>7/31/2023-CC</td> </tr> <tr> <td>Raymond, Lindsey, APRN-CNP</td> <td>Medicine /Infectious Disease</td> <td>8/15/2023-RL</td> </tr> <tr> <td>Wise, Anne, MD</td> <td>Family Medicine</td> <td>7/13/2023-R</td> </tr> </table> <p>CC=Contract Complete, Fellowship Complete R=Resigned RL-Relocated RT-Retired ET-Employment Terminated CT-Contract Terminated</p> <p>The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on August 29, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on September 8, 2023.</p> <table border="1"> <thead> <tr> <th><u>Active</u></th> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td></td> <td>Fajobi, Olufunke, MD</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td></td> <td>Kolaczko, Jensen, MD</td> <td>Orthopaedics</td> <td>8/30/2023</td> </tr> <tr> <td></td> <td>Shammassian, Berje, MD</td> <td>Neurosurgery</td> <td>8/30/2023</td> </tr> <tr> <td></td> <td>Wong, Richard, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><u>Associate</u></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Fearon, Shanique, APRN-CNP</td> <td>Medicine/Hospital Medicine</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><u>Privileged Non-Member</u></p> <table border="1"> <thead> <tr> <th><u>Name</u></th> <th><u>Department/Division</u></th> <th><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Boniface, Nicholas, MD</td> <td>Surgery/Trauma/Burn/Critical Care</td> <td>8/29/2023</td> </tr> <tr> <td>Endres, Tori, MD</td> <td>Pediatric/Pulmonary Medicine</td> <td>8/30/2023</td> </tr> <tr> <td>Goodman, Lorenda, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Kennedy, James, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Lee, Jessica, MD</td> <td>Neurology</td> <td>8/30/2023</td> </tr> <tr> <td>Waghray, Abhijeet, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> <tr> <td>Wiggins, Morgan, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Whitehair, Dawn, APRN-CNP</td> <td>Psychiatry</td> <td>8/30/2023</td> </tr> <tr> <td>Whitman, Daniel, MD</td> <td>Medicine/Gastroenterology</td> <td>8/30/2023</td> </tr> </tbody> </table> <p><u>*Non Reviewable Clean List Privileged Non-Member</u></p>	Horwath, Ewald, MD	Psychiatry	8/1/2023-RT	Malik, Mohammad, MD	Orthopaedics	7/31/2023-CC	Raymond, Lindsey, APRN-CNP	Medicine /Infectious Disease	8/15/2023-RL	Wise, Anne, MD	Family Medicine	7/13/2023-R	<u>Active</u>	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>		Fajobi, Olufunke, MD	Psychiatry	8/30/2023		Kolaczko, Jensen, MD	Orthopaedics	8/30/2023		Shammassian, Berje, MD	Neurosurgery	8/30/2023		Wong, Richard, MD	Medicine/Gastroenterology	8/30/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Fearon, Shanique, APRN-CNP	Medicine/Hospital Medicine	8/30/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Boniface, Nicholas, MD	Surgery/Trauma/Burn/Critical Care	8/29/2023	Endres, Tori, MD	Pediatric/Pulmonary Medicine	8/30/2023	Goodman, Lorenda, APRN-CNP	Psychiatry	8/30/2023	Kennedy, James, APRN-CNP	Psychiatry	8/30/2023	Lee, Jessica, MD	Neurology	8/30/2023	Waghray, Abhijeet, MD	Medicine/Gastroenterology	8/30/2023	Wiggins, Morgan, APRN-CNP	Psychiatry	8/30/2023	Whitehair, Dawn, APRN-CNP	Psychiatry	8/30/2023	Whitman, Daniel, MD	Medicine/Gastroenterology	8/30/2023	
Horwath, Ewald, MD	Psychiatry	8/1/2023-RT																																																																					
Malik, Mohammad, MD	Orthopaedics	7/31/2023-CC																																																																					
Raymond, Lindsey, APRN-CNP	Medicine /Infectious Disease	8/15/2023-RL																																																																					
Wise, Anne, MD	Family Medicine	7/13/2023-R																																																																					
<u>Active</u>	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>																																																																				
	Fajobi, Olufunke, MD	Psychiatry	8/30/2023																																																																				
	Kolaczko, Jensen, MD	Orthopaedics	8/30/2023																																																																				
	Shammassian, Berje, MD	Neurosurgery	8/30/2023																																																																				
	Wong, Richard, MD	Medicine/Gastroenterology	8/30/2023																																																																				
<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>																																																																					
Fearon, Shanique, APRN-CNP	Medicine/Hospital Medicine	8/30/2023																																																																					
<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>																																																																					
Boniface, Nicholas, MD	Surgery/Trauma/Burn/Critical Care	8/29/2023																																																																					
Endres, Tori, MD	Pediatric/Pulmonary Medicine	8/30/2023																																																																					
Goodman, Lorenda, APRN-CNP	Psychiatry	8/30/2023																																																																					
Kennedy, James, APRN-CNP	Psychiatry	8/30/2023																																																																					
Lee, Jessica, MD	Neurology	8/30/2023																																																																					
Waghray, Abhijeet, MD	Medicine/Gastroenterology	8/30/2023																																																																					
Wiggins, Morgan, APRN-CNP	Psychiatry	8/30/2023																																																																					
Whitehair, Dawn, APRN-CNP	Psychiatry	8/30/2023																																																																					
Whitman, Daniel, MD	Medicine/Gastroenterology	8/30/2023																																																																					

