



The MetroHealth System

Board of Trustees

Monday, November 20, 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: Monday, November 20, 2023
TIME: 5:00 – 7:00 pm
PLACE: The MetroHealth Board Room (K-107) or via Zoom
<https://us02web.zoom.us/j/85070025900>

AGENDA

- I. **Approval of Minutes**
Minutes of October 25, 2023, regular meeting of the Board of Trustees
- II. **Mission Moment**
- III. **Committee Reports**
 - A. Audit and Compliance Committee – *M. Dee*
 - B. Compensation Committee – *Dr. Walker*
 - C. Executive Committee – *Dr. Walker*
 - D. Facilities and Planning Committee – *I. Chappell*
 - E. Governance Committee – *I. Chappell*
 - F. Special Committee – *Dr. Walker*
- IV. **Consent Agenda**
Governance Committee
 - A. Approval of a Claim Settlement
 - B. Approval of the Retention of Outside Counsel
- V. **President and CEO's Report – A. Steed**
- VI. **Medical Staff Report – C. Alexander-Rager**
 - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for October 2023
 - B. Acceptance of Medical Executive Committee Minutes of October 13, 2023
- VII. **Information Items**
 - A. Update on Finalizing the System's Goals for 2024 – *Dr. Walker*
 - B. Clinical Informatics Update– *Dr. Kaelber*
 - C. Publicly Reported Ratings Update – *Dr. Golob*
 - D. Office of Strategic Philanthropy and Community Engagement – *K. Brown*

The MetroHealth System Board of Trustees

VIII. Executive Session

Return to Open Meeting

IX. Recommendation/Resolutions

- A. Approval of Support of an Affiliate
- B. Authorization and Approval to Hire Manager, Board Relations/Board Liaison

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

Wednesday, October 25, 2023
5:00 – 7:00 pm
The MetroHealth System Board Room (K-107)

Meeting Minutes

Trustees: Inajo Chappell-R, John Corlett-I, Maureen Dee-I, Robert Hurwitz-R, John Moss-R, JB Silvers-I, E. Harry Walker, M.D.-I, Vanessa Whiting-R¹

Staff: Airica Steed, Ed.D,-R, Laura Black-I, Kate Brown-I, Nabil Chehade, M.D.-I, Alfred Connors, M.D.-R, Will Dube-I, Joseph Golob, M.D.,-I, Joseph Frolik-I, Geoff Himes-R, Derrick Hollings – I, Olusegun Ishmael, M.D.,-I, Julie Jacono-I, Natalie Joseph, M.D.,-R, Melissa Kline-I, Alison Poullos-I, Sonja Rajki-I, Dalph Watson-I, Adam Winston-I

Guests: Jasmine Boutros-R, Suzanne Aral-Boutros-I, Tess Boutros-I, Gail Long-R, Mark Wallach-R, Julie Washington-I

Dr. Walker called the meeting to order at 5:15 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 September 27, 2023, regular Board Meeting were approved as submitted, with one abstention. RESOLUTION NO. 19583

II. Mission Moment

A video was shared regarding the Multicultural Women’s Health Fair and Empowerment Expo that took place at the Huntington Convention Center on September 30, 2023.

III. Committee Reports

A. Quality, Safety and Experience Committee – *Dr. Silvers*

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

Dr. Silvers summarized that the Quality, Safety and Experience Committee met and reviewed metrics and measures regarding quality, safety and patient experience. He remarked that the staff is focused on the goal of no patient harmed, increase patient satisfaction, and being recognized as five stars for Medicare. He noted the challenge that improvements take time and that the System's current improved results will not show for another year or more.

B. Finance Committee – J. Moss

Mr. Moss summarized the Finance Committee meetings including Clearstead's update on The MetroHealth System's investment portfolio. Derrick Hollings reviewed the System's financials and provided an in-depth presentation with the team on the System's 2024 budget.

IV. Consent Agenda

Finance Committee

Dr. Walker asked for approval of the committee from the Finance Committee seeking the Approval of Certain Annual Purchasing Policies and Procedures and asked for a motion to approve the Consent Agenda. RESOLUTION NO. 19584

V. President and CEO's Report

Dr. Steed noted her written President and CEO's report. She expressed thanks to the team and all members of the System's workforce for their hard work and dedication during the past year. She showcased certain successes in a slide presentation including positive operating revenue performance with increases from last year's performance; increases in outpatient surgeries, emergency department visits; growth in ambulatory visits; large reductions in preventable harms metrics and improvements in patient experience metrics. She also notes the significant reduction in the System's staffing turnover rate.

Dr. Steed also noted that MetroHealth's unique and purposeful focus on health equity and truly impacting the lives and well-being of our community will position us for better connectivity with our community, caregivers and leaders as we move forward into the future.

VI. Medical Staff Report

The MetroHealth System Board of Trustees

Dr. Joseph noted the Medical Staff Appointments, Actions and Reappointments for consideration and approval and the information in the Medical Staff newsletter which were distributed with the materials. She noted the medical staff holiday party date of December 16, 2023.

Dr. Joseph further noted that the medical staff was pleased to welcome Dr. Steed and some others from the senior leadership team the most recent Medical Staff meeting on October 3, 2023, where they addressed several questions presented by the medical staff and the Medical Staff team was grateful for the time taken and spent with them. Not all their questions were answered at the meeting and so others were submitted in writing and answered outside of the meeting. Due to the great success of the Q&A session with Dr. Steed, the Medical Staff is considering adding this as a part of their regular meeting agenda, more details to come.

Dr. Joseph informed the group that the Medical Staff had opportunity to be formally introduced to Derrick Hollings, EVP, CFO in the Medical Staff meeting as well. Lastly, Dr. Joseph called attention to the MEC minutes from September 8, 2023, for approval by the Board of Trustees.

The Board considered the Medical Staff Appointments, Reappointments and MEC Minutes from September 2023. The Board unanimously approved the same via RESOLUTION 19585.

VII. Information Items

A. Proposed Budget for the 2024 Fiscal Year

Dr. Walker stated that at the Finance Committee there was a detailed presentation on the System's proposed budget for 2024 including the underlying assumptions and strategic initiatives which support the budget. Dr. Walker informed the group that the Trustees were able to ask questions and recommend approval of the 2024 budget to the full board. Dr. Walker stated that he wanted to give the opportunity for further questions, and asked Mr. Hollings and Dr. Steed to present the budget.

Mr. Hollings presented the 2024 operating and capital budget and gave a summary of both. The total operating revenue budget for 2024 is \$1,946,657,000 and reviewed the components of the revenue and expenses with a targeted EBIDA of \$140,000,000.

Mr. Hollings presented the 2024 capital budget of \$40M and its components for expenditures allocated to information technology, facilities, clinical operations, and other contingencies.

The MetroHealth System Board of Trustees

Dr. Steed thanked Mr. Hollings for the presentation and informed the group that we are heavily focused on ensuring a stable EBIDA position, repaying the System's debt, continuing to reinvest and to continue to fund strategic initiatives.

Ms. Chappell stated, based on the information presented, the budget appears to be reasonable and consistent with strategic objectives we have, with reasonable assumptions.

Ms. Whiting thanked everyone for all the hard work and dedication in preparing the budget. Ms. Whiting stated the budget appears to be on the right track and things appear to be trending in the right direction and everyone should feel good about this major accomplishment.

It was noted that the budget will be presenting to Cuyahoga County Council in November.

Dr. Steed informed the group that the budget represents a significant investment on the "People First" side of the System's mission. She stressed that we must invest in our people if we want to continue to move our mission forward. It also represents an investment on our Physician Enterprise side, a full investment on all 8,700 caregivers, in addition to keeping our focus on comparing ourselves industry benchmarks and local benchmarks.

B. Strategic Plan. Ms. Whiting asked Dr. Steed, to speak briefly the strategic planning process. Dr. Steed informed the group that the updated to the strategic plan will be getting underway with the goal being to start 2024 with a very comprehensive, community engagement planning process, with a partner assistance. Dr. Walker added that the System's strategic plan needs to be updated and that the entire board will be involved in this process. Dr. Walker asked if there were board members that were interested in being engaged more deeply in the strategic planning process to let him know as meetings will be scheduled to begin the process.

Dr. Walker then asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; 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. Moss made a motion and Ms. Whiting 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 5:51 pm.

The MetroHealth System Board of Trustees

VIII. Executive Session

Following the executive session, the meeting reconvened in open session at approximately 7:01 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

IX. Recommendation/Resolutions Approvals

A. Approval of Proposed Budget for the 2024 Fiscal Year and to Authorize the Submission of the same to the Government of Cuyahoga County, Ohio

Dr. Walker noted that the Trustees received information and were able to ask questions about the proposed 2024 budget both in Finance Committee and at the full Board meeting and asked if there were further questions. With none, Dr. Walker asked for a motion to approve the resolution which was approved unanimously. RESOLUTION NO. 19586

B. Approval of a Claim Settlement

Dr. Walker informed the group that they had received background information on the proposed settlement in executive session. Dr. Walker asked if there were any additional questions or discussion. With none, the resolutions was approved unanimously. RESOLUTION NO. 19587

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

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

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

Recommendation

The General Counsel recommends that The MetroHealth System approve the settlement of claim number 21-38-1019 in an amount not to exceed \$1,400,000 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. 21-38-1019; and

WHEREAS, the Board of Trustees Governance 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 settlement of Claim No. 21-38-1019 in an amount not to exceed \$1,400,000 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:

RECOMMENDATION FOR THE RETENTION OF OUTSIDE COUNSEL

Recommendation

The General Counsel recommends that The MetroHealth System approve the retention of certain law firms as special counsel for services as may be required to assist the System, to be paid out of general operating funds.

Background

The System, for itself and on behalf of its directors, officers and employees, regularly seeks proposals from law firms to act as outside legal counsel in a broad range of matters (including such areas as litigation, labor and employment, and general corporate/healthcare matters). The firms identified in Attachment A have been selected to be able to serve as special counsel based on the depth of their experience, quality of deliverables, references and the efficiency of their cost offers. The General Counsel recommends that the System be authorized to retain these firms, as may be needed, in accordance with Policy GEN-88.

Approval of the Retention of Outside Counsel

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation to authorize the retention of certain law firms as special counsel as may be required; and

WHEREAS, the Board's Governance 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 the retention of the law firms more fully described in Attachment A as special counsel for services as may be required to represent The MetroHealth System and its directors, officers and employees, to be paid out of general operating funds.

BE IT FURTHER RESOLVED, the President and CEO, or her delegee, is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

Attachment A

Bonezzi Switzer Polito & Perry Co. L.P.A.
Brennan, Manna & Diamond, LLC
Bricker Graydon LLP
Brouse McDowell, LPA
Buckingham, Doolittle & Burroughs, LLC
Calfee, Halter & Griswold LLP
Fredrikson and Byron, P.A.
Frier & Levitt, LLC
Hall, Render, Killian, Heath & Lyman, P.C.
K&L Gates LLP
Littler Mendelson, P.C.
Marburger Law LLC
McCarthy Lebit Crystal & Liffman Co., LPA
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
Perez & Morris LLC
Reminger Co., LPA
Roetzel & Andress, LPA
Rolf Goffman Martin Lang LLP
Squire Patton Boggs (US) LLP
Taft Stettinius & Hollister LLP
Tucker Ellis LLP
Vorys, Sater, Seymour and Pease LLP
Walter Haverfield
Zashin & Rich Co., LPA

Trustees,

It is hard to believe it has been almost a year since we started this journey together. Every day, I take a moment to reflect on what a privilege it is to lead this almost 200-year-old institution.

As you will see in this month's report, we continue to show progress on several metrics that ladder up to our ultimate goal of lifting the health and wealth of the communities we serve. For example:

- We are outperforming 2022 in virtually every metric, including net inpatient revenue, net outpatient revenue, system discharges, admissions, Emergency Department visits, surgeries and in-person ambulatory visits.
- As of October, our turnover rate has been reduced by 21% compared to last year – a testament to our focus on building a people-first culture that puts a premium on ensuring our caregivers are heard, recognized and supported.
- Our quality metrics continue to move in the right direction. Through October, we are tracking 1.24 patient harms per 1,000 inpatient days – a 30% improvement from 2022. And because of our focus on safety and quality, we experienced a significant reduction in hospital-acquired infections: a 30% decrease in catheter-associated urinary tract infections; a 54% decrease in colon surgical site infections; and a 27% decrease in C-diff infections.
- We recently celebrated the opening of an expanded Surgery Clinic at Parma Medical Center. And this month, we will christen our new Cardiac/Pulmonary Rehabilitation Unit also at Parma. This state-of-the-art space triples the size of our current unit at Main Campus and includes a walking track, new equipment, enhanced telemonitoring technology, changing rooms and a new meeting space.
- We joined the Greater Cleveland Food Bank for the opening of its new Community Resource Center. In early 2024, MetroHealth will open a 2,000-square-foot health clinic in the center. The new Collinwood Health Center will offer primary care, immunizations, dental care, WIC services and social drivers of health screenings.
- We surpassed our stretch goal and achieved a 72% response rate for our 2023 Employee Engagement Survey. That is 10 percentage points higher than 2022. We will use this data to develop strategies to ensure we are meeting our goals of building a people-first culture.

