



The MetroHealth System

Board of Trustees

Wednesday, December 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: Wednesday, December 20, 2023
TIME: 5:00 – 7:00 pm
PLACE: The MetroHealth Board Room (K-107) or via Zoom
<https://us02web.zoom.us/j/84070071084>

AGENDA

- I. **Approval of Minutes**
Minutes of November 20, 2023 regular meeting of the Board of Trustees
- II. **Mission Moment**
- III. **Committee Reports**
 - A. Equity, Inclusion & Diversity Committee – *V. Whiting*
- IV. **President and CEO’s Report – A. Steed**
- V. **Medical Staff Report – C. Alexander-Rager**
 - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for November 2023
 - B. Acceptance of Medical Executive Committee Minutes of November 10, 2023
- VI. **Information Items**
 - A. Notice of Impending Changes to the Bylaws
- VII. **Recommendations/Resolutions**
 - A. 2024 Board Schedule of Meetings
- VIII. **Executive Session**

Return to Open Meeting

The MetroHealth System Board of Trustees

FULL BOARD REGULAR MEETING

Monday, November 20, 2023

5:00 – 7:00 pm

The MetroHealth System Board Room (K-107) and Via Zoom

Meeting Minutes

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

Staff: Airica Steed, Ed.D.-R, Christine Alexander, M.D.-I, Laura Black-I, Richard Blinkhorn, M.D.-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, Derrick Hollings-I, Julie Jacono-I, David Kaelber, M.D.-I, Melissa Kline-I, William Lewis, M.D.-I, Alison Poulios-R, Sonja Rajki-I, Maureen Sullivan-I, Dalph Watson-I

Guests: Jasmine Boutros-R, Suzanne Aral-Boutros-I, Shannon Boutros-I, Julie Washington-I

Dr. Walker called the meeting to order at 5:05 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 October 25, 2023, regular Board Meeting were unanimously approved as submitted. RESOLUTION NO. 19588

II. Public Comment

Dr. Walker opened the floor for a comment by a member of the public, Ms. Sabrina Otis. Ms. Otis informed the group that the Emergency Room needed a better provision for when individuals are brought into the department. Ms. Otis indicated her family has been patients at MetroHealth for years and they have experienced long lengths of stay in the Emergency Room and limited services. Ms. Otis also indicated there had been issues with

¹ I-In-person, R-Remote

The MetroHealth System Board of Trustees

the availability of patient sitters with her mother who had recently passed away. Lastly, Ms. Otis offered the suggestion of perhaps having an area in the Emergency Room where patients with less serious medical conditions can be taken.

Dr. Walker thanked Ms. Otis for her time and extended his condolences on behalf of the Board of Trustees and MetroHealth on the passing of her mother. Dr. Walker acknowledged the severity of Ms. Otis' issues and informed her that the Trustees would look deeper into these matters to come up with solutions to Ms. Otis' concerns. Dr. Golob also offered his thanks to Ms. Otis for attending the meeting and sharing her concerns and extended sympathies on her loss. Dr. Golob informed Ms. Otis that he and Ms. Sullivan will be her point person for any concerns she would have moving forward as it relates to the Emergency Department issues.

III. Mission Moment

Mr. Frolik informed the group of the unveiling of new helipad and shared a video. Dr. Steed offered that while the helipad may look like just a pad of concrete, this is a critical link that affords everyone lifesaving care. The helipad at MetroHealth is the best place to land in an emergency, it is a safe and solid place, a welcoming place, a place where patients receive the best emergency and trauma care in the region. Because of the partnership with ProMedica Air, the new helipad will transport and serve even more patients.

IV. Committee Reports

A. Audit and Compliance Committee – *M. Dee*

Ms. Dee summarized that at the Audit and Compliance Committee meeting the audit and compliance team gave an update on the Ethics and Compliance area including a new dashboard system, an overview of new programs, and the recent issuance of new guidance by the United States Office of the Inspector General, which is being assessed. The Committee also received an update on the internal audit activities from KPMG, and the process for the enterprise risk management assessment. It was also shared that an RFP has been released for the internal audit function with responses due by December 8, 2023, and a plan to bring final selection to the Board in first quarter 2024. There was also an update on details on the data and cyber security activities in executive session.

B. Compensation Committee – *Dr. Walker*

Dr. Walker summarized that at the Compensation Committee they reviewed the updated proposed charter. There was an executive session held where the 2024 system goals were the focus. Also, Dr. Steed will be looking to streamline the number of 2024 System Goals, per the recommendation of Gallagher.



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C. Executive Committee – *Dr. Walker*

Dr. Walker summarized that the Executive Committee met and discussed the plan for the annual President & CEO assessment, and they are currently working to implement the plan. The Governance Institute has been assisting in this process and attended the meeting as well. The assessment form had been decided upon and the Committee delegated to the Chair, Dr. Walker, to move ahead and finalize the process.

D. Facilities and Planning Committee – *I. Chappell*

Ms. Chappell summarized that the Facilities and Planning Committee received a presentation on the update of the Campus Transformation and Campus Transformation 2.0 and how the System is re-envisioning and reimagining what the campus will look like. The celebration of the one-year anniversary of the Glick Center and the Cleveland Heights Behavioral Health Center was noted. The Committee also heard and discussed a report from Mr. Bicak focused on the campus issues including an interim parking plan that will be instituted on December 11 to address the parking concerns from patients, staff and visitors. The report given contained timelines for addressing priority issues in 2023 and 2024.

E. Governance Committee – *I. Chappell*

Ms. Chappell summarized that the Governance Committee received an update on the appointment of two trustees, which are in process with the County appointing authority and an update on the filling of the vacancy of the trustee who resigned, with the hope that at least two appointments will be effective no later than first quarter 2024. The Governance Committee updated Charter was reviewed and approved and the committee recognized that all other committees are in the process of reviewing and updating their charters as well. With this, there will be a few name changes of some of the committees, that will require an update to the Bylaws along with other Bylaws proposed edits. A recommendation for the final approval of the charters and updated Bylaws will come in the first quarter of 2024.

Ms. Chappell also noted that each trustee will be asked to complete a self-assessment to evaluate their individual 2023 performance to ensure they are on the appropriate committees, whether they are fully and appropriately engaged. This will be completed with the assistance of the new Board Liaison and the Governance Institute. Ms. Chappell also noted the materials included opportunities for continuing education through the Governance Institute. She noted that a claim settlement was discussed in executive session, which was recommended for approval to the full Board. She also noted the Committee is recommending approval of a resolution for the retention of outside counsel.

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Ms. Chappell noted that going forward, medical malpractice claim settlements will be brought forward in the Quality, Safety and Experience Committee.

F. Special Committee – *Dr. Walker*

Dr. Walker summarized that the Special Committee met. He reminded the Board that the Special Committee was formed to assist the Board in the hiring of a Board Liaison. The Committee consisted of three board members: Ms. Chappell, Mr. Moss and Dr. Walker and assistance from human resources, legal and Dr. Steed. The Committee vetted and is recommending that the Chair, Dr. Walker move forward with hiring one of the two finalists.

V. Consent Agenda

Governance Committee

Dr. Walker asked for approval of two items on the Consent Agenda from the Governance Committee, the Approval of a Claim Settlement RESOLUTION NO. 19589 and the Approval of the Retention of Outside Counsel RESOLUTION NO. 19590. The consent agenda items were unanimously approved.

VI. President and CEO's Report

Dr. Steed noted her written President and CEO's report as distributed in the meeting books. She highlighted her delight with the efforts from the team and she highlighted the one-year anniversary of the Glick Center and the Cleveland Heights Behavioral Health Center. Dr. Steed informed the group of some key organizational changes, which were not inclusive in her report, although these changes are effective immediately; (1) the Ambulatory Division led by Dr. William Lewis, consisting of our all our clinics and outpatient's location will be integrated and combined with the Provider and Clinical Enterprise, led by Dr. Richard Blinkhorn. She explained that the change will foster the System's ability for more robust collaboration, more efficient and effective environment for our patients and caregivers and eliminate role redundancy and confusion, sets the stage for most optimal environment for the delivery of care and allows us to live up to our mission.