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up																																																												
		<p><u>Name</u> <u>Department/Division</u> <u>Effective</u></p> <p>Mally, Emily, LISW-S Infectious Disease/Social Work 8/30/2023 Ware, Andrea, LISW-S Psychiatry/Social Work 8/30/2023</p> <p style="text-align: center;">August Reappointments</p> <table border="1" data-bbox="659 467 1638 1537"> <thead> <tr> <th>Last Name</th> <th>First Name</th> <th>Degree</th> <th>Department/Division</th> </tr> </thead> <tbody> <tr> <td>Ahsanuddin</td> <td>Sayeeda</td> <td>MD</td> <td>Dermatology</td> </tr> <tr> <td>Aiello</td> <td>Brittany</td> <td>DNP, APRN-CNP</td> <td>Geriatric Medicine</td> </tr> <tr> <td>Barger</td> <td>Philip</td> <td>MD</td> <td>Pediatrics/Pediatric Cardiology</td> </tr> <tr> <td>Bartunek</td> <td>Aliza</td> <td>APRN-CNP</td> <td>Pediatrics</td> </tr> <tr> <td>Bazzo</td> <td>Deborah</td> <td>APRN-CNP</td> <td>Obstetrics & Gynecology</td> </tr> <tr> <td>Beal</td> <td>Laura</td> <td>APRN-CNP</td> <td>Emergency Medicine</td> </tr> <tr> <td>Belcastro</td> <td>Leah</td> <td>APRN-CNP</td> <td>Surgery/General Surgery</td> </tr> <tr> <td>Bitner</td> <td>Monica</td> <td>APRN-CRNA</td> <td>Anesthesiology</td> </tr> <tr> <td>Bogdas</td> <td>Bernadette</td> <td>APRN-CNP</td> <td>Family Medicine</td> </tr> <tr> <td>Broze</td> <td>Julie</td> <td>APRN-CNS</td> <td>Medicine/Pulmonary Medicine</td> </tr> <tr> <td>Cancelliere</td> <td>Katherine</td> <td>APRN-CNP</td> <td>Medicine/Hospital Medicine</td> </tr> <tr> <td>Catalani</td> <td>Amy</td> <td>APRN-CNP</td> <td>Pediatrics</td> </tr> <tr> <td>Cirigliano</td> <td>Melissa</td> <td>MD</td> <td>Pediatrics</td> </tr> <tr> <td>Conley</td> <td>Kimberly</td> <td>APRN-CNP</td> <td>Emergency Medicine</td> </tr> </tbody> </table>	Last Name	First Name	Degree	Department/Division	Ahsanuddin	Sayeeda	MD	Dermatology	Aiello	Brittany	DNP, APRN-CNP	Geriatric Medicine	Barger	Philip	MD	Pediatrics/Pediatric Cardiology	Bartunek	Aliza	APRN-CNP	Pediatrics	Bazzo	Deborah	APRN-CNP	Obstetrics & Gynecology	Beal	Laura	APRN-CNP	Emergency Medicine	Belcastro	Leah	APRN-CNP	Surgery/General Surgery	Bitner	Monica	APRN-CRNA	Anesthesiology	Bogdas	Bernadette	APRN-CNP	Family Medicine	Broze	Julie	APRN-CNS	Medicine/Pulmonary Medicine	Cancelliere	Katherine	APRN-CNP	Medicine/Hospital Medicine	Catalani	Amy	APRN-CNP	Pediatrics	Cirigliano	Melissa	MD	Pediatrics	Conley	Kimberly	APRN-CNP	Emergency Medicine	
Last Name	First Name	Degree	Department/Division																																																												
Ahsanuddin	Sayeeda	MD	Dermatology																																																												
Aiello	Brittany	DNP, APRN-CNP	Geriatric Medicine																																																												
Barger	Philip	MD	Pediatrics/Pediatric Cardiology																																																												
Bartunek	Aliza	APRN-CNP	Pediatrics																																																												
Bazzo	Deborah	APRN-CNP	Obstetrics & Gynecology																																																												
Beal	Laura	APRN-CNP	Emergency Medicine																																																												
Belcastro	Leah	APRN-CNP	Surgery/General Surgery																																																												
Bitner	Monica	APRN-CRNA	Anesthesiology																																																												
Bogdas	Bernadette	APRN-CNP	Family Medicine																																																												
Broze	Julie	APRN-CNS	Medicine/Pulmonary Medicine																																																												
Cancelliere	Katherine	APRN-CNP	Medicine/Hospital Medicine																																																												
Catalani	Amy	APRN-CNP	Pediatrics																																																												
Cirigliano	Melissa	MD	Pediatrics																																																												
Conley	Kimberly	APRN-CNP	Emergency Medicine																																																												



ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Coppola	Eileen	APRN-CNP	Family Medicine/Express Care	
		Craig	Marion	APRN-CNP	Medicine/Pediatrics	
		Dawson	Carmen	APRN-CNP	Obstetrics & Gynecology	
		Doi	Laura	APRN-CNP	Obstetrics & Gynecology	
		Dorsey	Amelia	MD	Surgery/General Surgery	
		El-Hayek	Kevin	MD	Surgery/General Surgery	
		Fogel	Susan	APRN-CNP	Neurology	
		Forster-Paulsen	Denise	APRN-CNP	Surgery	
		Fowles	Diane	APRN-CRNA	Anesthesiology	
		Gallup	Andrea	APRN-CNP	Surgery/Plastic Surgery	
		Gampa	Vikas	MD	Medicine/Internal Medicine	
		Garden	Naima	APRN-CNP	Medicine/Endocrinology	
		Gay	Alishea	DNP, APRN-CNP	Family Medicine	
		Gedeon	Scott	APRN-CNP	Neurology	
		Giller	Annie	APRN-CNP	Medicine/Gastroenterology	
		Gordon-Ocejo	Gloria	APRN-CNP	Pediatrics	
		Harrington	Ann	APRN-CNS	Physical Medicine & Rehabilitation	







ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Harris	Marlana	APRN-CRNA	Anesthesiology	
		Hehemann	David	DPM	Orthopaedics/ Podiatry	
		Hernandez	Alicia	APRN-CNP	Family Medicine	
		Herringshaw	Halle	PA-C	Dermatology	
		Hudak	Jennifer	DNP, APRN-CNP	Geriatric Medicine	
		Iacoboni	Jacalyn	DNP, APRN-CNP	Medicine/Internal Medicine	
		Johnson	Rikki	APRN-CNP	Neurology	
		Johnson	Halee	APRN-CNP	Surgery/Trauma/Critical Care/Burn	
		Kaufmann	Adam	APRN-CNP	Family Medicine/Express Care	
		Killings	Tiffany	APRN-CNP	Medicine/Infectious Disease	
		Klepser	Kristen	APRN-CNP	Family Medicine/Express Care	
		Kowalsky	Stacy	MD	Surgery/Oncology	
		Ladha	Perna	MD	Surgery/Trauma/Critical Care/Burn	
		Lanzara	Lisa	APRN-CNP	Medicine/Cariology	
		Lasinski	Alaina	MD	Surgery/Trauma/Critical Care/Burn	
		Lightbody	Marjorie	APRN-CNP	Medicine/Cardiology	
		Lightner	Barbara	APRN-CNP	Pediatrics/Pediatric Endocrinology	

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Logan	Leslie	APRN-CNM	Obstetrics & Gynecology	
		Lohr	Melissa	APRN-CNP	Pediatrics	
		Lu	Jason	APRN-CNP	Emergency Medicine	
		Luebke	Donna	APRN-CNP	Medicine/Cardiology	
		Makino	Kelly	MD	Family Medicine	
		Malson	James	APRN-CRNA	Anesthesiology	
		McCourt	Jill	APRN-CNP	Medicine	
		McDonnell	Marie	DNP, APRN-CNP	Pediatrics	
		Medve	Nicole	APRN-CNP	Neurology	
		Mehra	Lindsey	APRN-CNP	Emergency Medicine	
		Meyer	Kathryn	DNP, APRN-CNP	Medicine	
		Mickan	Paula	APRN-CNP	Emergency Medicine	
		Miller-Spalding	Suzanne	APRN-CNP	Surgery	
		Modlin	Charles	MD	Surgery	
		Molnar	Jill	APRN-CNP	Medicine	
		Moran	Ellen	APRN-CNP	Family Medicine	
		Moratschek	Sonal	MD	Psychiatry	

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Newbrough	Kaitlyn	APRN-CNP	Geriatric Medicine	
		Ogunwumi	Olumide	PA-C	Medicine	
		Ohliger	Alison	APRN-CRNA	Anesthesiology	
		Orta	Andy	DPM	Orthopaedics	
		Papajcik	Doreen	APRN-CNP	Medicine	
		Papp	Stefan	APRN-CNP	Physical Medicine & Rehabilitation	
		Peleg	Gil	DDS, MD	Medicine	
		Perch	Kristopher	APRN-CNP	Family Medicine	
		Pressnell	Meredith	APRN-CNP	Medicine	
		Quidilla	Jo Anne Therese	APRN-CNP	Anesthesiology	
		Raffel	Megan	APRN-CNP	Medicine	
		Rahhal	Marie-Noel	MD	Medicine	
		Randall	Kerry	APRN-CNP	Family Medicine	
		Ratnam	Maya	MD	Medicine	
		Raymond	Lindsey	APRN-CNP	Medicine	
		Rice	Jonathon	APRN-CNP	Medicine	
		Robbins	Nathaniel	MD	Pediatrics	
		Rompala	Jessica	APRN-CNP	Family Medicine	
		Sanders	Cristina	APRN-CNP	Medicine	

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Schuller	Mindy	APRN-CNP	Family Medicine	
		Schulte-Laird	Lori-Anne	APRN-CNP	Psychiatry	
		Schwartz	Ryan	MD	Radiology	
		Scott	Erica	APRN-CNP	Family Medicine	
		Sirey	Michelle	APRN-CNP	Medicine	
		Snyder	Wayne	APRN-CNP	Medicine	
		Stephen	Jillian	APRN-CNP	Physical Medicine & Rehabilitation	
		Stone	Lisa	APRN-CNP	Pediatrics	
		Stover	Jenna	APRN-CNP	Pediatrics	
		Stredney	Carrie	APRN-CNP	Family Medicine	
		Thombs	Natalie	APRN-CNS	Surgery	
		Tirbaso	Deanna	APRN-CNP	Medicine	
		Vosniak	Audrey	APRN-CNP	Family Medicine	
		Washington	Carlise	APRN-CNP	Anesthesiology	
		Washington	Tina	MD	Radiology	
		Westfall	Donna	APRN-CNP	Geriatric Medicine	
		White	Jennifer	APRN-CNP	Pediatrics	

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS				EVALUATION-Follow-up
		Wilcox	Toni	APRN-CNP	Physical Medicine & Rehabilitation	
		Williams	Fannie	DNP, APRN-CNP	Geriatric Medicine	
		Yousef	John	APRN-CNP	Family Medicine	
		Zhang	David	MD	Pediatrics	
		Zupancic	Julie	DNP, APRN-CNP	Pediatrics	
APP Update	No APP Update for September					No action required
Standing Agenda Item	Length of Stay	Presentation by Dr. Michael Lewis				No action required
Policies	ED Beta Blocker and Calcium Blocker Overdose Therapy	 4788 ED Beta Blocker and CCB OD Tx.pdf				Motion approved with Revisions
Protocol	Narcan Protocol	 Narcan Protocol for CNE.docx This was approved by CNE 7/6. This will not replace the ED's Overdose Protocol as they have almost immediate access to a provider to continue treatment. The System protocol will allow for treatment at those areas where they may need to call 9-1-1.				Motion carried to Approve