In the following pages, you will find additional details about our caregivers' incredible work and their passion for building healthier – and more equitable – communities.

I would also like to acknowledge these caregivers for their resilience as we have labored to get our financial house in order over these last several months. As Derrick Hollings, our EVP/Chief Financial Officer, and I told the Cuyahoga County Council earlier this month, we have done so without missing a beat in terms of service to our community – and our prognosis for the future is bright.

Our message at Council was extremely well received. We stressed that as Cuyahoga County's health partner and as the safety net in this community, our role is to take on the work – the missions – that others do not. Everything we do at MetroHealth has been to serve and to lift up the people of Cuyahoga County.



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

I know our greatest days as an institution are ahead of us. I, as well as members of my leadership team, are eager to share with you some of what we have planned for 2024.

As we approach Thanksgiving, I am filled with a deep sense of gratitude – gratitude for our patients, our caregivers and this community for its warm welcome over the last year. I also want to thank you – our Board – for your support, guidance and your enduring commitment to this storied institution.

Together, we are accomplishing great things.

Best,

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

November 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

- 7.5% increase in ED visits compared to 2022 and 7.3% increase in ED admissions compared to 2022
- 5.8% increase in Total System Discharges compared to 2022
- 4.4 % increase in the Average Daily Census compared to 2022
- Average Length of Stay - 5.42 ALOS for October 2023



Quality & Service

- Through October, we have experienced 1.24 hams per 1000 inpatient-days, which is a 30% improvement from 2022
- Several hospital-acquired infections have decreased significantly including catheter associated UTI (30% decrease), colon surgical site infection (54% decrease) and Clostridium difficile (27% decrease)
- Through August, our patient experience scores improved 9% with 3 out 10 HCAHPS scores reaching 4-star performance
- Through October, we have reached stretch performance with our CMS Universal Foundation Ambulatory measures with 4 of 7 individual metrics meeting our stretch goal.



Clinical Transformation, Health Equity & Community Impact

- A total of 131,766 unique patients have been screened for social drivers of health, on track to meet stretch goal for 2023.
- 68.2% of patients who request assistance for a social need are connected to services, exceeding stretch goal for 2023.
- Plans are underway to expand access to Unite Ohio licenses to more MetroHealth staff, increasing the ability to connect patients across the system to social care resources.



Culture & Diversity

- As of October, our turnover rate reduced by 21% compared to last year.
- Annual Engagement survey participation reached 72%, surpassing System Goal of 68%.
- Non-provider hires rolling 12-month comparison (Oct. - Sept. annually):
Oct. 2022 – Sept. 2023: 2012 (+385)
Oct. 2021 – Sept. 2022: 1627
- Benefits team provided in-person Annual Open Enrollment assistance at four MetroHealth locations. Additionally, 50+ employees received support at the HR Office.
- The Office of DEI partnered with Tri-C on a BIPOC Nursing Student Mentor Program in which 10 MHS nurses volunteered to serve as mentors.



Innovation, Education & Research

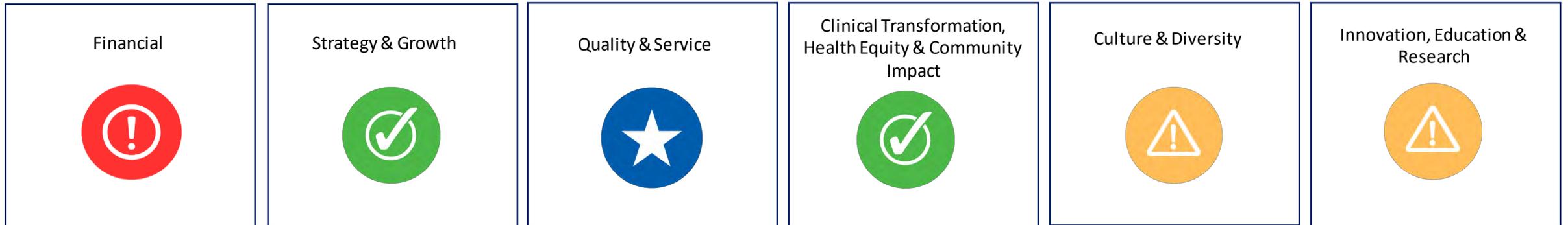
- 4 innovation programs are meeting their goals for 2023.
- Promedica helicopter program, Spry, Skyway and the formation of Ovatient have all met their goals.
- 87 grants submitted, exceeding reach goal of 75 and illustrating significant improvement over 2022's total of 67



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.

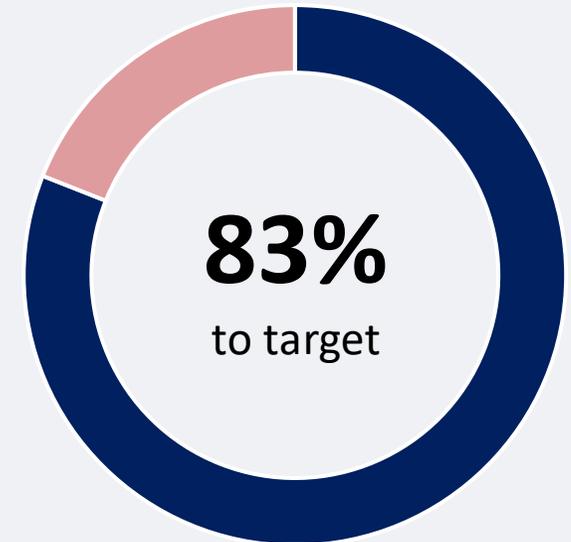


MetroHealth, like most health care institutions across the country, is experiencing significant financial pressures due to continued **high inflation**, the **ongoing labor shortage** and the **lag in returning to pre-COVID levels** for patient volumes.

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: \$111 million

Budget: \$134 million

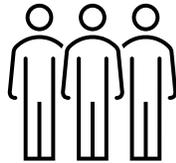
Variance: **(\$23) million**

**as of October 31, 2023 forecasted to year end 2023*

Financial and Operational Transformation

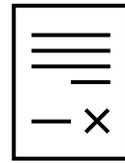


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



Workforce Optimization

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



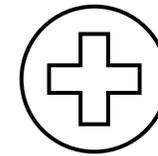
Supply Chain and Purchased Services Optimization

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



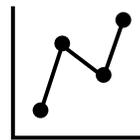
Pharmacy Capture Rate Improvements

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



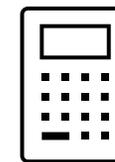
Service Planning Optimization

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



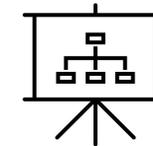
Enhancing Philanthropic and Government Support

Executive Champions
Kate Brown
Allison Poulos
John Chae, MD



Revenue Cycle Improvements

Executive Champions
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



AMBULATORY DIVISION HIGHLIGHTS

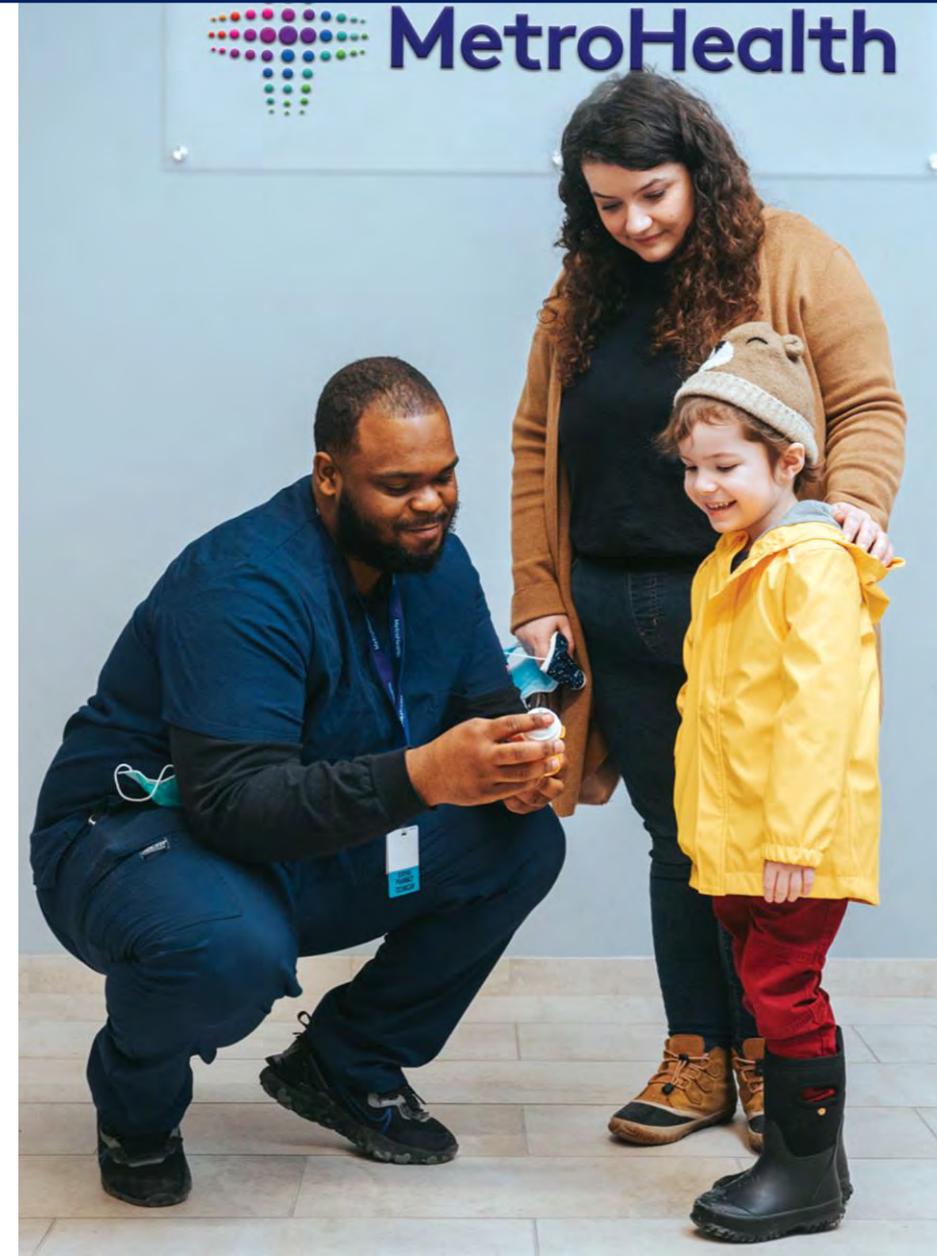
- As of October 31, we have seen 235,226 unique ambulatory patients compared with 230,241 at this time in 2022, a **2.2% increase**.
- MetroHealth has seen 263,176 new patients since the beginning of this year, a 5.5% increase over last year.
- As of October 31, we have had 1,532,839 in-person visits in the Ambulatory Division, a 25% increase compared to the same period in 2022, the highest in the post-pandemic period.
- The Parma Internal Medicine (IM) Clinic and other clinics have developed a comprehensive plan around Medicare Annual Wellness Visits.
- To date, we have performed 11 Adult Autologous Blood and Marrow transplants successfully. We have met minimal target and expect to become FACT accredited in 2024.

System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	235,226

Legend

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





AMBULATORY DIVISION HIGHLIGHTS CONTINUED

- We will begin commercial CAR-T by 4th Quarter 2024.
- The MetroHealth Sickle Cell in the Home program is fully live. This program discharges hospitalized Sickle Cell Anemia patients 4-8 days early and continues IP care / pain management in the patient's home.
- The first cohort of the MetroHealth Medical Assistant Training Program will begin their hands-on practicum experience in our clinics on November 20, and the interns are expected to graduate from their 10-month program in mid-January.
- The MetroHealth system has completed nearly 11,000 Medicare Wellness Exams in 2023, an 18% improvement compared to 2022. This allows our seniors to have a personalized plan to stay healthy in the coming year.
- As a follow-up to the Employee Access to Specialty Care, we have seen significant success in Dermatology with this pilot. We have decreased the appointment lag time by over 20 days for our employees during this pilot.