VII. Medical Staff Report

Dr. Alexander pointed the Board to the MEC meeting minutes and the appointments, reappointments, and actions of the Credentialing Committee that were included in the meeting materials. Dr. Alexander explained that the System is in the time of year where

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recruitment is less active as we go into the winter months, with volume generally increasing during the first part of the year. Dr. Alexander pointed to the additional report in the Medical Staff Newsletter, including that she and Dr. Joseph have been rounding and attending various faculty meetings. This practice was started pre-COVID by Dr. Warner, where she was interested in listening at the department level in a more meaningful and engaging way, and Dr. Alexander and Dr. Joseph are working to return to this practice. As part of the rounding they have developed questions to address various issues including (1) what things are going well, (2) what shout-outs do you have to share, (3) what are your successes, (4) what challenges are you facing for which the medical staff officers can provide resources, connections, and insights across the institution, (5) how can we make the medical staff meetings best fit your needs to enable more engagement across our institution? Dr. Alexander shared she continues to hear how much the faculty appreciate their colleagues throughout all the departments and that there is no hesitation among the medical staff in stating ways in which MetroHealth could be better. One of the suggestions is improving communications in critical imaging and lab results and thinking of ways in which to incorporate the tools Epic offers so information can be shared more efficiently and effectively. This for example has led to a new committee, the Lab Utilization Committee.

The Board considered the Medical Staff Appointments, Reappointments and MEC Minutes from October 2023. The Board unanimously approved the same via RESOLUTION 19591.

VIII. Information Items

Dr. Walker noted that he had one issue to raise before moving on to the remainder of the agenda. He related that since the events of October 7, MetroHealth leadership has been asked by staff members and others in the community to comment on the Israeli – Palestinian conflict. Dr. Walker has been kept up to date on these requests by Dr. Steed and her planned responses.

He related that Dr. Steed and he are aligned that to the extent it is possible, MetroHealth should take a neutral and nuanced approach. We are troubled by the war and the toll on civilians, and we understand that these tragic events are a source of grave concern and distress to our many staff members with family or religious ties to the region. But it is also incumbent on MetroHealth's caregivers to maintain a workplace that is free from intimidation and that models tolerance. We understand that position will not satisfy everyone, but it is the only one that as a public hospital with a diverse workforce that we can espouse. He added that MetroHealth will double down to ensure our staff is free from intimidation and that we model the tolerance that we would like to see in our community.

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A. Clinical Informatics Update – *Dr. Kaelber*

Dr. Kaelber gave a presentation on the accomplishments and activities of the Clinical Informatics team, explaining that Clinical Informatics is the field that concerns itself with the cognitive, information processing and communication of task of medical practice, education, and research, including the information science and the technology to support these tasks. The MetroHealth System was the first public health system to go live with Epic electronic medical record system. MetroHealth is in the top 12% of Epic customers in terms of patient MyChart use, this equates to 75% of patients utilizing MyChart. He also highlighted the Academic Informatic Education, Academic Informatics Research and Clinical Informatic Teams. After the presentation, Dr. Kaelber informed the group of the Clinical Informatic Team's superpower is which consist of being the catalyst to exploiting health information technology to improve health at MetroHealth and beyond.

Dr. Silvers expressed the significance of the information presented by Dr. Kaelber and how significant it is for MetroHealth to be such a national leader in this arena with the leadership of Dr. Kaelber.

C. Publicly Reported Rating Update – *Dr. Golob*

Dr. Golob updated the Board on the publicly reported hospital ratings including the Leapfrog scores being reported nationally. MetroHealth was reported as a C rated hospital. As these scores are published every three years and the information used is from past years, meaning this public grading information is not indicative of the System's current performance. He advised that while the Star rating and the Leapfrog scores are important for the patients to see and to utilize as comparison between other healthcare organizations, Dr. Golob wanted to ensure the Board of Trustees that MetroHealth's current performance is significantly better than a C and a two-star hospital.

Dr. Golob continued by stating that currently MetroHealth has had a 30% reduction of inpatient harms per 1000 patient days since 2019; has a 30% improvement in catheter associated UTIs, 54% improvement in colon surgical site infections and a 27% improvement in C-diff infections. The System is showing a 9% improvement in patient experience scores, 3 out of 10 HCAHPS are reaching 4-star performance. Lastly, Dr. Golob informed the Board that we will see our improved performance impact our CMS Stars and Leapfrog Grade in about 18-24 months.

Ms. Chappell asked if the Trustees would be able to obtain a copy of the performance indicators over the last five years to make a comparison when the new scores are published. Dr. Golob indicated he could provide this information.

D. Office of Strategic Philanthropy and Community Engagement – *K. Brown*



The MetroHealth System Board of Trustees

Ms. Brown provided an overview of some very recent realignments in some of the functions of the Office of Strategic Philanthropy and Community Engagement. She summarized that the integration of the Foundation and System Philanthropy and Community Impact and Engagement functions will increase efficiencies by reducing siloed work, enhancing community member and leadership engagement, increase underwriting, sponsorship and strategic partnerships, align with the System's Financial Transformation, and enhance government and philanthropic support.

Ms. Brown shared that part of the team's scope would be the continued work on the Community Health Engagement and Impact work led by Romona Brazile, through continued community engagement and events, listening sessions, health screenings, multicultural and Men's Minority Health Fairs, Community Advisory Councils, and faith-based engagement. The Office of Strategic Philanthropy and Community Engagement will continue to be responsible for the administration of The MetroHealth Foundation, including the Foundation's Board of Directors, MHS and MHF Event Execution and Leadership, expansion of health equity sponsorship, engagement, and strategic partnership work. As part of the realignment, a new Executive Director for Health Equity Sponsorship, Engagement and Strategic Partnerships position has been posted.

Ms. Brown highlighted the Health Equity CLE Fund which will help to eradicate health disparities. The goal this year is to raise \$2M to assist in supporting the Multicultural Health Fairs and Expos, Sponsorship and participation in community events and Community Conversations.

Dr. Walker then asked for a motion to recess into executive session to discuss hospital trade secrets as defined by ORC 1333.61; to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee; and to conference with an attorney for the public body concerning disputes involving the public body that are subject to pending or imminent court action. Ms. Chappell 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 6:36 pm.

IX. Executive Session



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Following the executive session, the meeting reconvened in open session at approximately 7:38 pm and welcomed back the public via Zoom and those members of the public who remained in-person.

X. Recommendation/Resolutions Approvals

A. Approval of Support of an Affiliate

Dr. Walker noted that the Trustees received information and were able to ask questions about an update to MetroHealth's affiliated entity - NEO Total Health and Wellness, LLC which does business under the name Spry Senior. The System Board in 2021 previously approved the formation and initial capitalization of Spry Senior. The business has been growing and is providing excellent care at three locations. The proposed resolution would approve additional support for Spry Senior 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. 19592

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

Dr. Walker stated that the Board worked to establish 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. He related that the Special Committee has conducted a comprehensive search and recommended finalist candidates to the Board. Trustees outside of the Special Committee members also interviewed candidates and provided their input along with Dr. Steed and certain executives. With all of that input, the resolution proposes that the Board of Trustees authorize 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. Dr. Walker asked if there were any additional questions or discussion. With none, the resolution was approved unanimously. RESOLUTION NO. 19593

There being no further business to bring before the Board, the meeting was adjourned at 7:41pm.

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson



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

President and CEO, The MetroHealth System

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

December 2023

Trustees,

As I told our caregivers last week during our State of the System presentation, I cannot believe that it's been one year since I walked into The Glick Center and was met by hundreds of new colleagues clapping me into my first day at MetroHealth.

The level of hope and excitement I have for this institution has only grown since that day, and I am incredibly proud of what our almost 9,000 caregivers have accomplished over these last 12 months. Some highlights include:

- Our performance is strong in virtually every metric – net inpatient and outpatient revenues, admissions, discharges, Emergency Department visits, surgeries, ambulatory visits and more.
- We are on pace to go from a \$1.6 billion organization to a \$2 billion organization in 2024 – a \$400 million leap. In short, we have never been so trusted for the care we deliver.
- In the just completed biennial budget process, Cuyahoga County Council agreed to increase MetroHealth's HHS levy allocation from \$32.4 million a year to \$35 million. This is our first increase since 2016-2017 and represents a strong vote of confidence in the work we are doing to serve the people of Cuyahoga County.
- We have experienced stunning improvements to our quality metrics, including an almost 40% reduction in patient harms compared to 2022, a 9% increase in our patient experience scores and a 50% reduction in patient grievances. This is an unheard-of pace of quality improvement in the industry and a demonstration of our commitment to clinical excellence.
- We have added 600 caregivers to our workforce, which now stands at more than 8,800 people. And we have cut our turnover rate by 21% compared to 2022.
- We welcomed almost 5,000 men, women and children at our historic health expos where we offered free health screenings, health education and community resources.
- As part of our focus on improving access, we celebrated several openings, including our state-of-the-art birthing center and NICU; the Vector and Cellular facility; Breast Diagnostic Center; Infusion Center; Eye Clinic; Cardiac/Pulmonary Rehab Unit; helipad; and more.
- In the spirit of elevating our People-First culture, we placed an intentional focus on employee engagement, which is reflected in our impressive 77% response rate to our 2023 Employee Engagement survey, far exceeding our 71% stretch goal. We also launched other intentional engagement efforts, including several employee recognition events and our wildly successful Metro's Got Talent showcase.
- We continue to place an emphasis on expanding life-saving mental health and addiction care through new partnerships with University Hospitals, the ADAMHS Board, Cuyahoga County and St. Vincent Charity.
- We continue to forge partnerships with other like-minded community organizations to address people's needs beyond medical care that impact their overall health and well-being. In early 2024, for example, we will open a new health clinic at the Greater Cleveland Food Bank's Community Resource Center in Collinwood.

I could go on for pages about our team's efforts. And in the following report, you will read more about our work and how we are building healthier – and more equitable – communities.

I also want to take a moment to honor and remember our dear friend and colleague Walter Jones, who passed away earlier this month. Walter served as our Senior Vice President of Campus Transformation,



2500 MetroHealth Drive, Cleveland, OH 44109

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

President and CEO, The MetroHealth System

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

served on a key committee for the Board and led the development of many projects, including The Glick Center. Generations of caregivers and patients will benefit from Walter's brilliance and his talents as a visionary architect.

On a personal note, Walter was like a big brother to me from Day 1. He was like family, and I – and so many of us at MetroHealth and beyond – will miss him deeply.

Lastly, I wanted to wish you and your loved ones a joyous holiday season and happy new year. As we say goodbye to 2023 and look forward to the new year, I want to thank you for making my first 12 months at MetroHealth some of the most rewarding of my career. I look forward to our continued collaboration in the upcoming year.

Sincerely,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



Report to the Board of Trustees

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

President & CEO

December 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.

A group of healthcare professionals and a patient in a hospital room, overlaid with a blue tint. The scene shows a woman in a hospital gown sitting up in bed, smiling, with a newborn baby in a white blanket in her arms. Standing around her are several healthcare workers in scrubs and masks, and a man in a grey hoodie with 'HYPER' on it. The background includes medical equipment like a Philips monitor and IV stands.

2023 Highlights



MetroHealth

A Vote of Confidence

In the just completed biennial budget process, Cuyahoga County Council agreed to increase MetroHealth's HHS levy allocation from \$32.4 million a year to \$35 million.

This is our first increase since 2016-2017 and represents a strong vote of confidence in the work we are doing to serve the people of Cuyahoga County.



Expanding Access

Over the last year, we remained laser focused on improving access for the communities we serve.

We opened several new clinics, locations and services and welcomed more than 5,000 men, women and children to our multicultural health fairs and expos.



Special Guests



The incredible work happening at the [Lincoln-West School of Science & Health](#) at MetroHealth continues to receive national attention.

This year we welcomed several high-profile guests to tour this innovative high school, which is believed the only high school in a hospital in the nation.

Guests included U.S. Department of Health and Human Services Secretary [Xavier Becerra](#), Ohio Lt. Gov. [Jon Husted](#), American Federation of Teachers President [Randi Weingarten](#) and others.



Strategic Partnerships

In 2023, we continued to place an emphasis on expanding life-saving mental health and addiction care through new partnerships with [University Hospitals](#), the [ADAMHS Board](#), [Cuyahoga County](#) and [St. Vincent Charity](#).

We also forged partnerships with other like-minded community organizations to address people's needs beyond medical care that impact their overall health and well-being.

In early 2024, for example, we will open a new health clinic at the [Greater Cleveland Food Bank's](#) Community Resource Center in Collinwood.



**Greater Cleveland
Food Bank**



**University
Hospitals**



Attracting Talent

In 2023, we welcomed several new leaders to MetroHealth. They include:

- Dr. Olusegun Ishmael, President of the Hospital Division, COO
- Derrick Hollings, EVP, CFO
- James Bicak, SVP of Facilities, Construction & Campus Transformation
- Dalph Watson, EVP, Chief People Officer
- Dr. Doris Evans – Sr. Advisor to President & CEO
- William Dube – VP, Communications
- Adam Winston, Director of Local Government/External Affairs
- Katrina Conine – VP, Perioperative and Interventional Services
- Derrick Jordan – VP, BH Hospital Operations
- Carlo Govia – Executive Director, Hospital Division
- Betty Haliburton – Director, CEO Communications
- Dr. Rajendra Badgaiyan, Chairperson, Department of Psychiatry
- Dr. Michael Kelly, Chairperson, Department of Neurosurgery

We also hired almost 140 providers (FTEs) to support the clinical enterprise.

There are also several key positions joining us in early 2024, including Director of APP Education, Physician Executive for the Cancer Care Institute, Vice President of Medical Diversity, Chairperson of the Department of Surgery, Board Manager and an additional Executive Director in the Hospital Division



Having a Seat at the Table

For the first time, MetroHealth has been invited to have a seat on the Board at the [Ohio Hospital Association](#) to help drive policy and advocacy changes for hospitals in the state.

Established in 1915, OHA is the nation's first state-level hospital association. For more than a century, OHA has helped member hospitals meet the needs of the communities they serve.

Its mission is to collaborate with member hospitals and health systems to ensure a healthy Ohio.



YEAR-TO-DATE PERFORMANCE



2023 System Goal Domains

Financial

- Total operating revenue has increased 12.5% as compared to prior year.
- Net inpatient revenue has increased 2.7%.
- Net outpatient revenue has increased 12.7% due to strong surgical volumes and increased in-person visits.
- Total ambulatory division gross revenue year to date is \$749.4M, 2% ahead of target and 9.35% ahead of this time last year.
- Retail pharmacy revenue has increased more than \$140 million year to date as compared to the same period last year.
- We are on pace to go from a \$1.6B organization to \$2B organization in 2024 – a \$400M leap.



Strategy & Growth

- 6.4% increase in YTD ED visits compared to 2022 and 8.2% increase in YTD ED admissions.
- 6.9% increase in YTD Total System Discharges.
- 4.0% increase in YTD Total System Average Daily Census.
- Average Length of Stay - 5.02 ALOS for November 2023 is a 21.3% decrease compared to November 2022 and 4.3% decrease compared to the prior year (5.71 vs. 5.96)
- 8.9% increase in YTD Total Surgical Cases



Quality & Service

- We are seeing over a 40% reduction for inpatient harms per 1,000 patient-days. This is the best performance we have seen in the last 5 years.
- Our patient experience scores are 9% improved over last year.
- We have also experienced a 50% reduction in patient grievances.
- We have reached stretch performance in 4 out of 7 ambulatory CMS Universal Foundation metrics equating to a stretch performance overall.



Clinical Transformation, Health Equity & Community Impact

- 3% improvement in postpartum visits
- Through the end of November 2023, cumulative SDOH screens reached 134,945, just shy of stretch goal of 135,000.
- Over 67% of patients who completed the SDOH questionnaire, requested assistance and could be reached were successfully connected with an internal or external program or service to meet their need.



Culture & Diversity

- As of Nov. 2023, we experienced a 15.4% decrease in turnover compared to Nov. 2022.
- Non-provider hires rolling 12-month comparison: Dec. 2022 - Nov. 2023: 2075 (+285)
- Experienced 31.7% reduction in temp staffing assignments over the past three months. 104 on assignment as of Sept. 2023 and 71 on assignment as of Dec. 11th.
- Collaborated with Nurse Leadership to facilitate Inpatient Nurse Leaders Retreat focused on developing nurse leadership competencies and best practices.
- Achieved a 77% response rate to our 2023 Employee Engagement survey, far exceeding our 71% stretch goal.
- 1,000+ virtual and in-person attendees at 2023 State of the System address.
- Partnered with IS to reflect preferred name rather than legal name in MIV directory to better align with gender identity and foster an inclusive environment where employees feel acknowledged and valued.



Innovation, Education & Research

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



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: \$128 million
Budget: \$134 million
Variance: (\$6) million

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

DECEMBER SCORECARD



2023 System Goal Domains



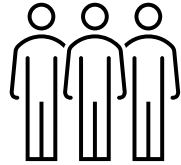
 Off track; adjustments needed  Generally on track with minor issues  On track to meeting goals  Exceeding goals; approaching stretch

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.

Financial and Operational Transformation

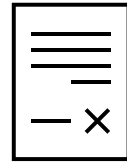


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



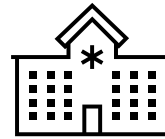
Workforce Optimization

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



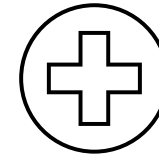
Supply Chain and Purchased Services Optimization

Executive Champions
Justin Gallo



Targeted Volume Growth

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



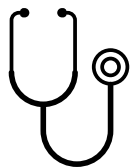
Inpatient/Acute Care Optimization

Executive Champions
Olusegun Ishmael, MD
Richard Blinkhorn, MD



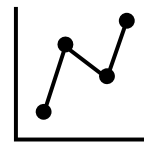
Pharmacy Capture Rate Improvements

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



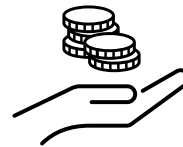
Access and Share of Care Improvements

Executive Champions
William Lewis, MD
Nabil Chehade, MD



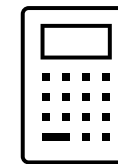
Service Planning Optimization

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



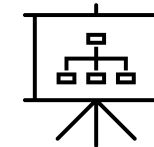
Enhancing Philanthropic and Government Support

Executive Champions
Kate Brown
Allison Poullos
John Chae, MD



Revenue Cycle Improvements

Executive Champions
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 244,198 unique ambulatory patients compared with 239,775 at this time in 2022, a **1.8% increase**.
- MetroHealth has seen 288,980 new patients since the beginning of this year, a 5% increase over last year.
- As of November 30, we have had 1,040,838 in-person visits in the Ambulatory Division, a 10% increase compared to the same period in 2022. In November, in-person visits were increased 8% above budget.

System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	244,198

Legend

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







AMBULATORY DIVISION HIGHLIGHTS CONTINUED

- The MetroHealth Cardiac Rehabilitation Pavilion located at Parma was opened on November 29. Over 2,000 square feet of 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 meeting space.
- November is Lung Cancer Awareness Month. In 2023, MetroHealth screened 1,141 patients eligible for low-dose CT scan screening – a 21% increase over last year.
- Through a collaborative effort by Drs. Perzy, Alexander, Barr and Bruce as well as John Peterson, a new panel algorithm will make it possible to add as many as 30,000 new patients to The MetroHealth system.
- The Joseph Carter Compassion and Kindness Award Recipients for 2023 are:
 - Tonjeh Bah, MD, Department of Medicine, Division of Hematology/Oncology
 - Angela Davidson, APRN-CNP, Department of Internal Medicine-Pediatrics



Legend

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



HOSPITAL DIVISION HIGHLIGHTS

- 8.9% growth in YTD Total Surgical Cases.
- 6.4% growth in YTD Total ED visits and 8.2% growth in YTD ED admissions.
- 6.9% growth in YTD Total System Discharges.
- 4.0% growth in YTD System Average Daily Census.
- 21.3% decrease in Average Length of Stay (ALOS) November 2023 vs. November 2022 (5.02 vs. 6.37); ALOS YTD showed a 4.3% decrease (5.71 vs. 5.96)
- **Successes Attributed to:**
 - The ED START program
 - Perioperative areas
 - Hospitalist program
 - Capacity Command Center, Utilization Management
 - Nursing, Discharge Lounge
- **New Process**
 - Emergency Department Boarder Escalation

System Goal: Inpatient Net Revenue Growth

2022 Baseline*	2023 Target Goal*	YTD 2023*
-	2%	2.7%
\$330,126,504	\$336,729,034	\$338,929,118

Legend

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



System Goal: Patient Experience Composite

Every person at MetroHealth contributes to the patient experience, and our efforts continue to pay off. To date, we have seen a **9% improvement** in our patient experience scores compared to 2022 and 3 of 10 HCAHPS have reached 4-star performance. Some highlights:

- HCAHPS score for discharge information reached 4 stars (88%) after five months in the 2-3 star range. A collaborative improvement effort among Nursing, Clinical Informatics and Hospital Medicine added "symptoms to look out for" to the after visit summary (AVS).
- Outpatient grievances decreased significantly over the past six months. This coincides with service excellence training in the ambulatory setting.
- The gap between inpatient experience scores for patients admitted through the ED compared with patients who had a planned admission has continued to improve by over 8% for two metrics: responsiveness and communication between staff. A partnership with Nursing, Simulation Institute and Nursing Education focused on improving these best practices.



2022 Baseline	2023 Target Goal	YTD 2023 (Through Sept)
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, we have seen a **30% reduction** in the number of inpatient harms per 1,000 inpatient days.
- To raise awareness of preventable harms, communications are sent to providers and their respective chairperson when patient safety events such as pressure injuries, blood clots after surgery, and hospital acquired infections are identified.
- To improve accreditation survey readiness, 8 areas of opportunity were identified. Frontline staff and leadership met to determine barriers and identify improvements. All action items will be implemented in December 2023 and improvements tracked starting in January 2024.
- Educational opportunities are being developed for leaders and staff regarding the importance of psychological safety as well as the mindset, behaviors, and actions required for the MetroWAY Forward transformation.

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 information on our efforts to improve the breast cancer screening for our patient population



Measures	Status YTD – Through October
Diabetes Treatment	24.25%
Colorectal Cancer Screening	60%
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

Breast Cancer Screening: A Story of Continuous Improvement

- 76% of eligible MetroHealth patients are receiving recommended breast 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:
 - Completing monthly bulk orders for female patients age 50-74 who are due for mammograms with assigned PCPs
 - Sending automated texts/voice messaging reminders for patients with active mammogram orders to call and schedule mammograms
 - Care Navigation Team is following up with patients with active orders that have not completed their mammograms
 - Working with MCO partners to identify patients that need mammograms and coordinating with those patients to schedule exams
 - Developing a new bulk ordering program to include patients aged 40-49 years.





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	134,945

System Goal: Making Meaningful Connections

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

2023 Target Goal	YTD 2023
55%	67.2%



Legend

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



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 OB CICIP team has implemented a new process for administering Voice of Customer surveys to clinic patients.
- This team is now developing new interventions focused on improving rates for black women with the perinatal measures.
- The CICIP administrative team is coordinating with OB CICIP, Ambulatory Operations and Inclusion & Diversity teams to ensure projects are aligned.

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%	0.035	80.83%
Postpartum Care Visit	76.37%	<0.0001	77%	<0.0001	78.48%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	<0.0001	55.71%
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 November 2023, our turnover rate has reduced by 15.4% compared to this point last year. To date, we are trending to fall near 18% turnover for 2023.
- In a continued effort to reduce turnover, the Attendance Policy was revised November 19, 2023, to clarify attendance expectations for employees and reward perfect attendance.
- Cost of Living Adjustments have been budgeted for 2024. Details and pay adjustments will be made before the end of the first quarter of 2024.
- In 2024, People Division strategy will include partnering with Operational Leaders to develop retention strategies and foster an environment where caregivers feel valued, recognized, and motivated to stay with our organization.





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

Employee Engagement Survey

This year's survey launched **October 23rd**. The final completion rate result was **77%**. Annual Engagement Survey results will be shared with executives in December and action planning will take place beginning in Q1 2024.

2022 Baseline	Target for 2023	2023 YTD Participation
62%	68%	77%

Legend

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



System Goal: Improving Supplier Equity

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

2022 Baseline	WBE 2023 Target	YTD 2023
14.74%	12%	23%

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

What are we doing to increase our MBE spend?

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

Legend

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



System Goal: Commercialization Efforts

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

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

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

2023 Target Goal	YTD 2023
5	4

Action Plans

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



Legend

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

System Goal: Grant Applications

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

2022 Baseline	Year-End Target	YTD 2023
61	70	94

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, was 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.

Two MetroHealth Researchers were awarded Ohio Third Frontier Awards in Spinal Cord Injury (SCI) Research. [Megan Moynahan, MS](#), was awarded a 2-yr \$498,351 grant to develop a simple implanted hand neuroprosthesis system for persons with SCI. [Anne Bryden, PhD](#), was awarded a 2-yr \$249,893 grant to implement a lower motor neuron assessment tool to help inform interventions for person with SCI.

Ms. Moynahan and Dr. Bryden are both investigators in the Department of PM&R and the MetroHealth Center for Rehabilitation Research.

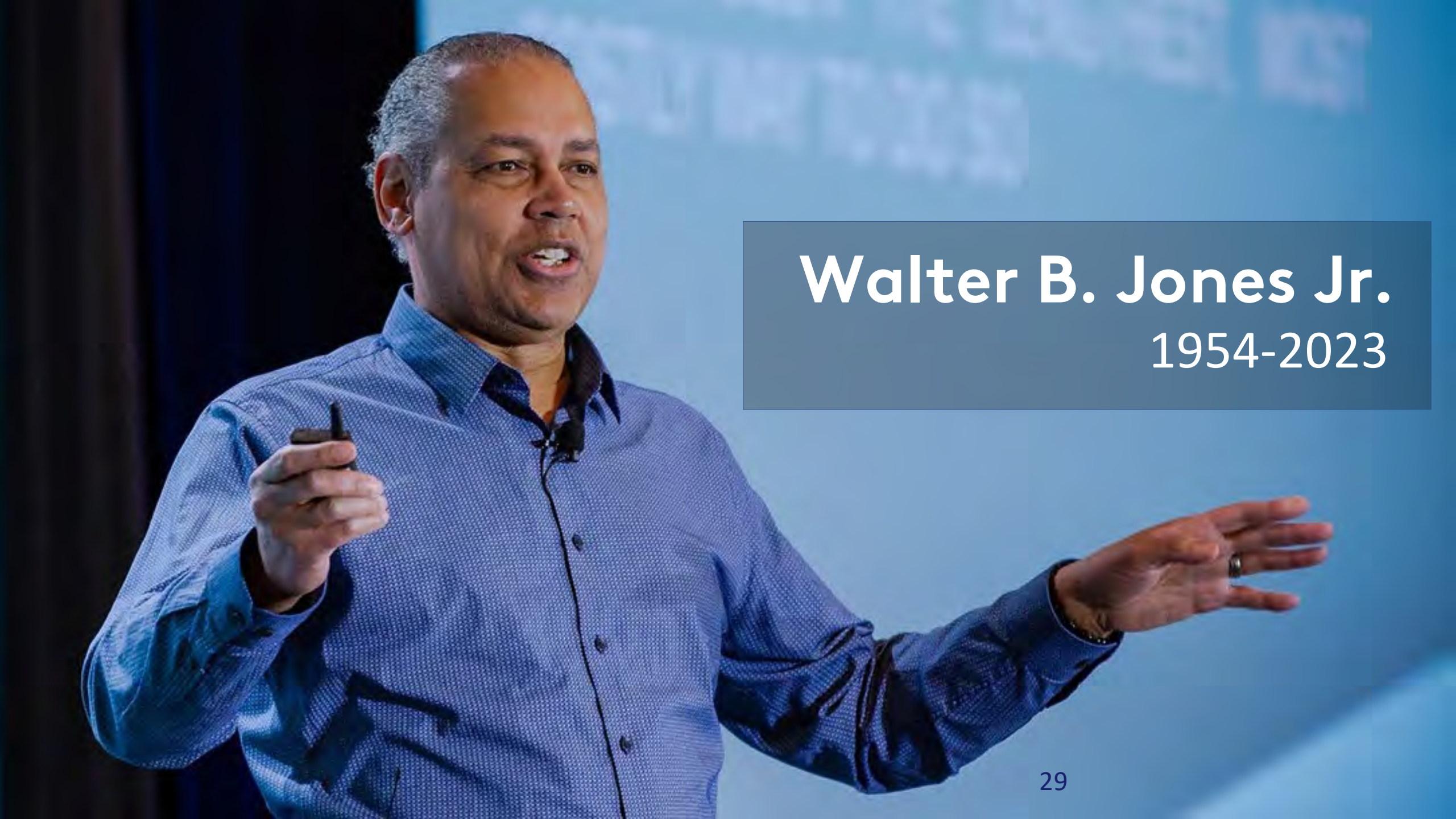


Legend

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


Recent System News and Accomplishments



A photograph of Walter B. Jones Jr. speaking at a podium. He is wearing a blue button-down shirt and has a microphone clipped to it. He is holding a small object in his right hand and gesturing with his left hand. The background is a light blue wall with some faint text.


Walter B. Jones Jr.
1954-2023

Social Media

 **The MetroHealth System (Cleveland, OH)**
38,215 followers
4d · 🌐


This week we had the joy of sharing a holiday feast with the wonderful c that help make our mission possible. In addition to thanking our staff, w moment to celebrate the one-year anniversaries of The Glick Center and Heights Behavioral Health Hospital openings. Join us in wishing a happy season to our dedicated caregivers!



 **MetroHealth @metrohealthCLE** · Dec 11

A national model for school-based health is celebrating 10 years! The MetroHealth School Health Program is providing clinical services for more than 4,800 students enrolled at more than 25 schools throughout Cuyahoga County. Learn more about its impact:



 **MetroHealth**
6d · 🌐

Each month, MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, sends a note to employees celebrating their one-year anniversaries at the System, and we figured we'd do the same for her. Join us in congratulating Dr. Steed on a successful first year at MetroHealth. Steed says so often, "Together, we are building healthier – and more equitable – comm



 **MetroHealth**
November 27 at 4:38 PM · 🌐

With lake effect snow returning, please remember:
All-wheel drive ≠ All-wheel stop
🚗 ❄️ ⚠️

Media Highlights

[Gun violence is traumatizing MetroHealth's emergency room staff even as they work to save lives](#) – ideastream

[MetroHealth debuts new helipad for Metro Life Flight](#) – Cleveland Business Journal

[MetroHealth's vector lab cited as medical breakthrough to watch by Cleveland Magazine](#)

[MetroHealth, CWRU discover how EphA2 receptor affects cancer](#) – Crain's Cleveland Business

[100 hospitals with great oncology programs](#) – Becker's Hospital Review

[More hospital CEOs join effort to prevent gun violence](#) – Becker's Hospital Review

MetroHealth's James Misak, MD, interviewed by Swiss Public Television for its nightly news program, Telegiornale. [He discusses](#) the impact social drivers of health can have on life expectancy.

Dr. Steed named among Modern's Healthcare's [100 Most Influential People](#)

Press Releases

[American Burn Association Reverifies Burn Care Center](#)

[MetroHealth, CWRU Cancer Researchers' Breakthrough Explains Tumor Receptor Behavior](#)

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

[Community Partners Come Together to Pledge Commitment to Addressing Hunger in Greater Cleveland](#)

We launched a comprehensive Spine Center campaign leveraging owned, earned and paid media.

- Paid search and paid digital advertising in market
- Outdoor billboards
- Jonathan Belding, Spine Surgeon, featured on [Channel 3 Good Company](#)
- [Simply Well newsletter blog](#) about signs of spinal stenosis

Channel 3 Good Company Fun Fact.

More than 30 MetroHealth providers were featured on Channel 3's Good Company in 2023 talking about a wide-range of health topics



- **The Fred A. Lennon Charitable Trust** has approved a three-year challenge grant of \$600,000 to support the **MetroHealth Rehabilitation Institute's Functional Electrical Stimulation (FES) program**. The funds will enable clinical trials of the KeyGrip System, a simple implant that restores hand function to people with spinal cord injury.
- The **Institute for H.O.P.E.™** received a \$50,000 general grant from EPIC this month to continue the essential work of understanding and addressing the social drivers of health.
- **Gilead Sciences, Inc.** has provided a transformational gift for The Focus on Cleveland program, which supports HIV and Hepatitis C screenings throughout The MetroHealth System and the Cuyahoga County Jail.
- **The Treu-Mart Foundation** awarded a \$26,250 grant for the MetroHealth Autism Assessment Clinic (MAAC), specifically to support children with autism spectrum disorder from Spanish-speaking homes. MAAC is the only clinic in Ohio (and one of very few in the country) that accommodates and embraces the language and cultural needs of Hispanic patients and families.



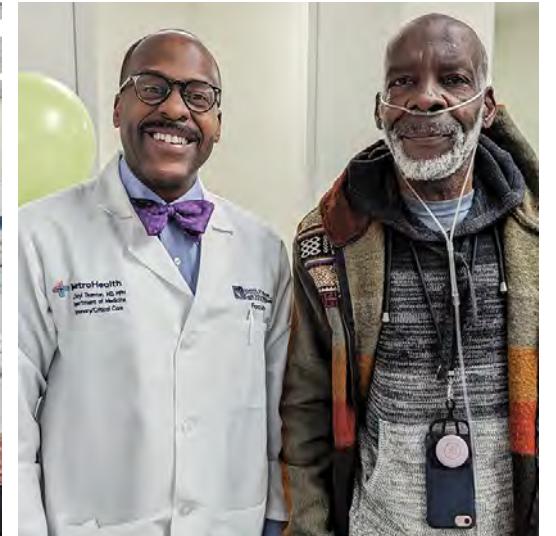
- A \$25,000 grant from [The Reuter Foundation](#) will support MetroHealth's Food As Medicine program. In 2022, program visits increased 86% over the previous year and resulted in fewer inpatient visits, reduced healthcare costs, and improvements in A1C and systolic blood pressure.
- [The Breast Cancer Fund of Ohio](#) awarded a \$5,000 grant to MetroHealth for emergency assistance to patients undergoing breast cancer treatment. The Breast Cancer Fund of Ohio supports these patients in their day-to-day needs, including help with housing, food, medical co-pays and more.
- MetroHealth thanks [Drs. Chris Brandt & Beth Sersig](#) for their recent major gift to support the Institute for H.O.P.E.[™] and MetroHouse.
- We are grateful to [Marianne Conway](#) for her recent major gift to support the Orthopaedic Hand Patient Care, Education and Research Fund.
- The [MetroHealth Employee Hardship Fund](#) gained an extra \$6,800 from more than 250 MetroHealth employees who opted to donate their employee holiday gift card to the Foundation.



Sights Around the System

On Wednesday, November 29, MetroHealth caregivers and patients celebrated the opening of our new **Cardiac/Pulmonary Rehabilitation Unit** on the first floor of Parma Medical Center.

This state-of-the-art space triples the size of the former unit at Main Campus and includes a walking track, new equipment, enhanced telemonitoring technology, changing rooms and meeting space. And with free parking and first-floor access, we are making it easier than ever for our cardiac and pulmonary patients to move forward with their recovery.



Sights Around the System

Earlier this month, we had the joy of sharing a holiday feast with the wonderful caregivers that help make our mission possible. MetroHealth leaders served meals to caregivers at sites throughout the System.

In addition to thanking our staff, we used the moment to celebrate the one-year anniversaries of The Glick Center and Cleveland Heights Behavioral Health Hospital openings.



Sights Around the System

On Wednesday, December 13, during the State of the System presentation, MetroHealth President & CEO Dr. Airica Steed and other senior leaders reflected on the incredible work our caregivers have done this year to address the inequities that affect our community health.

"Our success at MetroHealth is not measured in whether we will one day achieve something great," she said. "It is measured in the great things we achieve every day along our journey. Success is measured in how we show up and live the MetroHealth mission every single day – in what we do and how we do it. This is what we call the MetroWAY Forward."



Awards & Recognition

- MetroHealth's nationally recognized **Comprehensive Burn Care Center** has been reverified as an adult and pediatric burn center by the American Burn Association. The verification, which is active through October 2026, is a testament to the center's commitment to patient care, advocacy, community involvement, research and more.

MetroHealth remains one of only two adult and pediatric burn centers in Ohio verified by the ABA. The System is also the region's most experienced Level 1 Adult Trauma Center in Greater Cleveland, having been verified since 1992, and a Level II Pediatric Trauma Center.

- **MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE**, has been recognized by *Modern Healthcare* as one of the 100 Most Influential People in Healthcare of 2023. This prestigious recognition acknowledges and honors individuals who are deemed by their peers and senior editors of *Modern Healthcare* to be the most influential figures in the industry in terms of leadership and impact.



"I am truly humbled by this recognition from *Modern Healthcare*. It is a true honor. Our 8,800 caregivers are working collectively to ensure no one's life is ever 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.'"

MetroHealth President & CEO Dr. Airica Steed

Awards & Recognition

- Congratulations to the latest recipients of the DAISY Award for Extraordinary Nurses: **Amy Starkey, RN**, and **Cheryl Ortman, RN**. Amy has spent most of her 22-year career at MetroHealth on the Oncology team. In the nomination, a patient described Amy as “extremely attentive, professional, personable and helpful.” As for Cheryl, a nurse in the postpartum unit, she was recognized for her compassion and support.
- Congratulations to **Michael Valenti**, a Patient Care Nurse Assistant, **Johannys Caraballo**, a Medical Team Assistant, who are the latest recipients of the BEE Award (**B**eing **E**xceptional **E**very day), which recognizes ancillary staff – dietary, EVS, Facilities, and other individuals and teams – that make a difference. Honorees demonstrate passion/compassion, teamwork and support for peers.
- MetroHealth Creative Arts Therapies Manager **Yu Ching Ruby Chen** is sharing her expertise – and real-world experiences – with a national audience of music therapy students and new practitioners just entering the field. Earlier this year, Ruby contributed a chapter to the continuing education textbook [Portraits of Everyday Practice in Music Therapy](#). The book aims to provide unfiltered views of music therapy in clinical practice.



Amy Starkey, RN



Cheryl Ortman, RN



Michael Valenti



Johannys Caraballo

Awards & Recognition

- For the sixth time, MetroHealth has been named to [Epic's Honor Roll](#). The system earned Magna Cum Laude on the Version 6 Honor Roll Grant Program. This significant achievement acknowledges the work done by our Clinical Informatics and Information Services teams. MetroHealth is one of only 14 organizations to have achieved the Honor Roll six times.
- Congratulations the MetroHealth [School Health Program](#), which is celebrating its 10-year anniversary. A decade ago, the program launched a single clinic at Cleveland Metropolitan School District Mound STEM Elementary School. Since then, it has become a national model for school-based health, providing clinical services for more than 4,800 students enrolled at more than 25 schools throughout Cuyahoga County.
- The [Cancer Institute](#) at MetroHealth was chosen as a Most Impactful Innovator at The Center for Health Affairs' Innovation Showcase for being the first safety net hospital in the US – and the first in Northeast Ohio – to offer in-house viral vector and cellular production! The Showcase highlighted the creativity and vision of Northeast Ohio organizations leading transformation in healthcare. Join us in congratulating the Cancer Institute for their achievement, and for helping ensure everyone in our community has access to state-of-the-art cancer treatment.



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.

- **January 18, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **January 25, 2024:** Healthy Conversation Community Listening Session (virtual)
- **February 2, 2024:** City Club Forum with Dr. Steed
- **February 15, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **March 21, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **April 18, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)
- **May 23, 2024:** MetroWAY Forward Leadership Listening Rounds (internal)



The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on November 28, 2023. The appointments will then be reviewed and accepted by the Medical Executive Committee on December 8, 2023.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Leb, Stephen, MD	PM&R		11/29/2023
Nigro, Mario, MD	Radiology		11/29/2023
Ramos-Cardona, Aynette, PhD	Psychiatry	Psychology	11/29/2023
Sun, Yan, MD	Medicine	Internal Medicine	11/29/2023

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Afari, Margaret, PA-C	Neurology		11/29/2023
Lucas, Chad, APRN-CNP	Medicine	Hematology/Oncology	11/29/2023

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Ascha, Mona, MD	Surgery	Trauma/Burn/Critical Care	11/29/2023
Bortuzzo, Cristiana, MD	Medicine	Gastroenterology	11/29/2023
Gill, Rupinder, MD	Medicine	Nephrology	11/29/2023
Kondru, Ashok, MD	Medicine	Gastroenterology	11/29/2023

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on November 28, 2023. The Actions will then be reviewed by the Medical Executive Committee on December 8, 2023.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Augusta, Laura, APRN-CNP	Medicine	Hospital Medicine	11/3/2023-R
Easdale, Jessica, DO	Pediatrics		11/20/2023-RL
Economide, Felicia, APRN-CNP	Medicine	Endocrinology	11/17/2023-R
Jenkins, Eric, MD	Emergency Medicine	Life Flight	11/9/2023-R
Kellems, Matthew, MD	Anesthesiology		10/31/2023-R
Lechner, Roseanna, MD	Neurosurgery		10/31/2023-R
Morton, Jatandra, MD	Anesthesiology		10/26/2023-R
Murayi, Roger, MD	Neurosurgery		10/31/2023-R
Posey, Laura, APRN-CNP	Otolaryngology		9/1/2023-R
Rosenfeld, Anna, MD	Anesthesiology		10/31/2023-R
Skupski, Richard, MD	Anesthesiology		10/26/2023-R
Tucker, Harvey, MD	Otolaryngology		8/31/2023-R
Vianos, Diamanto, APRN-CNP	Surgery	General Surgery	9/29/2023-R
Washington, Tina, MD	Radiology		11/10/2023-R
Whitman, Daniel, MD	Medicine	Gastroenterology	10/4/2023-R

Staff Category Change

<i>Name</i>	<i>Category From</i>	<i>Category To</i>	<i>Date</i>
Bahler, Robert, MD	Privileged Non-Member	Emeritus	11/1/2023

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

NOVEMBER REAPPOINTMENTS

Last Name	First Name	Degree	Department	Division
Glaser	Kathleen	APRN-CNP	Anesthesiology	Pre-Surgical Testing
Kette	Valerie	APRN-CRNA	Anesthesiology	
Piero	Joseph	APRN-CRNA	Anesthesiology	
Barany Nunez	Victoria	DDS	Dental Medicine	Oral Health
Vernon	Lance	MPH	Dental Medicine	Correctional Medicine
Jacobs	Breana	APRN-CNP	Emergency Medicine	
Jenkins	Rachael	PA-C	Emergency Medicine	
Tomashefski	Amy	APRN-CNP	Family Medicine	Express Care
Black	Amber	APRN-CNP	Family Medicine	
Davis	Erin	APRN-CNP	Medicine	Weight Management
Benedict	Steven	MD	Neurology	
Ranchod	Maya	PA-C	Neurosurgery	
Razi	Ahmad	MD	Obstetrics & Gynecology	
Shah	Jay	MD	Otolaryngology	
Jouhari	Mohamed	MD	Pediatrics	
Krichbaum	Heather	DNP, APRN-CNP	Pediatrics	
Mazer	Monty	MD	Pediatrics	Pediatric Critical Care
Parimi	Prabhu	CPE	Pediatrics	Neonatology
Remy	Kenneth	MD	Pediatrics	Pediatric Critical Care
Kohn	Brittany	APRN-CNP	Physical Medicine & Rehabilitation	
Bell	Susan	LISW	Psychiatry	Social Work
Markley	Drew	LPCC-S	Psychiatry	Social Work
Thaxton	Sharell	APRN-CNP	Psychiatry	
Ramaiya	Nikhil	MD	Radiology	
Faraji	Navid	MD	Radiology	
Markovic	Michael	MD	Radiology	
Tirumani	Sree Harsha	MD	Radiology	
Young	Peter	MD	Radiology	
Laughlin	Rachel	PA-C	Surgery	Trauma/Burn/Critical Care

THE METROHEALTH SYSTEM
 MEDICAL EXECUTIVE COMMITTEE

November 10 2023
 Virtual and K-107

CHAIRPERSON: Christine Alexander-Rager, MD




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

RECORDER: Carol Herbert

Member In-Person Participation: Doctors Christine Alexander, Natalie Joseph, Christopher McHenry, Ms. Brittany Valenzeno and Trish Gallagher
 Members Remote Participation: Doctors Anise Ardel, Aparna Roy, Bode Adebambo, Carol Iaffaldano, Catherine Curley, Colin Crowe, David Crowe, Ellen Gelles, Jack Wilber, Luis Tollinche, Mahesheema Ali (attending for Dr. Loeffler), , Mike Kelly, Richard Wilson, Thomas Collins, Venkat Krishnamurthy, Charles Emerman, David Stepnick, and Ms. Megan Flannery, APRN-CNP

Guests: Doris Evans, Michael Lewis, Mike Markovic,

Exec.Ofc: William Lewis, E. Harry Walker

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION-Follow-up
Call to Order	Christine Alexander-Rager, MD		N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	<ul style="list-style-type: none"> Transfusion Committee <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;">  Meeting minutes from 07-27-2023.pdf </div> <div style="text-align: center;">  TCM Q3 2023.pdf </div> </div> October MEC <div style="text-align: center; margin-top: 10px;">  MEC Minutes, October 13, 2023.pdf </div> 	Minutes approved/ Present the MEC Minutes to BOT

<p>Medical Staff Appointments and Actions</p>	<p>All medical staff appointments were carefully reviewed and presented by the Department Chairpersons. Each candidate is being presented after approval from the Credentials Committee from the previous month. Each Candidate's file was reviewed for any actions or sanctions, clinical competency, work history. All gaps were accounted for and presentation of the practitioner's education and training was discussed. The committee reviewed the requested privileges and verified the provider will function within their scope of education and license. The NPDB reports, malpractice cases and 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>The following appointments to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on October 2023. The Appointments were then reviewed by the Medical Executive Committee on November 10, 2023.</p> <p><u>Active</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>Badgaiyan, Rajendra, MD</td> <td>Psychiatry</td> <td>11/1/2023</td> </tr> <tr> <td>Jones, Zoe, DO</td> <td>Family Medicine</td> <td>11/1/2023</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>Brezovec, Rachael, APRN-CRNA</td> <td>Anesthesiology</td> <td>11/1/2023</td> </tr> <tr> <td>Brots, Kristen, APRN-CRNA</td> <td>Anesthesiology</td> <td>11/1/2023</td> </tr> <tr> <td>Cottier, Natalie, APRN-CNP</td> <td>Medicine/Hospital Medicine</td> <td>11/1/2023</td> </tr> <tr> <td>Gates Ely, Jacqueline, APRN-CRNA</td> <td>Anesthesiology</td> <td>11/1/2023</td> </tr> <tr> <td>Hahn, Monica, PA-C</td> <td>Neurosurgery</td> <td>11/1/2023</td> </tr> <tr> <td>Kean, Rachael, PA-C</td> <td>Orthopaedics</td> <td>11/1/2023</td> </tr> <tr> <td>Pullin, Kristin, APRN-CNP</td> <td>Medicine/Hem/Onc</td> <td>11/1/2023</td> </tr> <tr> <td>Thomascik, Brad, PA-C</td> <td>Radiology</td> <td>11/1/2023</td> </tr> <tr> <td>Walden, Trey, APRN-CRNA</td> <td>Anesthesiology</td> <td>11/1/2023</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>Brar, Rupinder, APRN-CNP</td> <td>Psychiatry</td> <td>11/1/2023</td> </tr> <tr> <td>Marino, Amy, PA-C</td> <td>Surgery/Cardiothoracic</td> <td>11/1/2023</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>Mitchell, Emily, LISW-S</td> <td>Psychiatry/Social Work</td> <td>11/1/2023</td> </tr> </tbody> </table> <p>The following actions to the MetroHealth System Medical Staff were reviewed by the Credentials Committee on October 2023. 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Present to BOT</p>
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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 / 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

**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	
APP Update	Megan Flannery, APRN-CNP	Announcement that Allysen Shaughnessy, PA-C has been Appointed as Director of Education. Congratulations!				No action required
Standing Agenda Item	Length of Stay	Presentation by Dr. Michael Lewis				No action required
Order Sets		<ul style="list-style-type: none"> MICU Admission <p><i>This is going through executive review for a 2nd time because it has MAJOR changes. Please pay special attention to the electrolyte section.</i></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  MICU Admission [3414] Sign Off.pdf </div> <div style="text-align: center;">  MICU Admission [3414] Sign Off.docx </div> </div>				
Policies		<ul style="list-style-type: none"> PC-29_Critical Results and Diagnostic Procedures Reporting <p>Policy distributed for review electronically on 10/13/23</p> <div style="text-align: center;">  PC-29_-_Critical_Res ults_and_Diagnostic </div> <p><i>This Policy needs to be revised. Edits of what departments are being listed that have critical results and the methods of reporting the result and closing the loop. A committee will be formed to review the policy. Catherine Curley will represent the MEC and Megan Flannery will</i></p>				

		<p><i>participate in this review, as well as Ellen Gelles. Dr. Joe Golob and Dr. David Kaelber will be contacted for their input.</i></p> <ul style="list-style-type: none"> • Laboratory Utilization and Formulary Committee Policy (edits) <div data-bbox="871 280 928 342" data-label="Image"> </div> <p>LFUC Policy Edits v3.docx</p> <p>This is a draft of the Laboratory Utilization and Formulary Committee Policy, for consideration by the MEC.</p> <p>Submitted by Dr. Loeffler, Dr. Ali and Carol Iaffaldano. Dr. Ali and Carol Iaffaldano were present to address any questions that may come up by the MEC members.</p>	
<p>Meeting Adjourned</p>			
<p>Executive Session MEC Members only</p>		<p>FPPE Extension</p>	

Trustees,

Happy Holidays!

We hope you can enjoy some time off to rest and rejuvenate for the new year!

On December 16, the Medical Staff enjoyed the first in person holiday celebration since the pandemic! During this fun filled evening, we also took time to celebrate those medical staff members selected by their peers and leaders for excellence in clinical, research or administrative duties. Below you will find a list of recipients of the Medical Staff Excellence Awards.



Christine Alexander Rager, MD



Natalie Joseph, MD

We also recognized two additional individuals with the Joseph Carter Care and Compassion Award. Named after our former Chair of Otolaryngology, this award recognizes one physician and one APP whose compassion and care of their patients is exceptional.

We had some excellent nominations from across the System. We are proud to share that Dr. Tonjeh Bah, Division of Hematology/Oncology, and Ms. Angela Davidson, department of Internal Medicine-Pediatrics were selected as this year's recipients. Notably, Dr Bah was out of the country performing mission work in Africa and so the award was accepted on her behalf by her brother and role model, Mr. Bah Kimfon.

Here are the recipients of the Medical Staff Excellence Awards:

- | | |
|---------------------------------|------------------------------|
| Kelly Lebak, MD | Anesthesiology |
| Cindy Timberlake-Kwit, CAA | Anesthesiology |
| Rossana Artuza Leon, DDS | Dental Medicine |
| Katherine DiSano, MD | Dermatology |
| Destiny Cambio, PA-C | Dermatology |
| Rahi Kapur, MD | Emergency Medicine |
| Michael Speice, PA-C | Emergency Medicine |
| Michael Seidman, MD | Family Medicine |
| Mark Rodney, PA-C | Family Medicine |
| Fassil Gemechu, MD | Geriatric Medicine |
| Kaitlyn Newbrough, APRN-CNP | Geriatric Medicine |
| Meera Kondapaneni, MD | Heart and Vascular |
| Jacalyn Iacoboni, DNP, APRN-CNP | Internal Medicine |
| Ronald Magliola, Jr, MD | Internal Medicine-Pediatrics |
| Tanja Barco, APRN-CNP | Internal Medicine-Pediatrics |
| Theodore Bowen, MD | Neurology |



Medical Staff Report to MetroHealth Board of Trustees
December 2023

Virginia Edwards, APRN-CNP
Deven Reddy, MD
April Dusky, APRN-CNP
Gregory Kitagawa, MD
Shauna Pagel, APRN-CNP
Ari Levine, MD
Mary Grace Lenehan, PA-C
Aaron Baker, MD
Kara Conroy, PA-C
Azzam Hammad, MD
Ines d. Cuebas Rolon, MD
Sarah McElroy, APRN-CNP
Jared Placeway, DO
Ann Harrington, APRN-CNS
Lendita Haxhiu-Erhardt, MD
Lori-Anne Schulte-Laird, APRN-CNP
Melissa Armstrong-Brine, PhD
Anthony Minotti, MD
Christopher Brandt, MD
Susan Conte, PA-C
Kathryn Wozniak, PA-C

Neurology
Neurosurgery
Neurosurgery
OB/GYN
OB/GYN
Orthopaedics
Orthopaedics
Otolaryngology
Otolaryngology
Pathology
Pediatrics
Pediatrics
PM&R
PM&R
Psychiatry
Psychiatry
Psychology
Radiology
Surgery
Surgery
Surgery

Save the Date: February 27, 2024

We hope you will consider joining us for the first in person Medical Staff Meeting of 2024. On Tuesday, February 27, 2024, we will gather in the Rammelkamp Atrium for an evening focused on well-being and engagement!

In the weeks leading up to this meeting, the Arts in Health, MetroHealthy and Well-being and Engagement teams will partner with the medical staff to create an Arts Challenge! Individuals and groups will be asked to sign up for a variety of arts related activities in the community. The medical staff will be asked to share the products of their activities along with any other art, music, singing or dancing talents. We hope this will be a wonderful event to connect with our colleagues and fight the winter blues!

Best wishes for a wonderful holiday season!

Sincerely,

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

Approval of 2024 Schedule of Regular Board Meetings of The MetroHealth System

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a proposed schedule of regular meetings of the Board of Trustees of The MetroHealth System for calendar year 2024; and

WHEREAS, the schedule has been presented in accordance with the Bylaws of the Board of Trustees and applicable law.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves as written the proposed schedule of regular meetings of the Board of Trustees of The MetroHealth System for Calendar Year 2024, and this schedule is hereby made part of this Resolution as though fully herein rewritten as an addendum hereto.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

The MetroHealth System Board of Trustees 2024
Schedule of Meetings

	Quality, Safety & Experience Committee	Finance Committee	Facilities & Planning Committee	Audit & Compliance Committee	Governance Committee	Health Equity & Diversity Committee	Human Resources & Compensation Committee	Executive Committee/ Strategic Planning Committee	Full Board
January 24			12:30-2:00		2:00-3:30				3:30-5:00
February 28	12:00-1:30	1:30-3:30						2:00-3:30 Executive - Feb 14	3:30-5:00
March 27				11:00-1:00		1:00-2:30	2:30-3:30		3:30-5:30
April 24			12:00-1:30		1:30-3:00			3:00-4:30 Strategic	
May 22	12:00-1:30	1:30-3:30							3:30-5:30
June 26				11:00-1:00		1:00-2:30	2:30-3:30		3:30-5:30
July									
August 28	12:00-1:30	1:30-3:30	3:30-5:00						5:00-7:00
September 25				11:00-1:00	1:00-2:30	2:30-4:00	4:00-5:30	4:00-5:00 Executive – Sept 18	
October 23	12:00-1:30	1:30-3:30							3:30-5:30
November 20			12:00-1:30	1:30-3:30					3:30-5:30
December 18						2:00-3:30	3:30-5:00		