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
<p>Other Business</p>	<p>Pharmacy Consent Agreement Updates Distributed electronically in August. Presentation by Christina Wadsworth and Joanna Brell</p>	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; margin: 5px;">  MM-06A_-_Managing_Pharmacist_Cons </div> <div style="text-align: center; margin: 5px;">  MM-06_-_Pharmacist_and_Provider_Con </div> <div style="text-align: center; margin: 5px;">  MM-06C_-_MetroHealth_Pharmacy_Cred </div> <div style="text-align: center; margin: 5px;">  GDLStressUlcerProp hylaxisCHD - MH 6.3 </div> <div style="text-align: center; margin: 5px;">  CPA - Substance Use Disorder_07262: </div> <div style="text-align: center; margin: 5px;">  MM-06B_-_Consult_Agreement_Disease_ </div> </div>	<p>Motion carried to Approve</p>
<p>Meeting Adjourned</p>			

Trustees,

Happy October! We have some exciting updates to share with you.

MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, and her executive team joined the medical staff for an update on the state of the hospital. Mr. Derrick Hollings was introduced.

Together with Mr. Geoff Himes, the financial report was provided. Our inpatient volumes continue to lag but surgeries and ambulatory visits continue to be better than budget.

Expenses remain high and the medical staff were asked to assist in any ways that make sense for their individual areas.

Dr. Steed then answered questions posed in advance of the meeting while also taking spontaneous questions from the participants. Topics covered included:

- Leadership Structure
- Support Staff
- Work Environment
- APP Morale, Workload and Leadership
- Compensation
- Benefits: Vacation and Sick time
- Pharmacy costs and liaison support
- APEX updates
- Perinatal care
- Retaining physician workforce
- Psychiatric services
- Transformation 2.0

Medical Staff attendance was at an all-time high! We plan to invite Dr. Steed and her team to the Medical Staff meeting on a quarterly basis. Additionally, we will begin a new column of "Ask the CEO," in the quarterly Medical Staff newsletter that will focus on questions posed by Medical Staff members.

Chrissy and Natalie

Christine Alexander Rager, MD, Medical Staff President
Natalie Joseph, MD, President-Elect



Christine Alexander Rager, MD



Natalie Joseph, MD

Department Shout-Outs

To help you get to know our various departments and programming, we will highlight the work of individual departments in each newsletter. It is virtually impossible to know all that is going on so we will focus on the good work each area is doing!

Dermatology

One of the first departments to create a “Multicultural Clinic,” Dermatology continues to grow and expand services! They have recently started a pilot for rapid access employee video visits and Face to Face employee access clinic on Mondays at the main campus. Both have been enthusiastically well-received!

They are now performing in-office surgical treatment for hidradenitis suppurativa, a skin condition which can be quite painful and severe. In office surgical treatment for patients with this condition is safe, convenient, and cost effective. It is offered in the Multicultural Dermatology Clinic, which continues to thrive.

Save the Date: December 16

Please save for Saturday, December 16, 2023, for the Medical Staff Holiday Celebration! We are very excited to return to this in-person celebration, which hasn’t been held since 2019! It will be held at the Renaissance Cleveland Hotel and will feature dinner, dancing and a silent auction to benefit the Employee Hardship Fund.

Please consider donating to the auction! Gift cards, tickets to events, gift baskets or time away are just a few ideas. No donation is too big or too small! Please reach out to Trish Gallagher (pgallagher@metrohealth.org) in the Professional Affairs office if you would like to donate.

We hope to see you on December 16!



SAVE THE DATE

The Medical Staff Holiday Celebration Event

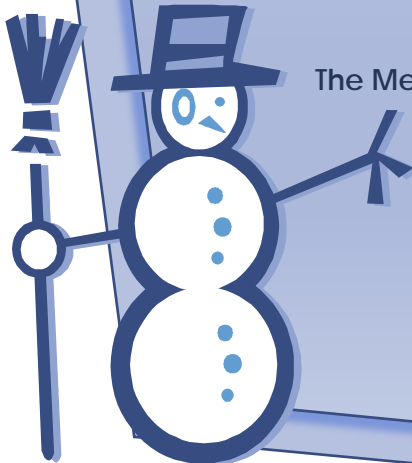
Saturday, December 16, 2023
Six O'clock in the evening
Renaissance Cleveland Hotel

Formal Invitation will be mailed.