Legend

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



HOSPITAL DIVISION HIGHLIGHTS

- **7.5% increase in ED visits** compared to 2022 and **7.3% increase in ED admissions** compared to 2022
- **5.8% increase in Total System Discharges** compared to 2022.
- **4.4 % increase in the Average Daily Census** compared to 2022.
- **Average Length of Stay - 5.42 ALOS for October 2023**
- **Successes Attributed to:**
 - Operational efficiencies:
 - The ED START program
 - Perioperative areas
 - Hospitalists program
 - Capacity Command Center, UM
 - Discharge Lounge
- **New Process:**
 - Emergency Department Boarder Escalation

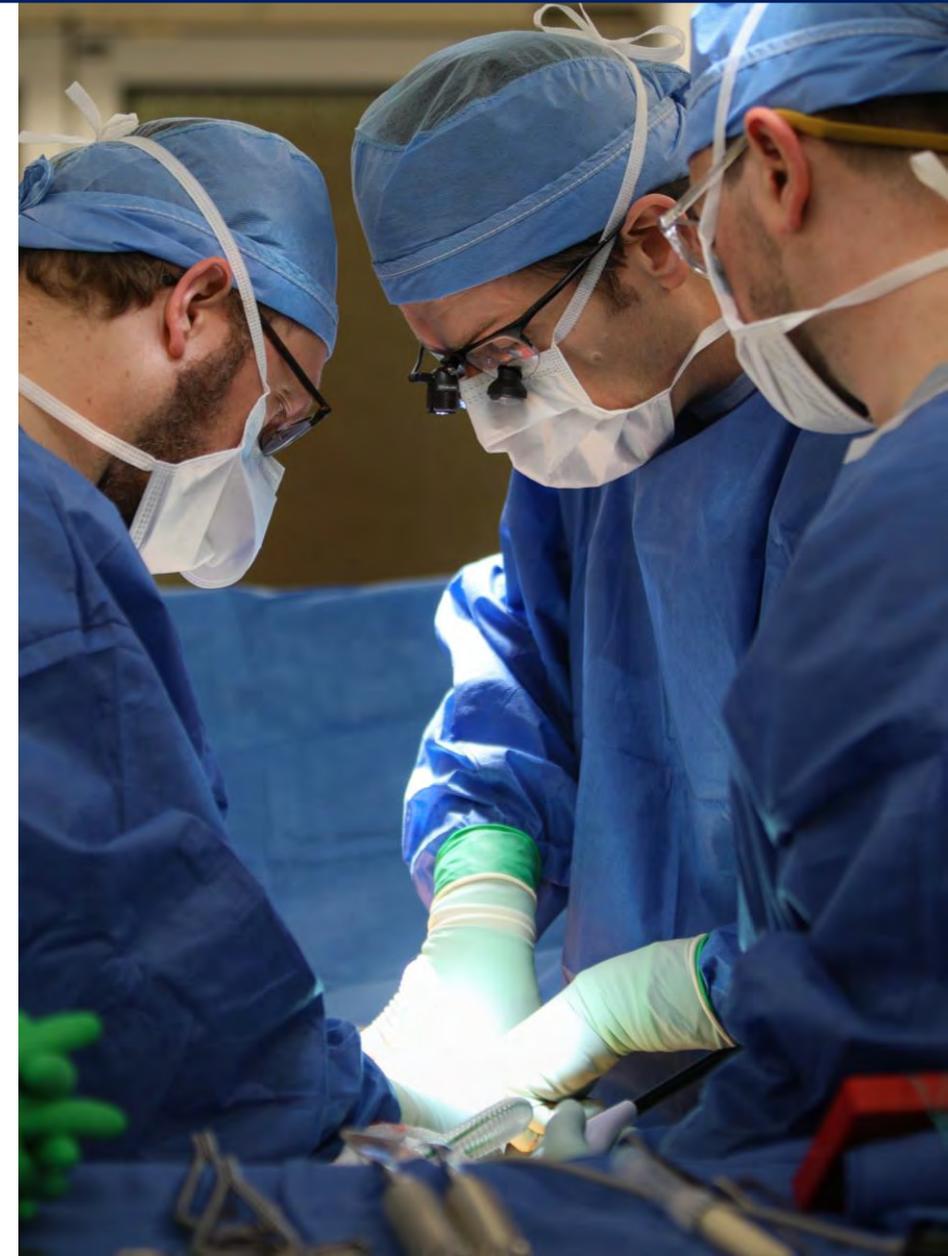
System Goal: Inpatient Net Revenue Growth

2022 Baseline*	2023 Target Goal*	YTD 2023*
-	2%	2.8%
\$301,551,475	\$307,582,505	\$310,112,304

*As of October 31, 2023

Legend

- Off track; a djustments needed
- Generally on track; a djustments 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 scores compared to 2022 and 3 of 10 HCAHPS have reached 4-star performance. Some highlights:

- Compliance with grievance resolution within 30 days is 99.4% YTD for Q3 2023
- Provider Communication Dashboard for Voice of the Patient launched in Epic to provide transparency regarding Listen, Explain, Respect behaviors
- Patient & Family Advisor, Tracy Greenberg, recognized as 2023 Most Treasured Volunteer by The Center for Community Solutions

2022 Baseline	2023 Target Goal	YTD 2023 (Through Aug)
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 October 2023, our confirmed 1.24 harms per 1,000 inpatient days is **30% improved** compared to 2022 performance
- Overall rates of health care-associated infections have declined in 2023, including:
 - Catheter-associated urinary tract infection-30%
 - Colon surgical site infections-54%
 - Clostridium difficile-27%
- Collaboration with Anesthesia and Surgical Quality representatives to analyze and identify opportunities for improvement of the top PSIs related to documentation and coding
- Collaboration with CDI and coding to plan for 2024 physician education regarding PSIs

2022 Baseline	2023 Target Goal	YTD 2023 (Through Oct)
1.69	1.62	1.24

Legend

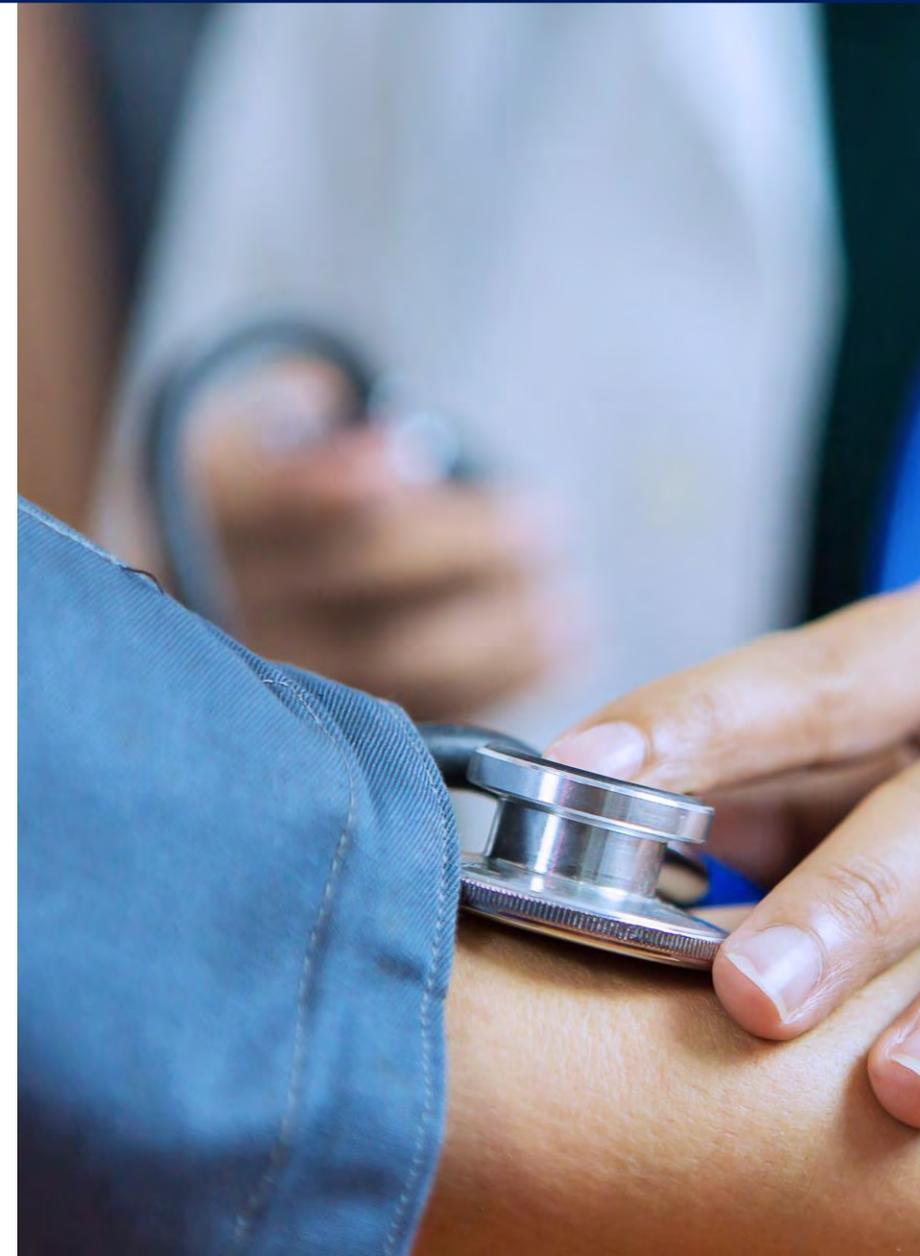
- Off track; adjustments needed
- Generally on track; adjustments needed
- On track
- Exceeding goals, approaching stretch





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.
- See the next slide for a more in depth look at our pediatric **Colorectal Cancer Screening** improvements.



Measures	Status YTD – Through August
Diabetes Treatment	25.82%
Colorectal Cancer Screening	58.0%
Breast Cancer Screening	76%
Screening for Depression	69%
Statin Therapy	66%
Pediatric Lead Screening	75%
Pediatric Immunizations	35%
TOTAL PROGRESS	19.6 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

Colorectal Cancer Screening: A Story of Continuous Improvement

- 58% of eligible MetroHealth patients are receiving recommend colorectal cancer screening.
- To increase our performance, the Ambulatory Enterprise, Population Health and the Institute of Patient Centered Excellence collaborated on improvement processes. Efforts this year included:
 - Continuing FIT (fecal immunochemical test) bulk mailing on all patients due for FIT screening.
 - Introduced Cologuard as a third colon cancer screening option in August 2023. Benefits of Cologuard include cost effectiveness and increased compliance.
 - Worked with Epic to change colorectal cancer screening metric to 45 years old per national guidelines.
 - Collaborated with gastroenterology to make FIT testing the primary screening tool a provider should order for patients 45-49 years old unless the patient is high risk.
 - Created a marketing video featuring Dr. Daprano on colorectal cancer screening.
 - Added a QR code on mailed FIT tests to direct patients to an instructional video on the ease of completing the test.





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	131,766

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%	68.2%





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 will evaluate implementing the questionnaire targeted at identifying access issues for women of color at 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%	0.0345	80.83%
Postpartum Care Visit	76.37%	<0.0001	77%	<0.0001	78.92%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	<0.0001	55.51%
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%	68.7%

Received an Appointment Within 14 Days of Requested Date

2023 Target Goal	YTD 2023
71.2%	75.2%





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 October 2023, our **turnover rate has reduced by 21%** compared to this point last year. To date, **we are trending to fall near 18% turnover for 2023.**
- To continue to improve hiring, we enacted nine recruitment strategies that prioritize recruitment in areas with high vacancy/turnover risk and those currently filled by external contract/travel staff.
- Retention efforts also include improved accessibility to employees with the HR Office at Main Campus. To date, 90 employees have received assistance with matters such as benefits, applying for jobs/transfers, compensation, leaves of absence, among other matters. Additionally, the Benefits team held on-site Annual Open Enrollment assistance tables at many of our locations throughout Open Enrollment.

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

Employee Engagement Survey

This year's survey launched **October 23rd**. **As of November 13th, the completion rate is 72%.** We will use these results to help focus our employee engagement efforts.

2022 Baseline	Target for 2023	2023 YTD Participation
62%	68%	72%

Legend

- Off track; a adjustments needed
- Generally on track; a 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%	24%*

2022 Baseline	MBE 2023 Target	YTD 2023
14.62%	15%	5%*

*October figures; November's are not yet available.

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; a adjustments needed
- Generally on track; a 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
Action Plans	5	4

- 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	87

Highlighted Research:

MetroHealth and Case Western Reserve University cancer researchers have solved a mystery surrounding a receptor protein that can suppress cancer or make it grow and spread. Their findings, detailing how and why the EphA2 receptor plays the roles of both cancer hero and villain, will be published in the journal *Science*.

The team of researchers was led by **Bingcheng Wang, PhD**, Director of the MetroHealth Division of Cancer Biology and MetroHealth Research Institute Director of Basic Sciences.

Dr. Wang, who has been studying the EphA2 receptor for 25 years, is recognized as a pioneer in the field. His lab has made several key discoveries around the receptor, which is overexpressed in solid tumors like prostate, breast, colon and lung cancers as well as the aggressive brain tumor glioblastoma.



Legend

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

System News and Accomplishments



Social Media



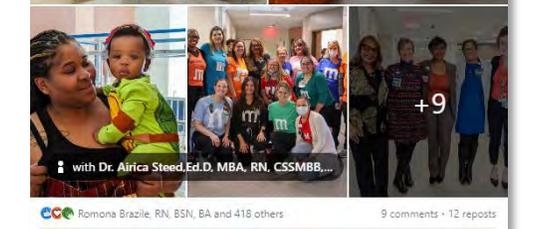
The MetroHealth System (Cleveland, OH)
37,855 followers
5d • 🌐

MetroHealth Rehabilitation Institute is leading the way to restore quality of life for people with spinal cord injuries. Read about the breakthrough research through this partnership with [Crain's Cleveland Business](https://lnkd.in/gVh794cX): <https://lnkd.in/gVh794cX>



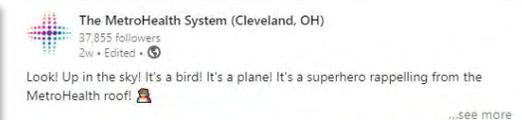
The MetroHealth System (Cleveland, OH)
37,855 followers
1w • Edited • 🌐

MetroHealth staff brought the Halloween spirit to the Pediatrics floor today! Caregivers from 20 different departments delivered a playful mix of Halloween goodies, including coloring books, toys, games and treats, to more than 100 children. ...see more



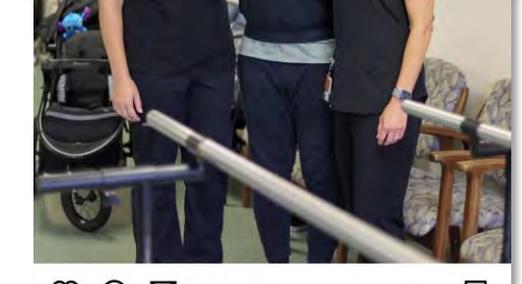
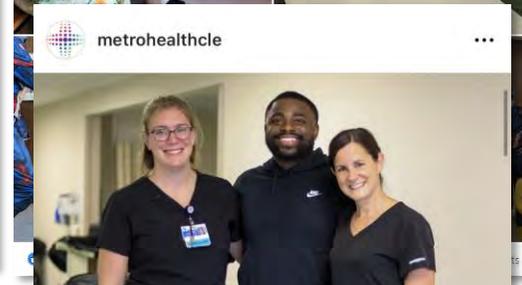
with Dr. Airica Steed, Ed.D., MBA, RN, CSSMBB, ...

Romona Brazile, RN, BSN, BA and 418 others
9 comments • 12 reposts



The MetroHealth System (Cleveland, OH)
37,855 followers
2w • Edited • 🌐

Look! Up in the sky! It's a bird! It's a plane! It's a superhero rappelling from the MetroHealth roof! 🦇



Liked by bridgetannbarrett and 286 others
metrohealthcle **This is part 5 of 5 of Jai'Quan Turner's story**

Media Highlights

Ronnie Fass, MD, was quoted in The New York Times story, [“The Mystery of My Burning Esophagus”](#)

Marsheena Murray, PhD, was quoted in Psychology Today story, [“Barriers to Foster Youth Well-being”](#)

Katie Davis Bellamy, MSN, RN, quoted in Cleveland.com article, [“New Greater Cleveland Food Bank Community Resource Center will help with more than food”](#)

Dr. Steed cited in Becker's Hospital Review as one of [60 Health System CEO Influencers](#)

Dr. Steed quoted in National Academy of Medicine blog, [“Making Strides in Sustainability”](#)

[Education leaders tour Cleveland's Lincoln-West High School, tout it as a national model](#) – ideastream

Press Releases

[MetroHealth Unveils New Helipad on Main Campus](#)

[MetroHealth, AT&T and Others Partner to Provide Devices, Internet Access to Those in Need](#)

[MetroHealth Trauma Recovery Center Awarded VOCA Grant for 7th Consecutive Year](#)

- We launched a comprehensive campaign in honor of **Lung Cancer Awareness Month**, which included:
 - **Arvind Suguness, MD**, appeared on [WKYC's Good Company](#) to discuss the importance of lung cancer screenings.
 - **Jerome West**, Manager of Nicotine Dependency Prevention and Treatment Program, appeared on Radio One with DJ Matty Willz.
 - **Ismini Kourouni, MD**, is the featured guest on our November Virtual Health Talk – “Love Your Lungs: Screenings, Risk Factors and Nicotine Dependence.” The talk will air November 30.
 - We featured low-dose lung screenings on Fox 8's MetroHealth Minute segment. [The segment](#) will air December 7.
- The **MetroHealth Rehabilitation Institute** is leading the way to restore quality of life for people with spinal cord injuries. We showcased the Institute's breakthrough research through our partnership with Crain's Cleveland Business. You can read the piece here.

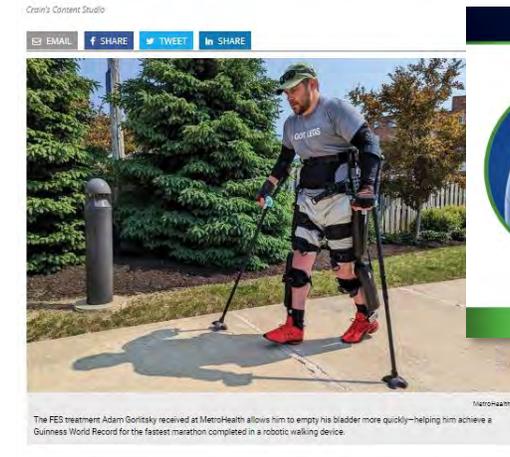


SPONSORED CONTENT BY METROHEALTH
November 06, 2023 05:05 AM

MetroHealth advances spinal cord injury research

Neuroprosthetic research enables people with spinal cord injuries to be more independent in their daily lives

Laura Hennigan
Crain's Content Studio



The FES treatment Adam Gorlitsky received at MetroHealth allows him to empty his bladder more quickly—helping him achieve a Guinness World Record for the fastest marathon completed in a robotic walking device.

LUNG CANCER SYMPTOMS



- Coughing
- Chest pain
- Shortness of breath
- Wheezing
- Coughing up blood
- Fatigue
- Weight Loss

- MetroHealth was proud to support the [Black Professional Association Charitable Foundation](#) gala on Saturday, November 11, honoring Ariane Kirkpatrick as black professional of the year. Dr. Steed and a group of MetroHealth colleagues attended the event, which raised more than \$450,000 to support the organization's scholarship program.
- MetroHealth's SAFE (Students Are Free to Express) Project received a \$25,000 grant from Cleveland Metropolitan School District's [Get More Opportunities Fund](#), the fund created through Mackenzie Scott's unrestricted \$20M gift to CMSD.

Grant recipients for this fund are chosen by CMSD students in a competitive process that exposes students to philanthropy and business practices. [The SAFE Project](#), part of the Center for Arts in Health, is an arts-based, psychologically informed, primary prevention curriculum aimed at addressing the trauma and toxic stress that Cleveland's children and teens face daily.



Sights Around the System

In October, our caregivers went the extra mile for our youngest patients. We hosted trick-or-treat events at The Glick Center and Buckeye Health Center and partnered with a window-washing company whose workers dressed up as superheroes to surprise our pediatric patients.

Thank you to the many teams who made these events possible!



Sights Around the System

MetroHealth officials and community partners celebrated the opening of the new helipad on Main Campus with a special ribbon cutting on Tuesday, November 14.

The new helipad, located on the roof of MetroHealth's Critical Care Pavilion, is the latest piece of a \$1 billion transformation of our Main Campus in Cleveland's Clark-Fulton neighborhood.

The new helipad is more than a slab of concrete. This state-of-the-art space includes technologies that automatically remove snow and ice. It is also engineered to reduce the impact of noise and vibration, so patients and caregivers inside the hospital won't notice when a helicopter is landing or taking off.

The event also served as an opportunity to celebrate the deepening partnership between MetroHealth and ProMedica in Toledo. Last year, MetroHealth and ProMedica forged a partnership that created one of the most experienced non-profit air medical transport teams in the nation.



On Monday, November 6, Dr. Steed and Derrick Hollings, our EVP/Chief Financial Officer, presented our budget to Cuyahoga County Council.

Dr. Steed stressed that as Cuyahoga County's health partner and as the safety net in this community, our role is to take on the work – the missions – that others do not.

She noted that everything we do at MetroHealth has been to serve and to lift up the people of Cuyahoga County.

Our ask was that Council restore MetroHealth's allocation of the Health and Human Services Levy back to \$40 million.



“With all we do, I think we have been a great partner to the County and to our community. We are truly the community's hospital. And we look forward to being an even better partner going forward as we all work together to achieve the dream of a Healthy Cuyahoga County.”

MetroHealth President & CEO Dr. Airica Steed

in her remarks to council.

Special Guests – Lincoln-West

Randi Weingarten, President of the 1.7 million-member American Federation of Teachers, visited MetroHealth on Tuesday, October 24, to tour the Lincoln-West School of Science & Health, which is believed to be the only high school in the country inside a hospital.

Weingarten was joined by **Cleveland Mayor Justin Bibb, U.S. Department of Education Assistant Secretary Amy Loyd, Cleveland Teachers Union President Shari Obrenski** and other officials.

The group 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. They also observed the students getting a hands-on learning experience with instructors from the Stop the Bleed program.

Like other recent visits, the goal was to highlight Lincoln-West as an innovative workforce development model that could be replicated across Ohio and the nation.

The school, which opened on Main Campus in 2016, exposes students to health care careers and provides them with the skills, certifications and resources they will need to enter the workforce. Since the inaugural class of 2019, the school has had a 100% college acceptance rate.



Awards & Recognition

- Two MetroHealth volunteers were recently honored by local organizations for their outreach. **Tracy Greenberg** is the recipient of the 2023 Most Treasured Volunteer Award from The Center for Community Solutions, and **Mike Falatach** received the 2023 Medical Mutual Outstanding Senior Volunteer Award.
- Congratulations to the most recent winner of the DAISY Award for Extraordinary Nurses: **Jerome McCaleb, MSN, RN**, a nurse in our Emergency Department at Parma Medical Center. The patient who nominated McCaleb described him as “caring, kind and outgoing in his work. He made me feel important in what I had to say, and I appreciated how great he was to me.”



Jerome McCaleb, MSN, RN



“I was so impressed with the team at Parma Medical Center. At times, I know it can feel as if there’s a disconnect between Main Campus and our other locations, but I cannot stress enough that we see you, you are heard and you are essential part of the MetroHealth team.”

MetroHealth President & CEO Dr. Airica Steed
after rounding at Parma Medical Center.

Awards & Recognition

- **AKeem Rollins**, PrEP Navigation Specialist in MetroHealth's Infectious Disease Clinic, was honored recently with the Health and Wellness Award during Cleveland's LGBTQ+ Heritage Day. AKeem has been with MetroHealth for five years and is "the PrEP guy at Metro." He helps providers, professionals, and patients learn about PrEP; available as a once daily pill or a bi-monthly injection used to protect someone from becoming infected with HIV.
- **Andres Pinto, DMD, MPH, MSCE, MBA**, Professor of Oral and Maxillofacial Medicine, has been elected the Region 6 Representative for the European Association of Oral Medicine (EAOM). Founded in 1998, the EAOM aims to promote education and research in oral medicine, with a specific area of competence focused on the health and diseases of the oral and peri-oral structures.
- MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, has been named one of this year's YWCA Greater Cleveland's Women of Achievement Award honorees. Representatives from YWCA Greater Cleveland surprised Dr. Steed with the award, which is given annually to a select group of Northeast Ohio women who have achieved extraordinary accomplishments through career success, community service and dedication to YWCA's mission of eliminating racism and empowering women.
- **Dr. Steed** was also recently recognized by Becker's Healthcare as one of its 60 health system CEO influencers for 2023. In announcing the list, Becker's said, "Whether these leaders are challenging the status quo, championing public health issues, pioneering new models of care, or embracing novel technologies, the nation – and even the world – is watching. More often than not, the precedents these executives set go on to become the golden standard for health care."



AKeem Rollins



Andres Pinto, DMD



YWCA Greater Cleveland President & CEO Helen Forbes Fields surprising Dr. Steed with the organization's Women of Achievement Award.

Awards & Recognition

- Congratulations to MetroHealth's **Kimberly Green, MSN, RN**, who has been accepted to participate in the American Organization for Nursing Leadership's highly competitive Nurse Executive Fellowship program.

The program is designed for nurses who have been recently named to executive roles. Green was appointed MetroHealth's Vice President of Women and Children's Services in April 2023. She played a critical role in the opening of MetroHealth's new Birthing Center and Neonatal Intensive Care Unit.

One of MetroHealth's strategic focuses is addressing the infant and maternal health crisis in Cuyahoga County, and Green – who joined MetroHealth in 2015 – is playing a leading role in this work. Cuyahoga County has one of the highest rates of maternal and infant mortality in the country for Black women and babies, according to the Ohio Department of Health.

- **Christian Halliday, PCNA**, is the latest recipient of our BEE Award. Christian was nominated by a patient's family who said, "As our lives were turned upside down, we were desperate to find some footing. One of the people that helped us was Christian. Our hearts were always uplifted when he would walk in the room, look at our mom and greet her by saying 'hey, friend.' He treated her with such dignity and respect and radiates genuine care for those he supports, including families."

BEE stands for **B**eing **E**xceptional **E**very day. The program is intended to recognize ancillary staff, which includes dietary, EVS, Facilities, and individuals or teams that are not doctors or nurses. Honorees demonstrate passion/compassion, teamwork and support for peers.



Kimberly Green, MSN, RN



Christian Halliday, PCNA

Opportunities for Engagement

As valued leaders in the MetroHealth community, Board members are invited to participate in several upcoming engagement opportunities. If you'd like more information or would like to participate, please reach out to Laura Black, SVP/Chief of Staff at lblack@metrohealth.org.

- **Thursday, November 30:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Wednesday, December 13:** State of the System presentation from Dr. Steed and other senior leaders (internal)
- **Monday, December 18:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Thursday, January 18, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **Friday, February 2, 2024:** A Healthy Conversation with Dr. Steed (external)



The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on October 31, 2023.
The Actions will then be reviewed by the Medical Executive Committee on November 10, 2023.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Albright, Consuela, APRN-CNP	Family Medicine		10/18/2023-R
Ahmad, Munir, MD	Medicine	Radiation Oncology	10/3/2023-CT
Broze, Julie, APRN-CNS	Medicine	Pulmonary Medicine	10/2/2023-R
Ludwig, Valeria, APRN-CNP	Surgery	Trauma/Critical Care	10/30/2023-R
Nguyen, Son, MD	Anesthesiology		9/27/2023-CT
Venna, Ranga, MD	Anesthesiology		10/31/2023-R
Whitman, Daniel, MD	Medicine	Gastroenterology	10/4/2023-CT
Zhang, David, MD	Pediatrics	Infectious Disease	10/25/2023-R

Staff Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Brown, Yolanda, PA-C	Associate	Privileged Non-Member	9/1/2023
Gray, Michael, PA-C	Privileged Non-Member	Associate	11/1/2023
Shaughnessy, Allysen, PA-C	Associate	Active	11/1/2023

Department/Division Change

<i>Name</i>	<i>From/To</i>	<i>Date</i>
Rice, Jonathon, APRN-CNP	Hospital Medicine to Endocrinology	10/1/2023

Additional Clinical Privileges

<i>Name</i>	<i>Privileges Added</i>	<i>Date</i>
Kelley, Kate, MD	Express Care Privileges	10/30/2023
Lewis, Andrew, DO	Fluoroscopy Privileges	10/16/2023
Walsh, William, DO	General Surgery Privileges	10/25/2023

CC=Contract Complete, Fellowship Complete
R=Resigned
RL-Relocated
RT-Retired
ET-Employment Terminated
CT-Contract Terminated

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on October 31, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on November 10, 2023.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Badgaiyan, Rajendra, MD	Psychiatry		11/1/2023
Jones, Zoe, DO	Family Medicine		11/1/2023

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Brezovec, Rachael, APRN-CRNA	Anesthesiology		11/1/2023
Brots, Kristen, APRN-CRNA	Anesthesiology		11/1/2023
Cottier, Natalie, APRN-CNP	Medicine	Hospital Medicine	11/1/2023
Gates Ely, Jacqueline, APRN-CRNA	Anesthesiology		11/1/2023
Hahn, Monica, PA-C	Neurosurgery		11/1/2023
Kean, Rachael, PA-C	Orthopaedics		11/1/2023
Pullin, Kristin, APRN-CNP	Medicine	Hematology/Oncology	11/1/2023
Thomascik, Brad, PA-C	Radiology		11/1/2023
Walden, Trey, APRN-CRNA	Anesthesiology		11/1/2023

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Brar, Rupinder, APRN-CNP	Psychiatry		11/1/2023
Marino, Amy, PA-C	Surgery	Cardiothoracic	11/1/2023

***Non Reviewable Clean List**

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Mitchell, Emily, LISW-S	Psychiatry	Social Work	11/1/2023

OCTOBER REAPPOINTMENTS 2023

Last Name	First Name	Degree	Department	Division
Barris	Sara	APRN-CNP	Medicine	Nephrology
Cantale-Thomas	Stacy	APRN-CNP	Surgery	Trauma/Burn/Critical Care
Danawala	Mehul	MD	Family Medicine	
Delahunty	Carol	MD	Pediatrics	
Demidova	Olga	DO	Dermatology	
Gauntner	Daniel	APRN-CNP, APRN-CNS	Family Medicine	Correctional Medicine
Hammad	Azzam	MD	Pathology	
Hoyen	Claudia	MD	Pediatrics	Pediatric Infectious Disease
Jindra	Virginia	APRN-CNP	Family Medicine	
Joyce	Emily	MD	Pediatrics	Pediatric Nephrology
Mancini	Kathryn	Ph.D	Psychiatry	Child/Adolescent Psychiatry
Orge	Faruk	MD	Pediatrics	Ophthalmology
Rodney	Mark	PA-C	Family Medicine	
Sankararaman	Senthilkumar	MD	Pediatrics	Pediatric Gastroenterology
Schaler	Kiersten	APRN-CNP	Medicine	Cardiology
Spring	Jillian	APRN-CNP	Psychiatry	
Stroud	Leslie	APRN-CNM	Obstetrics & Gynecology	

THE METROHEALTH SYSTEM
MEDICAL EXECUTIVE COMMITTEE

October 13, 2023

Virtual only

CHAIRPERSON: Christine Alexander-Rager, MD

CALLED TO ORDER: 7:00 AM

ADJOURNED: 9:00 AM

RECORDER: Carol Herbert

Member Participation: Drs. Christine Alexander, Gregory Heintschel, Sandy Werner (for Dr. Emerman), Natalie Joseph, David Crowe, Ellen Gelles, Holly Perzy, Chip Wiper, Jack Wilber, Jim Campbell, Kara Conroy (for Dr. David Stepnick, Rajendra Badgaiyan, Rich Wilson, Venkat Krishnamurthy, Lynn Milliner, Anise Ardelt, Aparna Roy; Agnes Loeffler, Catherine Curley, Christopher Brandt (for Dr. McHenry), Mike Kelly. Ms. Trisha Gallagher

Guests: Johnbuck Creamer, Maureen Sullivan, Michael Lewis, Nicole Bernardo, Stephanie Seng-Patton

Exec.Ofc: Drs. Dr. Harry Walker, Dr. Airica Steed, William Wilson

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up																								
Call to Order	Christine Alexander-Rager, MD	Opening Remarks and Business: <ul style="list-style-type: none"> • Welcome to Dr. Harry Walker and Dr. Airica Steed. • Announcement of Bylaws Committee leadership changes 	N/A																								
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  MEC Minutes, September 8, 2023.dc </div> <div style="text-align: center;">  CredComm Minutes September 12.docx </div> </div>	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	<p><u>Active</u></p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Abi Karam, Mariana, MD</td> <td>Surgery/Ophthalmology</td> <td>9/13/2023</td> </tr> <tr> <td>Asamoto Kim, Lisa, MD</td> <td>Family Medicine</td> <td>9/13/2023</td> </tr> <tr> <td>Graham, Kathleen, MD</td> <td>Dermatology</td> <td>9/13/2023</td> </tr> <tr> <td>Haryadi, Stephanus, MD</td> <td>Medicine/Pediatrics</td> <td>9/13/2023</td> </tr> <tr> <td>Yildirim, Baris, MD</td> <td>Orthopaedics</td> <td>9/13/2023</td> </tr> </tbody> </table> <p><u>Associate</u></p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Department/Division</u></th> <th style="text-align: left;"><u>Effective</u></th> </tr> </thead> <tbody> <tr> <td>Abounader, Laura, APRN-CNP</td> <td>PM&R/ Pain Management</td> <td>9/13/2023</td> </tr> </tbody> </table>	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Abi Karam, Mariana, MD	Surgery/Ophthalmology	9/13/2023	Asamoto Kim, Lisa, MD	Family Medicine	9/13/2023	Graham, Kathleen, MD	Dermatology	9/13/2023	Haryadi, Stephanus, MD	Medicine/Pediatrics	9/13/2023	Yildirim, Baris, MD	Orthopaedics	9/13/2023	<u>Name</u>	<u>Department/Division</u>	<u>Effective</u>	Abounader, Laura, APRN-CNP	PM&R/ Pain Management	9/13/2023	Motion carries to approve. Present to BOT
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	<p>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 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>	<p><u>Privileged Non-Member</u></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>Johnson, Cassidy, PA-C</td> <td>Surgery/Cardiothoracic</td> <td>9/13/2023</td> </tr> <tr> <td>Turney, Eric, MD</td> <td>Surgery/Vascular Surgery</td> <td>9/13/2023</td> </tr> <tr> <td>Biswas, Tithi, MD</td> <td>Medicine</td> <td>9/27/2023</td> </tr> <tr> <td>Cost, Carley, DO</td> <td>OB/GYN</td> <td>9/27/2023</td> </tr> <tr> <td>Faur, Adriana, PhD</td> <td>Psychiatry/Psychology</td> <td>9/27/2023</td> </tr> <tr> <td>Lopes Bedney, Taidine, MD</td> <td>OB/GYN</td> <td>9/27/2023</td> </tr> <tr> <td>Mitwally, Mohamed, MD</td> <td>OB/GYN/Reproductive Endocrinology</td> <td>9/27/2023</td> </tr> <tr> <td>Murphy, Daniel, MD</td> <td>Surgery /Trauma/Burn/Critical Care</td> <td>9/27/2023</td> </tr> <tr> <td>Patel, Nishita, MD</td> <td>Anesthesiology</td> <td>9/27/2023</td> </tr> <tr> <td>Vettraino, Ivana, MD</td> <td>OB/GYN/Mternal/Fetal Medicine</td> <td>9/27/2023</td> </tr> </tbody> </table> <p><u>Associate</u></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>Gardner, Sophia, APRN-CNP</td> <td>Medicine/Hospital Medicine</td> <td>9/27/2023</td> </tr> <tr> <td>Kazmierczak, Joanna, APRN-CNP</td> <td>Surgery/Trauma/Burn/Critical Care</td> <td>9/27/2023</td> </tr> <tr> <td>Singh, Jagjit, APRN-CNP</td> <td>Neurology</td> <td>9/27/2023</td> </tr> <tr> <td>Yu, Margaret, APRN-CNP</td> <td>Pediatrics/Comprehensive Care</td> <td>9/27/2023</td> </tr> </tbody> </table> <p><u>Privileged Non-Member</u></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>Borneman, Karen, MD</td> <td>Family Medicine</td> <td>9/27/2023</td> </tr> <tr> <td>Foley, David, APRN-CNP</td> <td>Psychiatry</td> <td>9/27/2023</td> </tr> </tbody> </table> <p><u>*Non Reviewable Clean List</u></p> <p><u>Privileged Non-Member</u></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>Cioletti, Kelly, LISW-S</td> <td>Psychiatry/Social Work</td> <td>9/27/2023</td> </tr> </tbody> </table> <p><u>*Non Reviewable Clean List</u></p> <p><u>Privileged Non-Member</u></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>Schulte, Kirsten, DO</td> <td>Emergency Medicine</td> <td>9/13/2023</td> </tr> </tbody> </table>	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Johnson, Cassidy, PA-C	Surgery/Cardiothoracic	9/13/2023	Turney, Eric, MD	Surgery/Vascular Surgery	9/13/2023	Biswas, Tithi, MD	Medicine	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/Mternal/Fetal Medicine	9/27/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Gardner, Sophia, APRN-CNP	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	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Borneman, Karen, MD	Family Medicine	9/27/2023	Foley, David, APRN-CNP	Psychiatry	9/27/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Cioletti, Kelly, LISW-S	Psychiatry/Social Work	9/27/2023	<i>Name</i>	<i>Department/Division</i>	<i>Effective</i>	Schulte, Kirsten, DO	Emergency Medicine	9/13/2023	
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		<p>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.</p> <p><u>Resignations</u></p> <table border="1"> <thead> <tr> <th data-bbox="657 396 1024 423"><i>Name</i></th> <th data-bbox="1037 396 1507 423"><i>Department/Division</i></th> <th data-bbox="1520 396 1709 423"><i>End Date</i></th> </tr> </thead> <tbody> <tr><td>Anders, Peter, MD</td><td>Medicine/Hospital Medicine</td><td>9/8/2023-R</td></tr> <tr><td>Bajc, Cheyanna, APRN-CNP</td><td>Psychiatry</td><td>6/2/2023-R</td></tr> <tr><td>Bayrakdar, Ahmad, MD</td><td>Medicine/Gastroenterology</td><td>9/1/2023-CT</td></tr> <tr><td>Finley, James, MD</td><td>Medicine/Pulmonary Medicine</td><td>9/20/2023-R</td></tr> <tr><td>Gullett, Heidi, MD</td><td>Family Medicine</td><td>9/7/2023-R</td></tr> <tr><td>Hazra, Sandra, MD</td><td>Medicine/Hematology/Oncology</td><td>9/1/2023-CT</td></tr> <tr><td>Kolarik, Kaitlyn, APRN-CNP</td><td>Medicine/Hospital Medicine</td><td>8/17/2023-R</td></tr> <tr><td>Lavery, Daniella, LISW</td><td>Psychiatry/Social Worker</td><td>6/29/2023-R</td></tr> <tr><td>Maley, Christina, APRN-CNP</td><td>Medicine/Hospital Medicine</td><td>6/16/2023-R</td></tr> <tr><td>Merritt, Tomisha, APRN-CNP</td><td>Anesthesiology/Pre-Surgical Testing</td><td>9/5/2023-R</td></tr> <tr><td>Moses, Jonathan, MD</td><td>Pediatrics/Gastroenterology</td><td>9/26/2023-R</td></tr> <tr><td>Nicholas, Jennifer, MD</td><td>Radiology</td><td>9/7/2023-R</td></tr> <tr><td>Nicholls, Chong, MD</td><td>Anesthesiology</td><td>9/26/2023-CT</td></tr> <tr><td>Paspulati, Raj, MD</td><td>Radiology</td><td>8/30/2023-R</td></tr> <tr><td>Patel, Jit, MD</td><td>Medicine/Hospital Medicine</td><td>8/31/2023-RL</td></tr> <tr><td>Schauer, Jennifer, APRN-CNP</td><td>Family Medicine</td><td>9/8/2023-R</td></tr> <tr><td>Shah, Rajiv, MD</td><td>Radiology</td><td>9/2/2022-RT</td></tr> <tr><td>Speicher, David, MD</td><td>Pediatrics/Pediatric Critical Care</td><td>9/15/2023-R</td></tr> <tr><td>Toland, Ralanna, LISW</td><td>Psychiatry/Social Work</td><td>9/7/2023-R</td></tr> </tbody> </table> <p>CC=Contract Complete, Fellowship Complete R=Resigned RL-Relocated RT-Retired ET-Employment Terminated CT-Contract Terminated</p>	<i>Name</i>	<i>Department/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	
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APP Update	Megan Flannery, APRN-CNP		No action required																																																												
Standing Agenda Item	Length of Stay	Presentation by Dr. Michael Lewis  Mike Lewis for MEC Oct 13 2023.pptx	No action required																																																												

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<p>Order Sets</p>		<ul style="list-style-type: none"> <p>CDU Pneumonia (Revised)</p>  <p>CDU Pneumonia Revised.pdf</p> <p>ThP Pediatric Onasemnogene Abeparovovec (Zolgensma)</p>  <p>ThP PEDIATRIC ONASEMNOGENE AB</p> <p>ED Suboxone-MAT INDUCTION</p>  <p>ED SUBOXONE-MAT INDUCTION [3710] Siç</p>  <p>ED SUBOXONE-MAT INDUCTION [3710] Siç</p> 	<p>Motion carried to approve Order Sets</p>
<p>Protocols</p>		<ul style="list-style-type: none"> <p>Protocols Nurse Driven Immunization Protocol (Revisions)-this was approved by the MEC virtually.</p>  <p>Nurse Driven Immunization Protoco</p> <p><i>Note: We are on a short timeline as we are hoping to roll out some of the newer vaccines, including the covid boosters and it would be burdensome to wait until the next MEC meeting. (Submitted by Victoria Bowden, Christina Wadsworth, Brian Colbert, Tim Spuckler, and Julie Kloeppe)</i></p> 	<p>Motion carried to Approve</p>
<p>Presentations</p>		<ul style="list-style-type: none"> <p>Proposal of Provider Notewriter in Epic: Johnbuck Creamer, MD, Department of Medicine/Division of Hospital Medicine and Maureen Sullivan, RN, MA, MBA, VP Patient Experience & Service Excellence</p>  <p>Symptoms to Look Out For - PPT for Oct</p> 	<p>Presentations were both approved</p>

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		<ul style="list-style-type: none"> <li data-bbox="709 315 1766 383">P&T DEA Presentation <i>(Submitted by Michael Gutridge and Ryan Mezinger for MEC approval)</i> <div style="display: flex; justify-content: center; gap: 20px; align-items: center;"> <div data-bbox="823 418 884 480">  </div> <div data-bbox="1026 418 1087 480">  </div> </div> <p data-bbox="758 485 1163 537"> P and T Steering min 2021 0524.doc DEA Slides from PT Steering Meeting Pres </p>	
<p data-bbox="107 686 260 756">Meeting Adjourned</p>			

Clinical Informatics Overview

“Exploring health information technology to improve health”

David Kaelber, MD, PhD, MPH, FAAP, FACP, FACMI, FAMIA

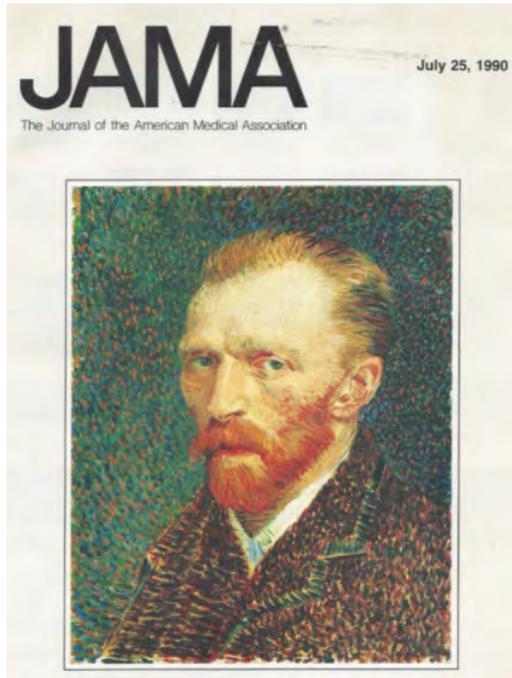
*Chief Health Informatics Officer and VP of Health Informatics and Patient Engagement Technologies, The MetroHealth System
Professor of Internal Medicine, Pediatrics, and Population and Quantitative Health Sciences, Case Western Reserve University*



MetroHealth is/was the first public/safety healthcare system to ever go live with Epic – VERY special relationship!!!

[Video from the Epic corporation about MetroHealth 2022 accomplishments -
https://metrohealthmiv.sharepoint.com/ClinicalInformatics/SitePages/EpicMetroHealthYIR2022.mp4](https://metrohealthmiv.sharepoint.com/ClinicalInformatics/SitePages/EpicMetroHealthYIR2022.mp4)

Clinical Informatics is ...



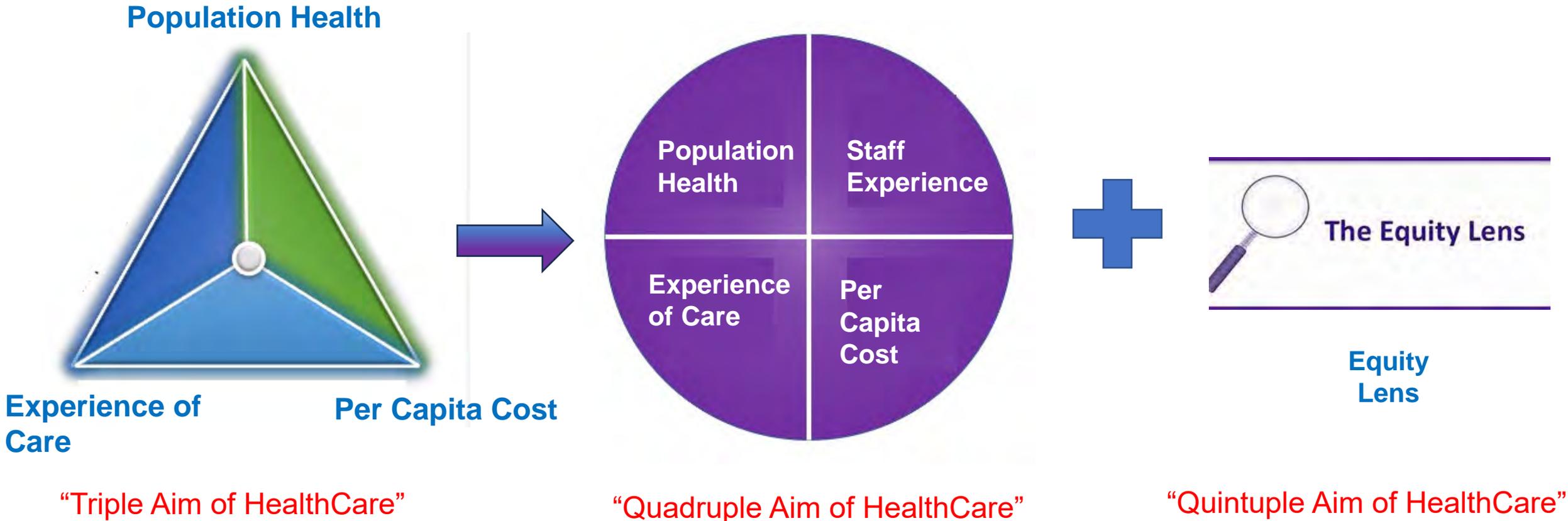
“The field that concerns itself with the cognitive, information processing and communication tasks of medical practice, education and research, including the information science and the technology to support these tasks.”

Greenes RA and Shortliffe EH. JAMA 1990; 263(8):1114-20.

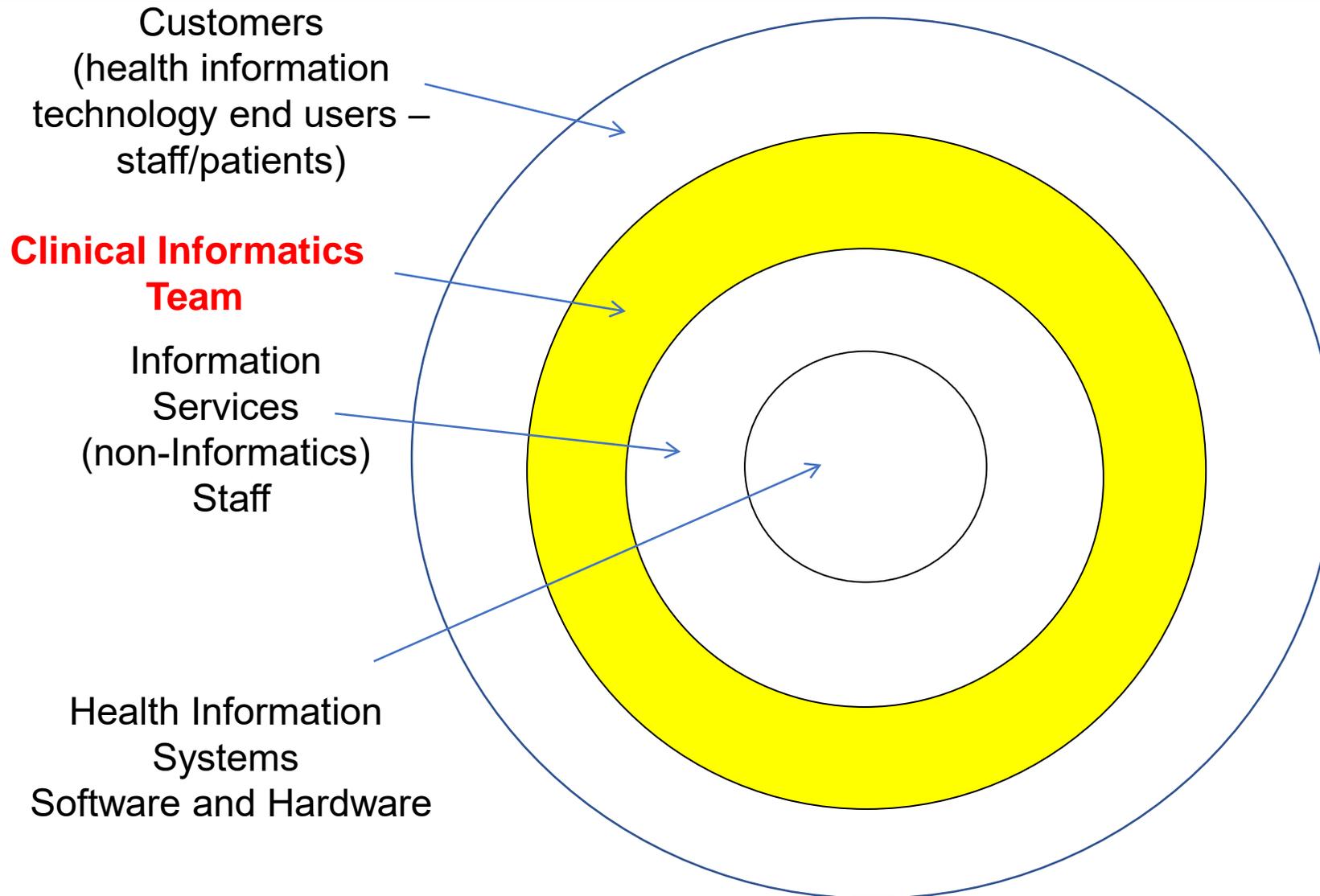
- Clinical Informatics became an American Board of Medical Specialties Specialty in 2013
 - MetroHealth created executive physician informatics leadership position in 2008
 - MetroHealth has more physicians board certified in Clinical Informatics than any other healthcare system in northeast OH (8)
- Nursing Informatics became an added certification in 1992
 - MetroHealth created executive nursing informatics leadership position in 2012
 - MetroHealth had 4 certified nursing informaticists

Healthcare “2.0”

Institute for Healthcare Improvement



Clinical Informatics Vision/Role

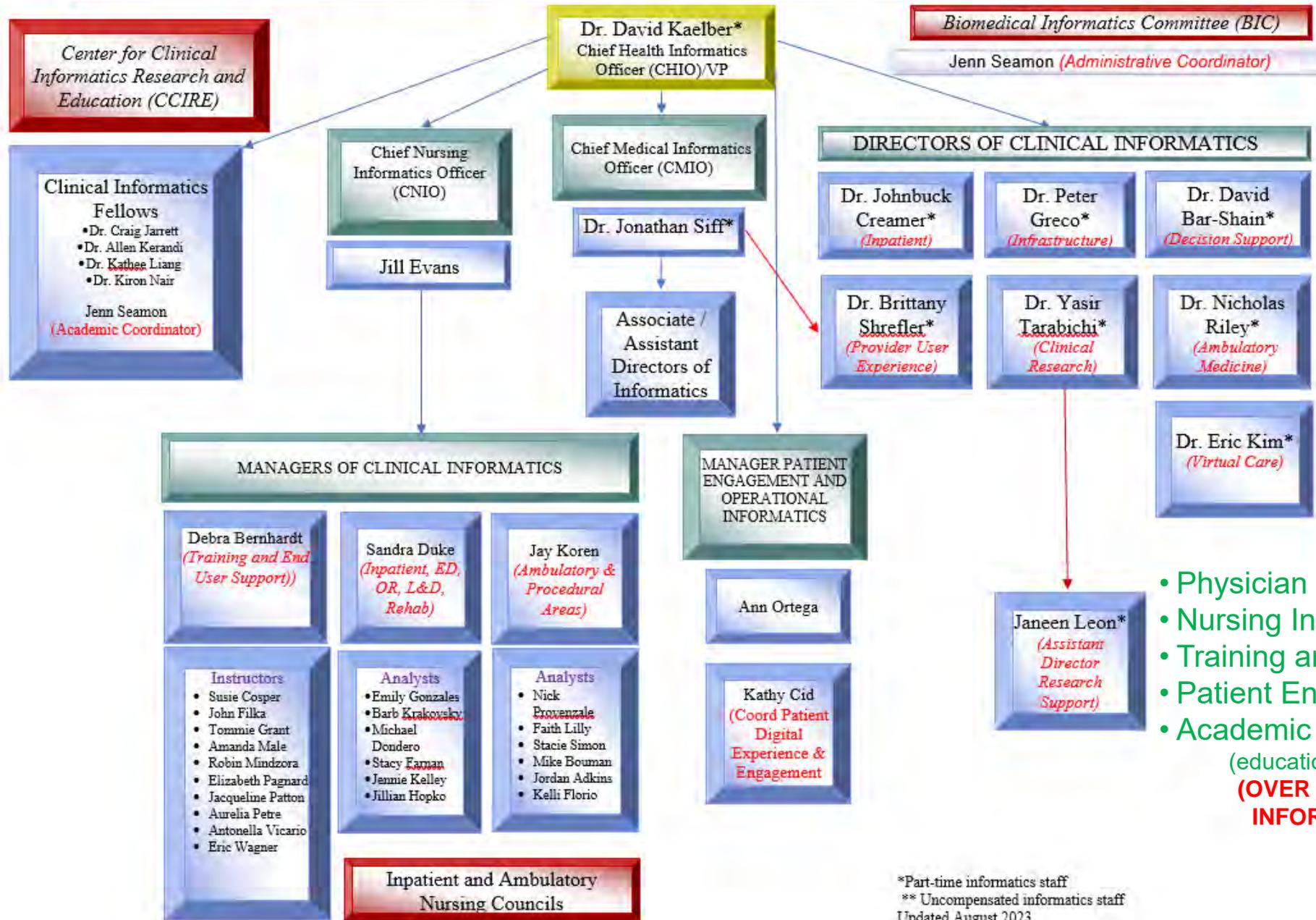


Clinical Informatics Functions @ MHS

1. *Strategic Guidance* - Provide strategic guidance for clinical information systems. (e.g. AI strategy)
2. *Project Leadership* - Provide project leadership for specific clinical information system related issues/projects. (e.g. MyChart)
3. *Tactical Technical Support* - Provide tactical technical support for specific clinical information system related issues/projects. (e.g. HCC alerts for risk stratification)
4. *Consultative Services* - Provide consultative services for IS and/or clinical end-users related to use of clinical information systems. (e.g. How to collect and report on School Health specific patient information)
5. *Key Contacts* - Key contacts between Information Services and end-users for IS related projects and significant end-user support issues related to clinical information systems. (e.g. Associate Directors)
6. *Training and End User Support* – Provide initial and on-going face-to-face/elbow-to-elbow training and support for end users. (e.g. Provider Liaisons)
7. *Academic Informatics* – Develop and implement educational and research informatics activities within the MetroHealth System. (e.g. rotations, fellowship program, scores of publications, millions in grant dollars)

Not “just” Epic, all end user technology at MetroHealth!

Center for Health Informatics and Patient Engagement (CHIPE)



- Physician Informatics
 - Nursing Informatics
 - Training and End User Support
 - Patient Engagement Technologies
 - Academic Informatics
(education and research)
- (OVER 200 YEARS OF CLINICAL INFORMATICS EXPERIENCE @ METROHEALTH)**

*Part-time informatics staff
 ** Uncompensated informatics staff
 Updated August 2023



Assistant and Associate Directors of Informatics



* Part-time informatics staff
** Uncompensated informatics staff
Updated August 2023

Nursing and Ancillary Informatics Councils



“Overwhelming majority of the Clinical Informatics team’s activities are ‘revenue impacting’”

In 2023, ~\$5 million budget, but if Clinical Informatics team goals achieved, expect \$10+ million direct revenue impact!
(typically 2-3X return on investment over the last 10+ years)

MetroHealth Epic/Informatics Milestones

- 1999 – MetroHealth becomes the 1st public healthcare system to implement Epic EHR
- 2008 – MetroHealth becomes 1st healthcare system to have Epic sponsored clinical informatics fellowship/CMIO hired
- 2009 – MetroHealth celebrates 10-year Epic anniversary
- **2012 – MetroHealth Board passes resolution to become Epic enterprise customer as strategic decision (“Epic First” strategy)**
- 2014 – MetroHealth becomes 1st public healthcare system with Epic EHR to achieve HIMSS EMRAM Stage 7/15-year Epic anniversary
- 2015 – MetroHealth becomes 1st public healthcare system to be awarded HIMSS Enterprise Davies Award
- 2017 – MetroHealth revalidates at HIMSS EMRAM Stage 7 (top 20 healthcare systems ever)
- 2018 – KLAS Arch Collaborative top 5% in EHR end user satisfaction (providers)
- 2019 – 20-year Epic anniversary/Epic Summa Cum Laude
- 2020 – MetroHealth revalidates at HIMSS EMRAM Stage 7 (top 20 healthcare systems ever to revalidate 2 times)
- 2021 – KLAS Arch Collaborative top 3% in EHR end user satisfaction (providers and nurses)
- 2022 – MetroHealth in the top 5% of Epic customers based on Honor Roll status
- 2023 – MetroHealth HIMSS EMRAM Stage 7 revalidation
- 2024 – 25-year Epic anniversary

>\$7 million from the Epic corporation and related Roots and Wings foundation in philanthropic contributions!!!!

Personal Health Record (MyChart)

The **lowest-cost, most engaged** employee you'll ever have: **The Patient**

PRE-VISIT

- ✉ Messaging
- 👤 Provider search
- 🚶 Symptom checker
- 💬 Estimates
- 📅 Self-scheduling
- 📱 Communication preferences
- 📖 Timely education
- 📄 Personal, clinical, & social determinant updates

DURING VISIT

- 💬 eVisits
- 📺 Video Visits
- 📍 Patient self-arrival

POST-VISIT

- 🏠 Patient-reported outcomes & surveys
- 💳 Bill pay
- 📄 Paperless statements
- 🏠 Remote monitoring
- 📄 Refill management
- 🩺 Follow-up tracking
- 🕒 Care Companion

ANYWHERE & EVERYWHERE

- 🌐 Share Everywhere
- 👥 Happy Together
- ✅ Document signing & ROI
- 📄 Advance directives
- 🧬 Genomics
- 👤 Proxy invites

Patient is the...
scheduler ● registrar ● collector

MyChart
Care Companion

Share
Everywhere

HAPPY TOGETHER

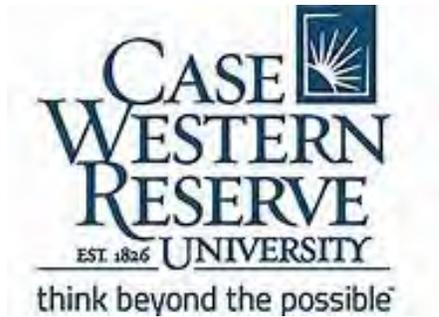
MetroHealth is in the top 12% of Epic customers in terms of patient Mychart use (~75% of patients)

Academic Informatics - Education



- Scores of resident/fellow elective rotators
- 2 “unaccredited fellows” (1st in US by Epic corporation (starting in 2009-2013))
- 14 ACGME fellows (2 per year) (starting in 2016-current)
- 3 graduates continuing at MetroHealth
- Expanding fellowship to Cleveland Clinic and University Hospitals of CLevland

MetroHealth is on track to have the largest Clinical Informatics program in the country by 2025-2026!



- >100 student rotators
- Created Certificate in Health Informatics
- Created MS/PhD in Biomedical and Health Informatics



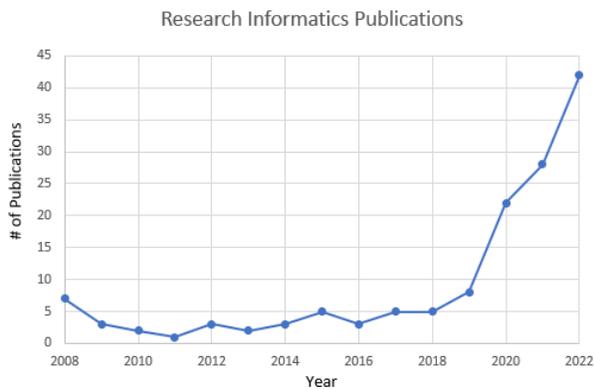
MetroHealth/CWRU is the lead development site for Epic’s new Lyceum product for medical student education, starting with the 2023-2024 incoming CWRU medical student class

Academic Informatics - Research

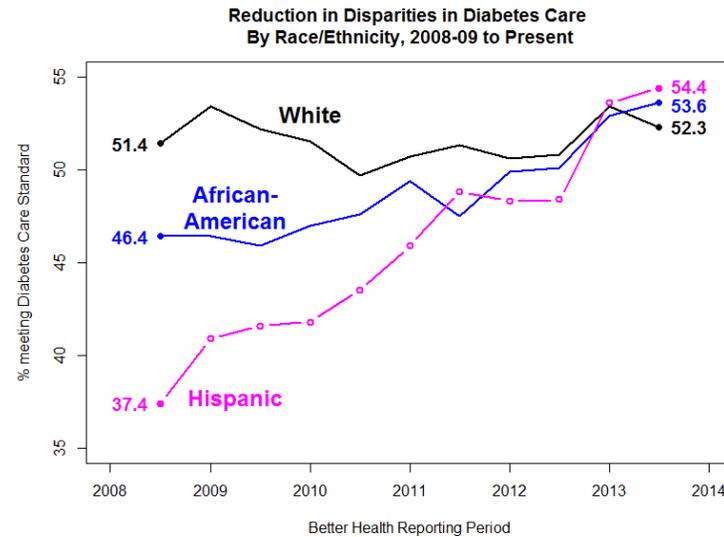
Center for Clinical Informatics Research and Education – CCIRE
("big data" and EHR implementations)
(CWRU CTSC Informatics Lead Site)



Underdiagnosis of Hypertension in Children and Adolescents
(top 10 scientific breakthrough in all of stroke and cardiovascular medicine by American Heart Association for 2007)



Exponential increase in publications!



Health disparities closed!

- >\$7.5 million in external funding over scores of grants
- Hiring dedicated CCIRE research informatics faculty



17 amputations averted!

Clinical Informatics Team “Super Power”



**Clinical Informatics Team “Super Power”:
Being the catalyst to exploiting health information
technology to improve health @ MetroHealth
(and beyond)**

Questions/Comments?



MetroHealth
Devoted to Hope, Health, and Humanity



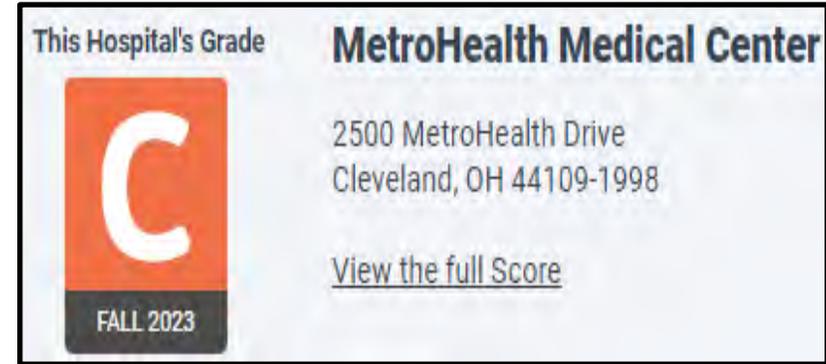
Public Reported Ratings Update

Joe Golob MD MHSE CPHQ FACS

Leapfrog Hospital Letter Grade

- Safety Grade assigned to hospitals in the United States based on quality and safety data performance
 - "A", "B", "C", "D", or "F"
- Consists of 30 measures-including but not limited to:
 - Hospital Acquired Infections
 - Patient Safety Indicators
 - Patient Experience measures
- Updated twice annually-Fall and Spring
- Available to the public at:

www.hospitalsafetygrade.org



Measures	Date Range
Leapfrog Hospital Survey	2023
Patient Experience	October 2021-September 2022
Patient Safety Indicators	July 1, 2019-December 31, 2019 & July 1, 2020-June 30, 2021
Hospital Acquired Infections	January 2022-December 2022

CMS Star Rating

- Overall Star Rating shows how a hospital is performing across different areas of quality
 - Hospitals awarded 1-5 stars based on performance
- Measures-including but not limited to:
 - Hospital Acquired Infections
 - Patient Safety Indicators
 - Patient Experience measures
 - Readmissions
 - Mortality
- Available to the public at:
 - [Medicare.gov](https://www.medicare.gov)

Metrohealth System 

ACUTE CARE HOSPITALS

2500 Metrohealth Drive
Cleveland, OH 44109
(216) 778-7800

Overall star rating

★ ★ ☆ ☆ ☆

Patient survey rating

★ ★ ★ ☆ ☆

Measures	Date Range
Patient Experience	April 1, 2021-March 31, 2022
Patient Safety Indicators	July 1, 2019-December 31, 2019 & July 1, 2020-June 30, 2021
Hospital Acquired Infections	April 1, 2021-March 31, 2022

Current Performance on Publicly Reported Measures

- 30% reduction of inpatient harms per 1,000 patient days (Includes Patient Safety Indicators and Hospital Acquired Infections)
 - Best performance since 2019
 - 30% improvement in catheter associated UTIs
 - 54% improvement in colon surgical site infections
 - 27% improvement in Clostridium difficile infections
- 9% improvement in patient experience scores
 - 3 out of 10 HCAHPS are reaching 4-star performance

We will see our improved performance impact our CMS Stars and Leapfrog Grade in about 18 months!



MetroHealth

The MetroHealth System Board of Trustees Meeting

November 20, 2023



Office of Strategic Philanthropy and Community Engagement

Office of Strategic Philanthropy and Community Engagement

- Integration of Foundation and System Philanthropy and Community Impact and Engagement functions
- Goals
 - Build upon our successes and expertise
 - Increase efficiencies by reducing siloed work
 - Enhance community member and leadership engagement
 - Increase underwriting, sponsorship and strategic partnerships
 - Alignment with ELT Financial Transformation – Enhancing Government and Philanthropic Support
 - Continue to measure and demonstrate impact on MetroHealth and our mission

Scope

- Philanthropy
- Community Health Engagement and Impact (CHEI)
 - Work is led by Romona Brazile, Executive Director, CHEI
 - Community Engagement and Events
 - Listening Sessions
 - Health Screenings
 - Multicultural and Men's Minority Health Fairs
 - Community Advisory Councils
 - Faith-based engagement, under the leadership of Tony Minor
 - MHS Community Sponsorship

Scope

- Administration of The MetroHealth Foundation including the Board of Directors
- MHS and MHF Event Execution and Leadership
- Expansion of Health Equity Sponsorship, Engagement and Strategic Partnership Work

Scope

- Event Execution, Engagement, Sponsorship and Strategic Partnerships
 - Work will be led by a new Executive Director, Health Equity Sponsorship, Engagement and Strategic Partnerships
 - Responsible for developing and executing a strategic plan to advance commitment to health equity through donor and community engagement, events, sponsorships and partnerships
 - Will have a portfolio with fundraising responsibilities
 - Provide leadership to major events team

Scope

- Establish a top talent team to execute community-facing and donor events for The MetroHealth System and The MetroHealth Foundation. Sample initiatives include:
 - Multicultural Health Fairs & Expos
 - Bi-annual Gala or Gala-like Fundraising Events
 - Donor Cultivation and Recognition Events
 - Community Conversations
 - Large-Scale Ribbon Cuttings, Openings, Celebrations to which community members and donors will be invited
 - MetroHealth Medical Hall of Honor
 - Bi-annual Cleveland Heritage Medal

Now Goals

- Integrating and Building Team
- Launching Health Equity CLE Fund Campaign
- Execute Minority Men's and Multicultural Health Fair & Expo plans
- 2024 Community Sponsorship and Engagement Plan
 - Proactive
 - Strategic engagement of staff and volunteer leadership
 - Develop pilot grant program
- Community Advisory Councils and Volunteer Leadership Committees for key major events like Multicultural Health Fairs & Expos and fundraising galas

Health Equity

Throughout Cleveland, far too many individuals and families face a variety of barriers to accessing health care – especially high-quality preventative screenings and opportunities for health education and conversation, resulting in serious health inequities.

The Health Equity CLE Fund will enable MetroHealth caregivers to connect directly with the greater Cleveland community in ways that create new access points to care, increase understanding of overall health and risk factors, and ultimately bolster the wellbeing of all Clevelanders by eradicating health disparities.

Health Equity CLE Fund will support

- 2024 Goal - \$2 million
- Multicultural Health Fairs & Expos (men's, women's, children's and other future iterations)
- Sponsorship and/or participation in community events
- Community Conversations and Advisory Councils



**RECOMMENDATION TO THE BOARD OF TRUSTEES OF
THE METROHEALTH SYSTEM
FOR THE APPROVAL OF SUPPORT OF AN AFFILIATE**

Recommendation

The President and Chief Executive Officer recommends that the Board of Trustees of The MetroHealth System approve the funding of further capitalization for its affiliate, NEO Total Health and Wellness, LLC dba Spry Senior.

Background

The MetroHealth System Board of Trustees approved the formation of a senior-care focused NewCo in May 2021 in Resolution 19446, along with startup financial support. MetroHealth, through its subsidiary MetroHealth Holdings LLC, and another partner subsequently formed a limited liability company to execute on the delivery of such services under the name NEO Total Health and Wellness, LLC, which does business as Spry Senior. Spry Senior was formed to provide primary care services to seniors with a focus on value-based care in furtherance of MetroHealth's mission, vision, and values.

Spry Senior currently owns and operates three locations in Northeast Ohio.

Approval of Support of an Affiliate

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation to approve the funding for further capitalization of its affiliate NEO Total Health and Wellness, LLC dba Spry Senior.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves the provision of financial support for its affiliate NEO Total Health and Wellness, LLC dba Spry Senior in accordance with its authority provided in Section 339.10, as more fully described in Attachment A.

BE IT FURTHER RESOLVED, any action taken by the System and its officers for and on its behalf in connection with the transactions referenced in these resolutions, which are in conformity with the intent and purpose of these resolutions, is hereby approved, ratified, and confirmed in all respects, and

BE IT FURTHER RESOLVED, the Board hereby authorizes and directs the President and Chief Executive Officer, together with the Senior Vice President and General Counsel and such other executive officers as she may designate, to effectuate or carry out the purpose and intent of the foregoing resolutions.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

CONFIDENTIAL: THIS DOCUMENT CONTAINS TRADE SECRETS AND INFORMATION THAT IS CONFIDENTIAL AND PROPRIETARY PROPERTY OF THE METROHEALTH SYSTEM AND MAY NOT BE COPIED, PUBLISHED OR DISCLOSED TO OTHERS WITHOUT THE EXPRESS WRITTEN AUTHORIZATION OF AN AUTHORIZED OFFICER OF METROHEALTH. THIS DOCUMENT MUST BE KEPT ONLY IN CONFIDENTIAL FILES WHEN NOT IN USE.

Attachment A

Authorization and Approval to Hire Manager, Board Relations/Board Liaison

RESOLUTION

WHEREAS, The MetroHealth System Board of Trustees established a job description for a Manager, Board Relations/Board Liaison (Board Liaison) and formed a Special Committee to work with administration to assist the Board in the Board Liaison candidate selection process by conducting interviews, evaluating candidates and sharing its impressions with and providing feedback to the full board;

WHEREAS, the Special Committee has conducted a comprehensive search and recommended finalist candidates to the Board;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees hereby authorizes the Chair of the Board of Trustees to make an offer of employment to one of the finalist candidates and negotiate and execute the final terms of their employment.

AYES:

NAYS:

ABSTAINED:

ABSENT:

DATE: