

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

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,



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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 patient is lying in a bed, smiling, and holding a baby. The healthcare professionals are standing around the bed, some wearing masks and scrubs. The background shows a hospital room with a Philips monitor and other medical equipment.

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

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



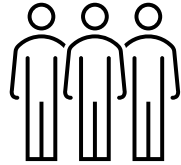
Exceeding goals; approaching stretch

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

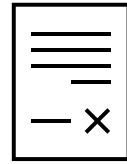


To be proactive and ensure we meet our financial and operational goals, here are the initiatives we are immediately instituting until the end of this year and beyond.



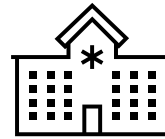
Workforce Optimization

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



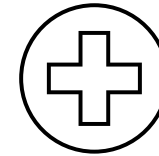
Supply Chain and Purchased Services Optimization

Executive Champions
Justin Gallo



Targeted Volume Growth

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



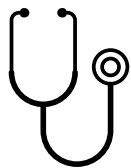
Inpatient/Acute Care Optimization

Executive Champions
Olusegun Ishmael, MD
Richard Blinkhorn, MD



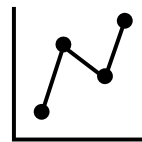
Pharmacy Capture Rate Improvements

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



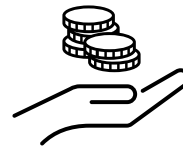
Access and Share of Care Improvements

Executive Champions
William Lewis, MD
Nabil Chehade, MD



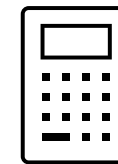
Service Planning Optimization

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



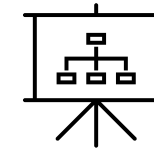
Enhancing Philanthropic and Government Support

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

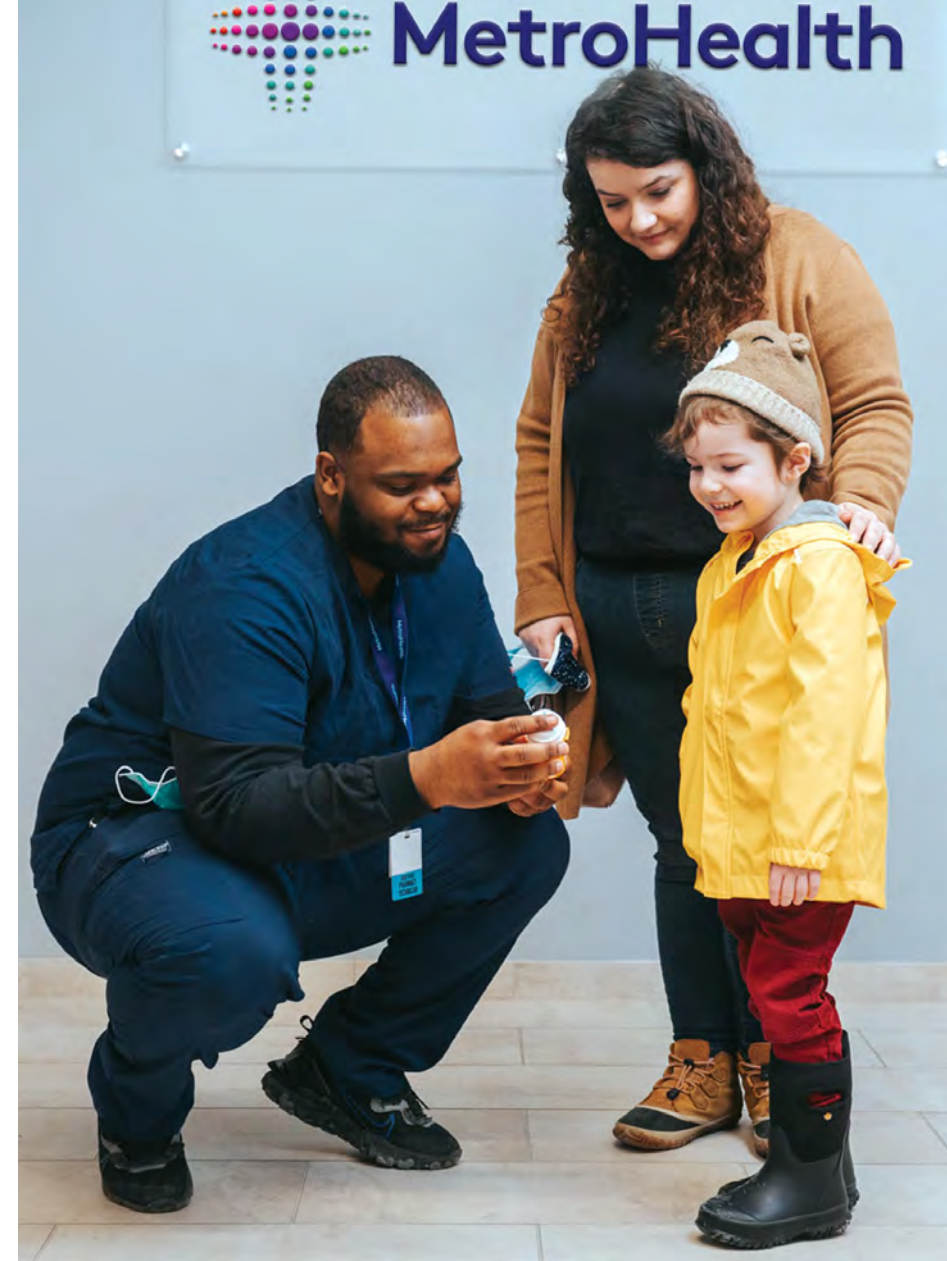
Executive Champions
Dalph Watson, JD
Richard Blinkhorn, MD
Olusegun Ishmael, MD
William Lewis, MD

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%





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.

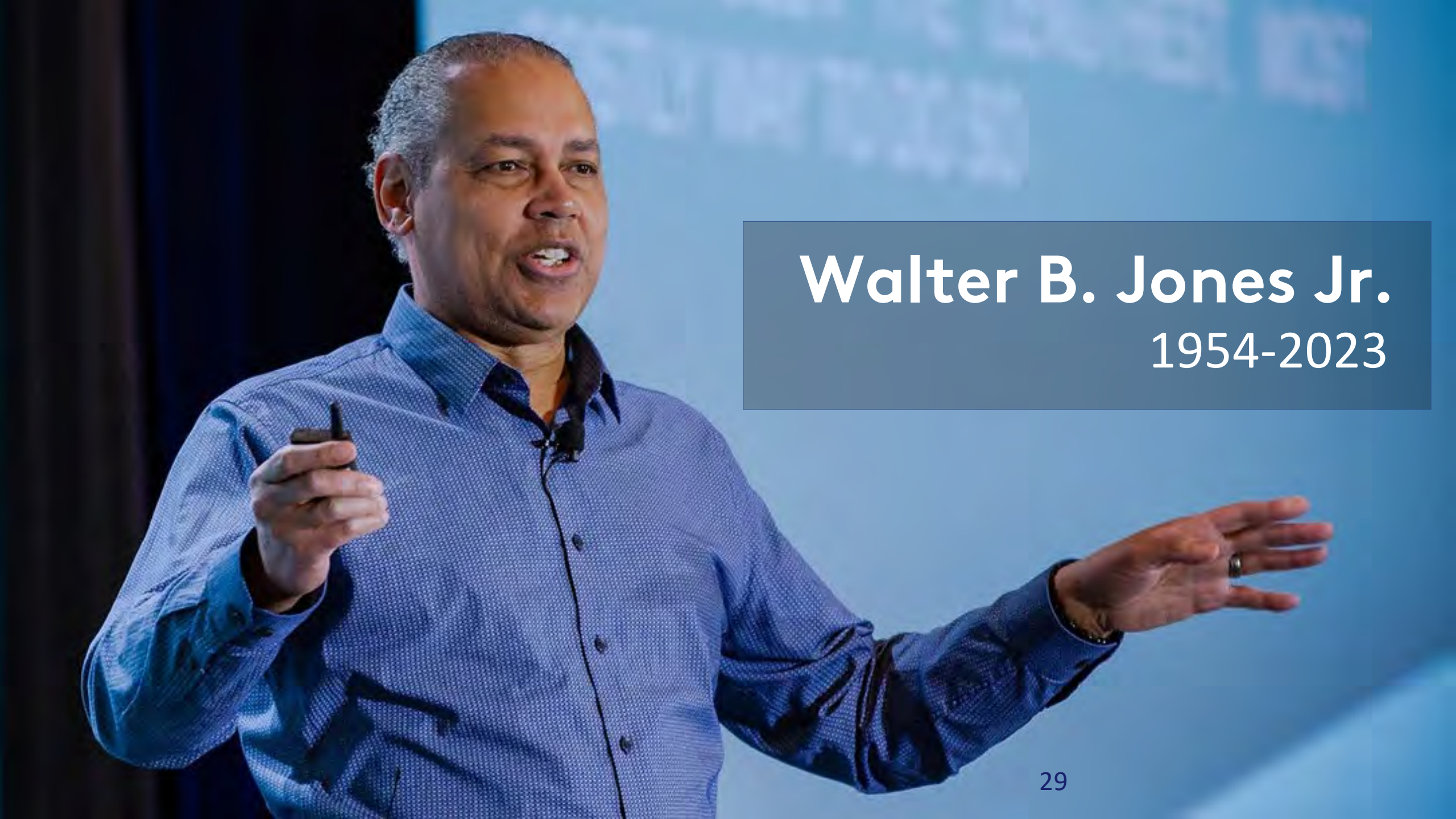


Legend

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

Recent System News and Accomplishments

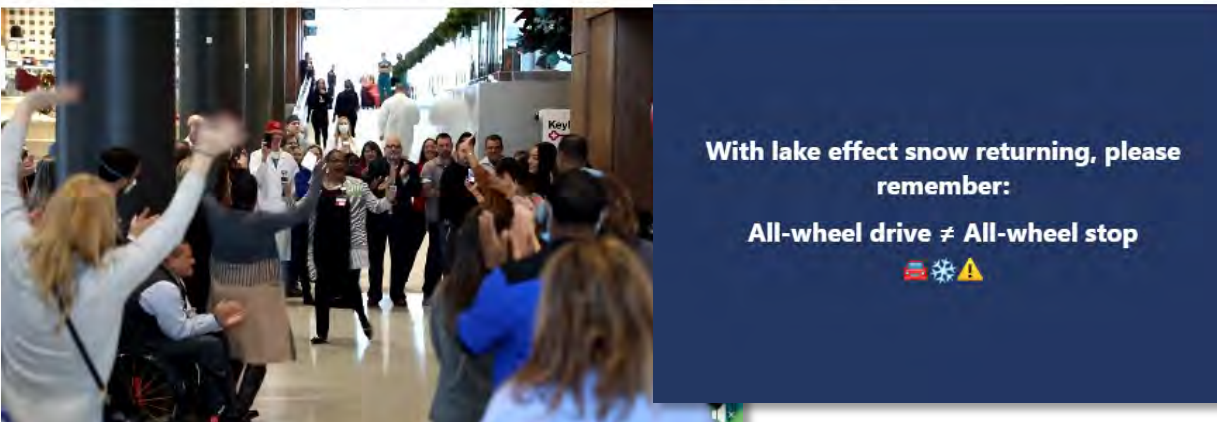
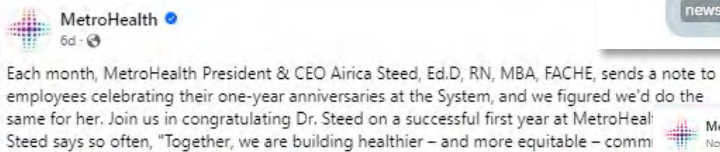


A photograph of Walter B. Jones Jr. speaking at a podium. He is wearing a blue button-down shirt and has a microphone clipped to it. He is holding a small object in his right hand and gesturing with his left hand. The background is a light blue wall with some faint text.

Walter B. Jones Jr.

1954-2023

Social Media



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.



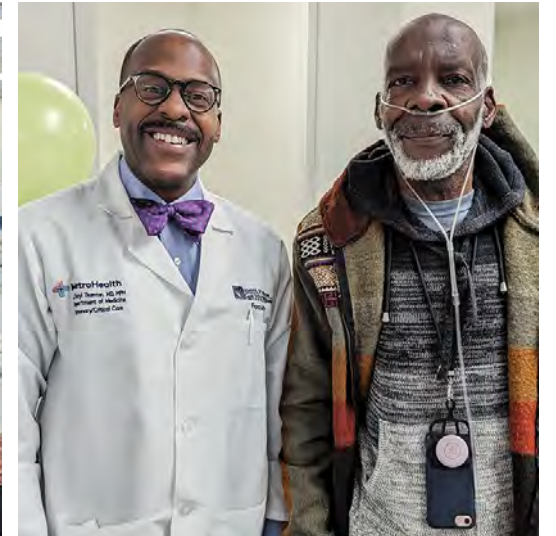
- A \$25,000 grant from [The Reuter Foundation](#) will support MetroHealth's Food As Medicine program. In 2022, program visits increased 86% over the previous year and resulted in fewer inpatient visits, reduced healthcare costs, and improvements in A1C and systolic blood pressure.
- [The Breast Cancer 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."



- 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 7 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)