December 16, 2023

6:00 pm
24 Public Square
Cleveland, OH 44113

The MetroHealth Medical Staff Services





MetroHealth



2024 Annual Budget Summary

Finance Committee

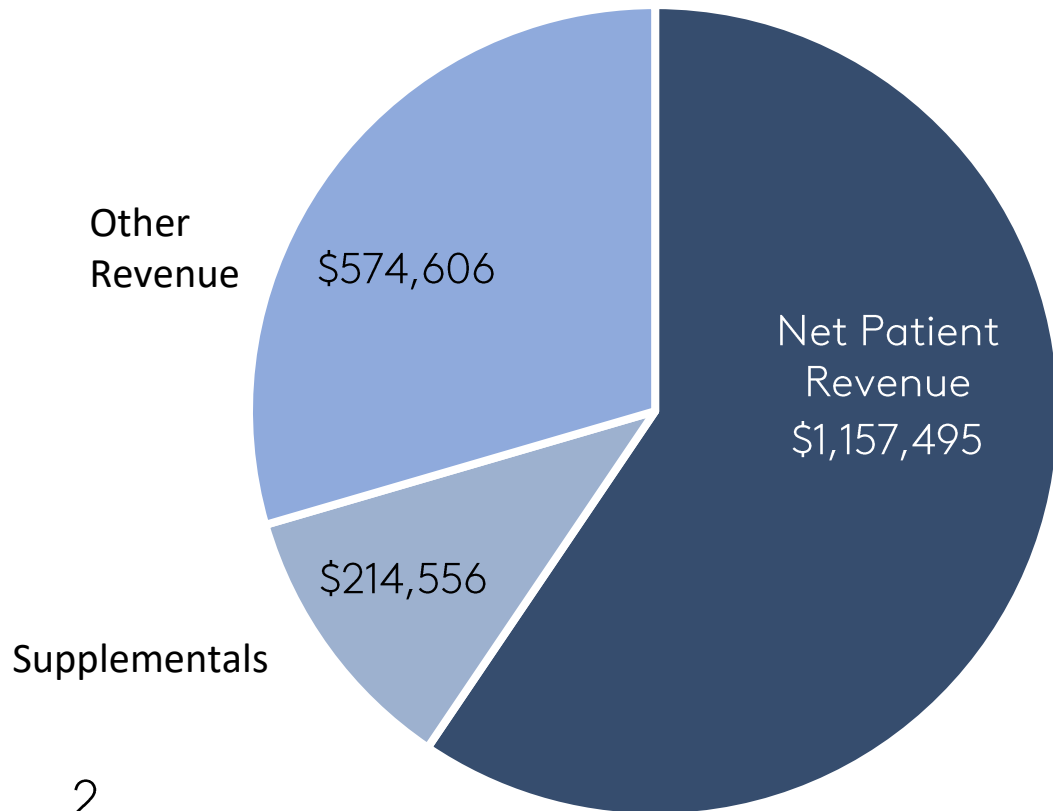
October 25, 2023

2024 Operating Budget

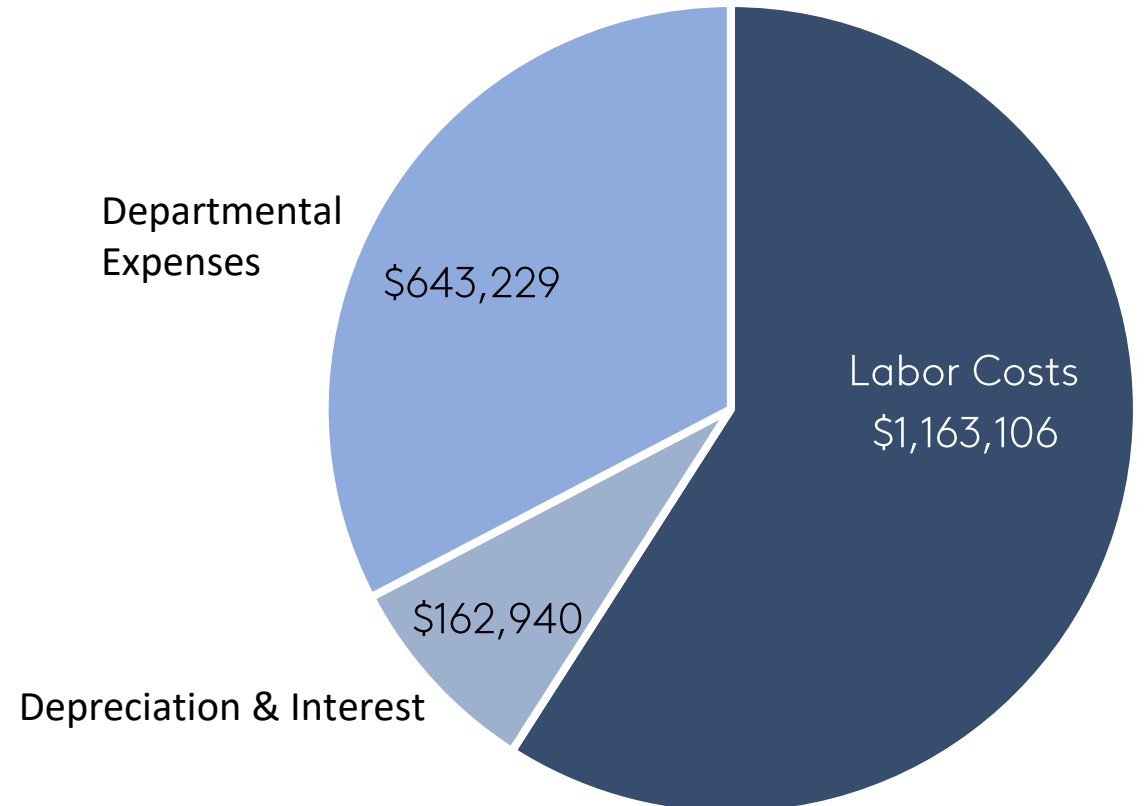


	<i>\$ in Thousands</i>
Total Operating Revenue	\$ 1,946,657
Total Operating Expense (excluding depreciation & interest)	\$ 1,806,335
EBIDA	\$ 140,322

Operating Revenue



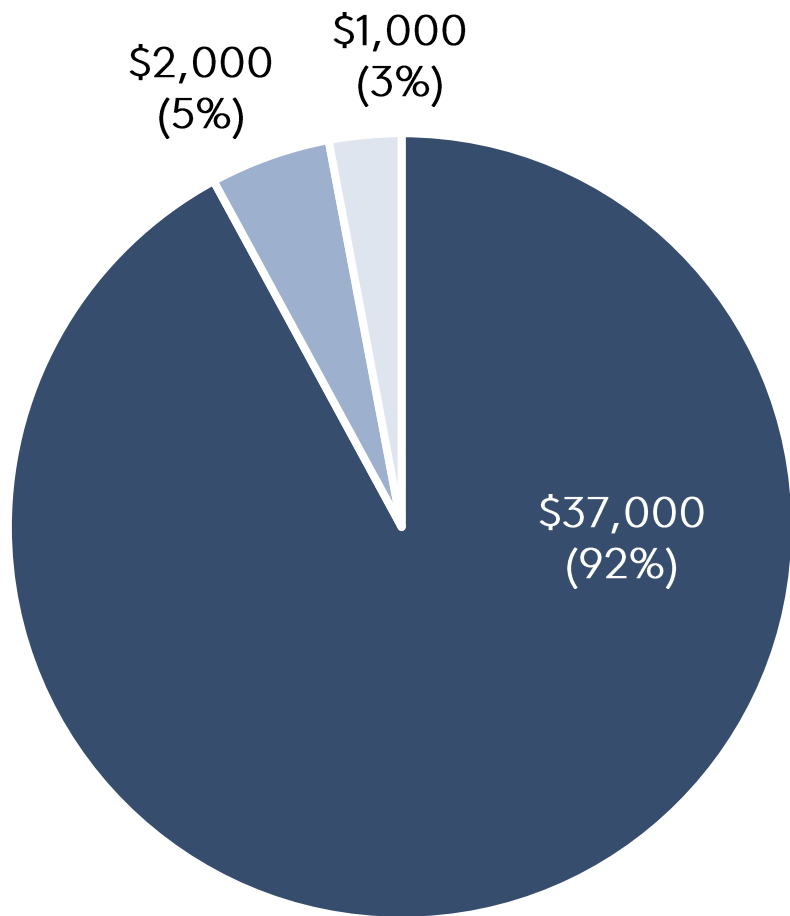
Operating Expense



2024 Capital Budget

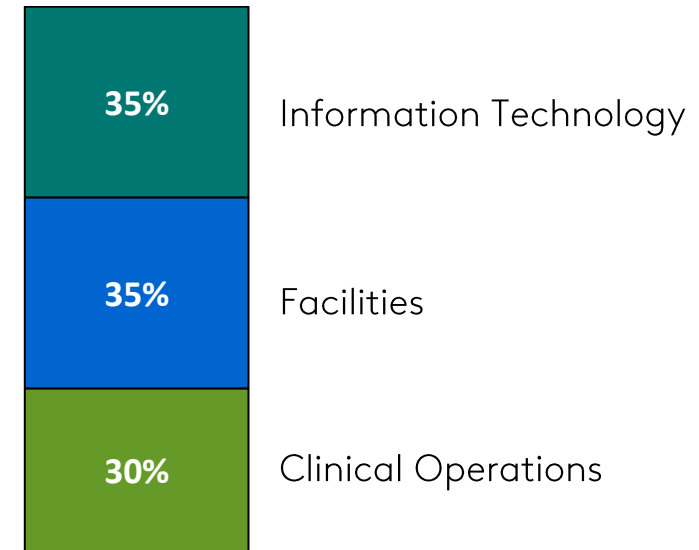


\$ in Thousands



■ Routine/Required/Strategic	\$ 37,000
■ Contingency	2,000
■ Minor	<u>1,000</u>
Total	\$ 40,000

Estimated
Funding
Allocation



Routine/Required/Strategic

Note: 2024 Capital is funded from operating cash flow and/or cash reserves for the ongoing operations of MetroHealth. The allocation amounts among Routine/Required/Strategic, Contingency, and Minor categories presented above are estimates and may vary.

**RECOMMENDATION TO THE METROHEALTH SYSTEM
FOR A PROPOSED BUDGET FOR THE 2024 FISCAL YEAR AND
TO AUTHORIZE THE SUBMISSION OF THE SAME TO THE
GOVERNMENT OF CUYAHOGA COUNTY, OHIO**

Recommendation

The President and Chief Executive Officer, on the advice of the Chief Financial Officer, recommends that The MetroHealth System (the "System") approve a proposed budget for the 2024 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio ("County").

The information to be submitted to the County is shown in Exhibit A.

Background

The System's Board of Trustees is required by law to submit to the County a proposed budget for the ensuing fiscal year no later than 60 days in advance of the end of the current fiscal year.

Approval of a Proposed Budget for the 2024 Fiscal Year and To Authorize the Submission
of the Same to the
Government of Cuyahoga County, Ohio

RESOLUTION

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for a proposed budget for the 2024 fiscal year and to authorize the submission of the same to the government of Cuyahoga County, Ohio ("County"); and

WHEREAS, the Board's Finance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approve a proposed budget for the 2024 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio.

The information to be submitted to the County is shown in Exhibit A.

BE IT FURTHER RESOLVED, the Chief Executive Officer and President, or her designee, are hereby authorized to take necessary actions consistent with this resolution.

AYES:

NAYS:

ABSENT:

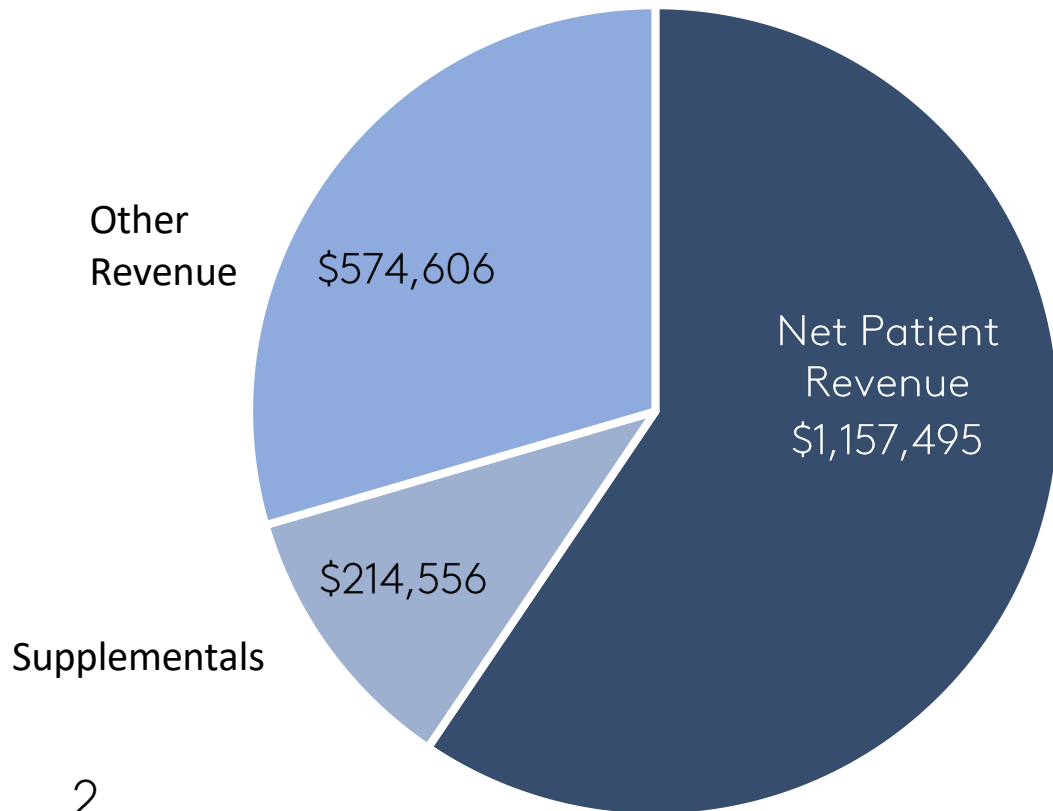
ABSTAINED:

DATE:

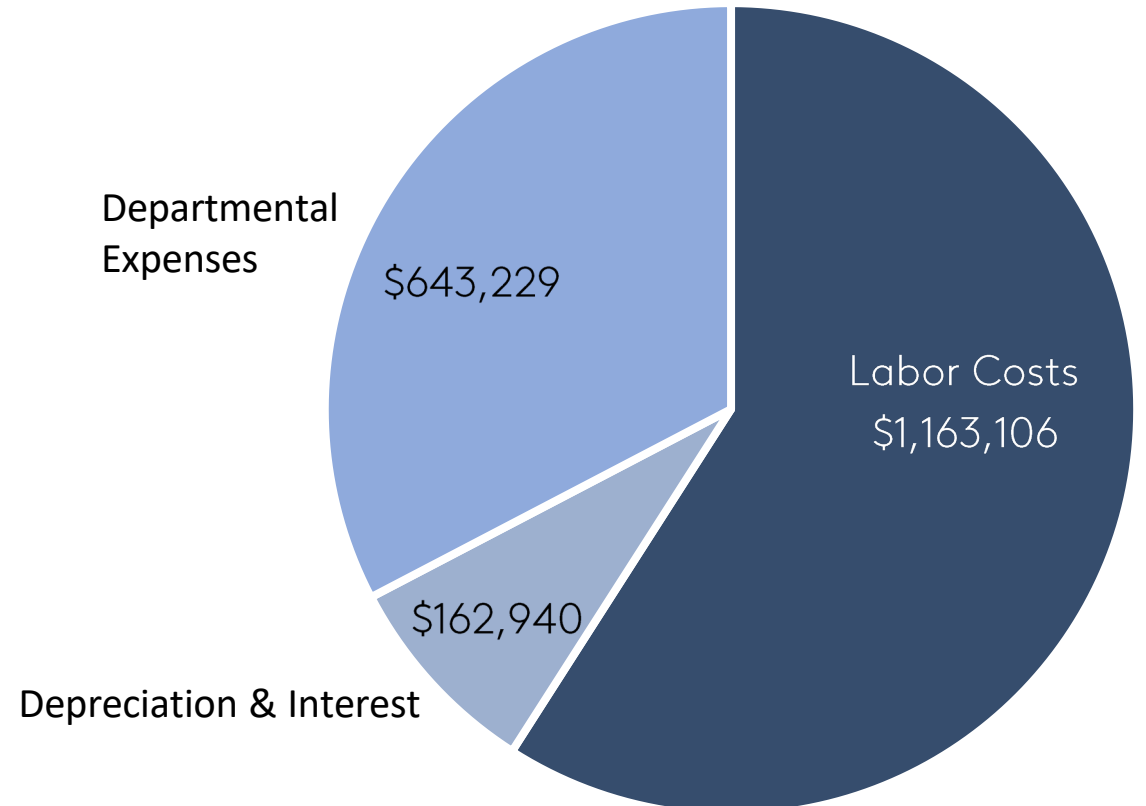
2024 Operating Budget

	<i>\$ in Thousands</i>
Total Operating Revenue	\$ 1,946,657
Total Operating Expense (excluding depreciation & interest)	\$ 1,806,335
EBIDA	\$ 140,322

Operating Revenue

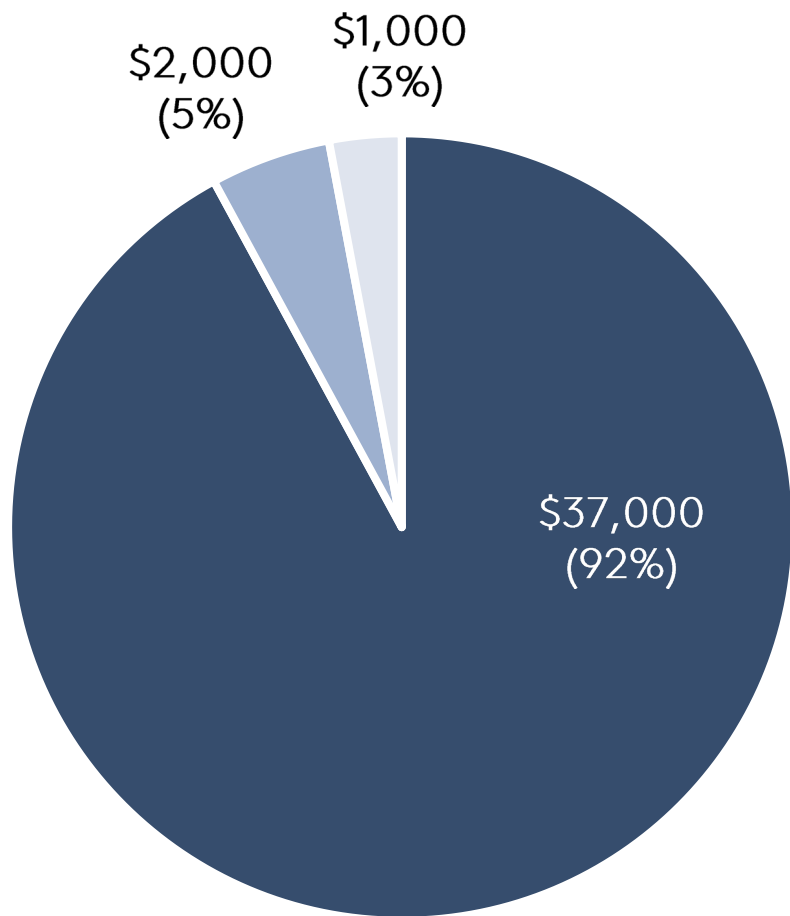


Operating Expense



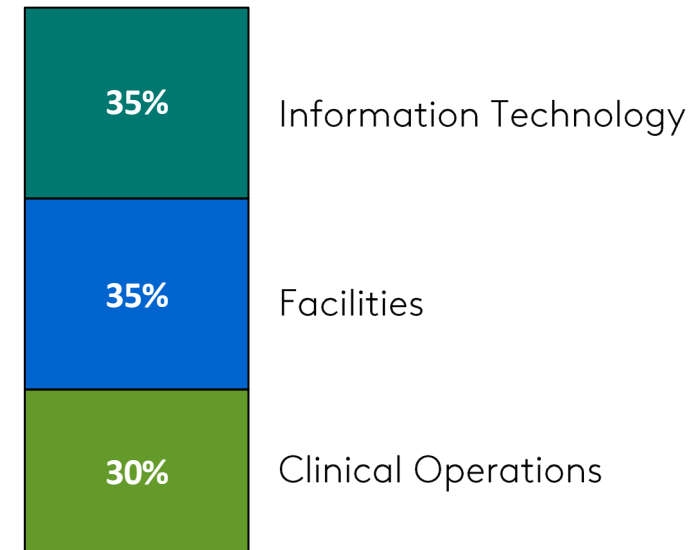
2024 Capital Budget

\$ in Thousands



■ Routine/Required/Strategic	\$ 37,000
■ Contingency	2,000
■ Minor	<u>1,000</u>
Total	\$ 40,000

Estimated
Funding
Allocation



Routine/Required/Strategic

Note: 2024 Capital is funded from operating cash flow and/or cash reserves for the ongoing operations of MetroHealth. The allocation amounts among Routine/Required/Strategic, Contingency, and Minor categories presented above are estimates and may vary.

**RECOMMENDATION TO THE METROHEALTH SYSTEM
FOR A PROPOSED BUDGET FOR THE 2024 FISCAL YEAR AND
TO AUTHORIZE THE SUBMISSION OF THE SAME TO THE
GOVERNMENT OF CUYAHOGA COUNTY, OHIO**

Recommendation

The President and Chief Executive Officer, on the advice of the Chief Financial Officer, recommends that The MetroHealth System (the "System") approve a proposed budget for the 2024 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio ("County").

The information to be submitted to the County is shown in Exhibit A.

Background

The System's Board of Trustees is required by law to submit to the County a proposed budget for the ensuing fiscal year no later than 60 days in advance of the end of the current fiscal year.

Approval of a Proposed Budget for the 2024 Fiscal Year and To Authorize the Submission
of the Same to the
Government of Cuyahoga County, Ohio

RESOLUTION

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for a proposed budget for the 2024 fiscal year and to authorize the submission of the same to the government of Cuyahoga County, Ohio ("County"); and

WHEREAS, the Board's Finance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approve a proposed budget for the 2024 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio.

The information to be submitted to the County is shown in Exhibit A.

BE IT FURTHER RESOLVED, the Chief Executive Officer and President, or her designee, are hereby authorized to take necessary actions consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR APPROVAL OF A CLAIM SETTLEMENT**

Recommendation

The Senior Vice President, General Counsel recommends that The MetroHealth System approve the settlement of claim number 21-25-0521 in an amount not to exceed \$1,750,000 for The MetroHealth System, to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

Background

The Board has reviewed this claim with the General Counsel. This authorization does not admit liability in this claim but expressly denies the same, and the settlement is authorized only in compromise of a disputed matter. The underlying facts and other considerations have been previously discussed with the Board of Trustees.

Approval of a Claim Settlement

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the settlement of Claim No. 21-25-0521; and

WHEREAS, the Board of Trustees has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves settlement of Claim No. 21-25-0521 in an amount not to exceed \$1,750,000 to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSTAINED:

DATE: