

January 2024

Trustees,

As we embark on 2024, I want to extend my heartfelt wishes to each of you on behalf of The MetroHealth System's almost 9,000 caregivers. We are so thrilled about the prospects for the coming year and the opportunities it holds for continued collaboration in our journey to lift the health and wealth of our community.

During Dr. Martin Luther King's famous "I Have a Dream" speech in 1963, he reminded us – all of us – of the "fierce urgency of now." And as I told our caregivers earlier this month, MetroHealth is wholly committed to the "fierce urgency of now" as we work to eradicate health disparities and achieve health equity. Service to others is our prime purpose.

This year, as outlined in our proposed 2024 goals, we will remain focused on that purpose.

- We will continue to center our focus on creating a people-first culture and best place to work.
- We will continue to widen our front and back doors to improve healthcare access for our community.
- We will continue to elevate the already-impressive level of care we provide with an intentional focus on quality, safety, and patient experience.
- We will build upon our efforts to improve infant and maternal health and mental health.
- We will continue to grow our academic enterprise through patient-focused research.

In 2023, despite considerable headwinds, we established a tremendous amount of momentum. As you will see in this month's report, we continue to perform well across all domains, including our finances. Despite significant challenges at the start of 2023, we achieved our financial target, which is no small feat considering the pressures facing health systems nationwide. This reflects the collective efforts of our team throughout the year, and I am deeply grateful for everyone's hard work.

And as you will see in the following pages, it is not just our finances that are performing well. We have seen stunning improvements in our quality and patient experience metrics. The demand for our services – in all settings – continues to grow. Our academic enterprise continues to flourish, and we are conquering the workforce challenges that have held us back for too long.

This strong performance sets the stage for an even stronger 2024. I am incredibly excited about our plans to grow and accelerate the impact we are having in this community.

In particular, we will prioritize our work around behavioral health and addiction care. While we have made impressive strides expanding access to this life-saving care, we owe it to our community to do everything we can to heal the wounds we cannot see and end the mental-health crisis. We look forward to building upon our partnerships with University Hospitals, St. Vincent Charity and the ADAMHS Board in this important work.



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

President and CEO, The MetroHealth System

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

As you well know, good health depends on so much more than access to medical care, and MetroHealth continues to be known as a thought leader in this space. This month, for example, several MetroHealth leaders testified before the Ohio Senate Select Committee on Housing about the importance of access to safe housing to the health and well-being of the individuals we serve. During the presentation, we offered insight into how we track non-clinical factors, such as housing, and how they impact the communities we serve. In 2023, we screened more than 42,000 individuals for their health-related social factors– a 36% increase over the prior year. The presentation was well received and just another example of our commitment to eradicating health disparities.

The community will continue to be at the center of *all* we do. That is why we have put such a focus in 2024 on growing our Multicultural Health Fairs and partnering with other organizations through our Institute for H.O.P.E. to address and solve the root causes of poor health in our community.

I also wanted to make you aware of an important leadership change: Richard Blinkhorn, MD, who has ably served as our Executive Vice President/Chief Physician Executive and Clinical Officer, has made the decision to step down due to personal reasons. Since my arrival, Dr. Blinkhorn has been a true friend and a trusted adviser. He has been a fierce champion for MetroHealth and the communities we serve.

I am pleased to share that Christine Alexander, MD, Chair of Family Medicine, has agreed to step into this role on an interim basis as we conduct a national search for a permanent replacement. In addition to her role in Family Medicine, Dr. Alexander has served as President of the Medical Staff and played an important role in advancing our medical enterprise.

Lastly, I hope you will join me at noon on Friday, February 9, at The City Club of Cleveland. I will be participating in an intimate fireside chat with Emmy Award-winning Cleveland journalist Danita Harris about our vision for the future of MetroHealth and for the nation's healthcare system – a vision to eradicate health disparities, to widen the front door to access, to eliminate the glaring gap in life expectancies and to make this organization a national model in how a health system serves its staff, patients, and community.

As always, thank you for your unwavering support, which is helping bring this vision to life. I remain grateful for your counsel and your commitment to this institution.

Sincerely,

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

President & CEO

The MetroHealth System





MetroHealth



MetroHealth

Report to the Board of Trustees

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

President & CEO

January 2024

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.

2023 PERFORMANCE



2023 System Goal Domains

Financial

- Exceeded 2023 forecasted EBIDA by \$24M through increased recruitment and retention resulting in lower labor premium cost.
- Grew revenue by \$25M through achieving the quality standards established for the CICIP, Care Assurance and Franchise Fee Programs.
- Retail pharmacy revenue increased \$150 million with total prescriptions filled increasing over 380,000 as compared to prior year.
- First full year of Glick Medical Center and Cleveland Heights Behavioral Hospital operations which added \$30M in fixed costs while expanding capabilities and capacities for future growth.



Strategy & Growth

- 5.6% increase in YTD ED visits compared to 2022 and 8.6% increase in YTD ED admissions.
- 6.1% increase in YTD Total System Discharges.
- 3.0% increase in YTD Total System Average Daily Census.
- Average Length of Stay: 5.65 ALOS for December 2023 is a 7.5% decrease compared to December 2022. Year-to-date ALOS has decreased 4.6% compared to 2022 (5.70 vs. 5.98)
- 8.4% increase in YTD Total Surgical Cases



Quality & Service

- 4 of 7 2023 ambulatory metrics met stretch performance with the remaining 3 meeting target
- Through November 2023 we are seeing a 32% reduction in inpatient preventable harms per 1000 inpatient days
- We continue to see a 9% improvement in our patient experience scores
- Increase collaboration with Ambulatory teams facilitated achieving stretch goal in 2023 for ambulatory metrics.
- IPCX and PHII worked with Primary Care to develop new HCC dashboard and education. This resulted in a 6% improvement in HCC scores in 2023.



Clinical Transformation, Health Equity & Community Impact

- Over 137,000 unique SDOH screens have been completed since inception. 42,245 of these screens were completed in 2023, a 36% increase over 2022.
- 67% of patients that have social needs, want assistance and can be contacted, are successfully connected to services and resources.
- Work through the HUB and increasing patient enrollment and connecting them with Community Health worker showed improved completion of postpartum visits.



Culture & Diversity

- Final 2023 turnover rate was 17.7%, exceeding our maximum performance level of 18.6%.
- New hire year-over-year comparison:
2023: 2,250 (+217)
2022: 2,033
- For the 4th year in a row, our MetroHealthy Wellness Program received Platinum Award from Healthy Business Council of Ohio.
- The People Division and senior leaders met to kick off the Caregiver Retention Strategy initiative.
- Financial Health training series scheduled for Jan. 23rd will cover Credit Repair and provide employees with tools and resources to improve their financial health.
- NorthCoast 99 awarded MetroHealth its Best Place to Work Award for the 19th time.



Innovation, Education & Research

- 104 Grant Submissions
- The LifeFlight Operation at ProMedica exceeded 2023 goals, reaching annual targeted volumes in October.
- Cleveland Vector and Cellular Incubator JV with University Hospital, Cleveland Clinic Foundation, Charles River Laboratories, and Case-Western Reserve University creates first international commercial drug manufacturing organization in Ohio.



MetroHealth, like most health care institutions across the country, experienced 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 included:

- 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)*



Preliminary Actual: \$136.8 million
Budget: \$134.0 million
Variance: \$2.8 million

**Preliminary December 31, 2023 results as of January 16, 2024*

JANUARY '24 SCORECARD



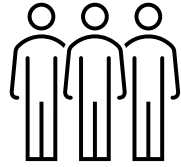
2023 System Goal Domains



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

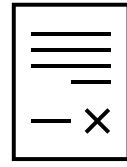
Our six goal domains flow from our strategic pillars. They are designed to position MetroHealth for meaningful success and ultimately lift the health and wealth of the communities we serve.

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.



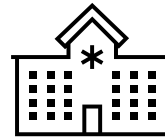
Workforce Optimization

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



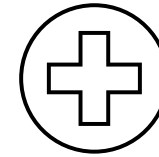
Supply Chain and Purchased Services Optimization

Executive Champions
Justin Gallo



Targeted Volume Growth

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



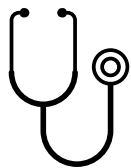
Inpatient/Acute Care Optimization

Executive Champions
Olusegun Ishmael, MD
Richard Blinkhorn, MD



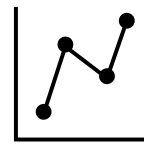
Pharmacy Capture Rate Improvements

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



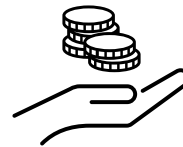
Access and Share of Care Improvements

Executive Champions
William Lewis, MD
Nabil Chehade, MD



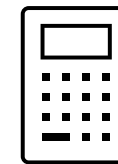
Service Planning Optimization

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



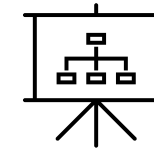
Enhancing Philanthropic and Government Support

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

- Through December 2023, the Ambulatory Division saw 1.1 million outpatient in person visits, 4.4% over budget and 8.8% over 2022.
- Compared to 2022, the MetroHealth System performed 12% more echocardiograms and stress tests and 53% more home sleep tests and 16% in lab sleep tests.
- Under the leadership of Kelly Seabold, the first cohort of nine interns from the MetroHealth Medical Assistant Training Program will graduate on Monday, January 15th. Most of these individuals will begin work in the System on January 16th.
- Under the leadership of Sheila Atkins, in 2023, medical infusions moved to a new space, added 6 chairs and increased the number of infusions by 89%. Cancer Care infusions under the leadership of Jennifer Bocci also had significant gains. Kathleen Rizer oversees both operations. These improvements have laid the groundwork for the new infusion spaces in the new Outpatient Health Center.

System Goal: Unique Ambulatory Patients

2022 Year-End Baseline	2023 Target Goal	YTD 2023
247,643	250,000 patients	251,748

Legend

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





HOSPITAL DIVISION HIGHLIGHTS

Key KPI Highlights for 2023:

- There was a 5.6 % increase in Year to Date (YTD) ED visits compared to 2022 and 8.6 % increase in YTD ED admissions compared to 2022
- There was a 6.1 % increase in YTD Total System Discharges compared to 2022.
- There was 3.0 % increase in the Average Daily Census compared to 2022.
- There was a 4.6 % decrease in YTD Average Length of Stay - 5.7 ALOS compared to 6 in 2022
- Total surgical volumes increased by 8.4 % compared to 2022

Key Focus Areas for 2024 Success are:

- Improve and stabilize nurse staffing on Med-Surg and the ED
- Improve processes in the Perioperative areas – to increase OR utilization to 75%
- Expand surgical volumes in certain specialties e.g., Bariatrics, General Surgery, Vascular and Urology
- Continued process improvement on throughput in the ED and the Inpatient
- Process Improvement on UM, clinical documentation and Case Management
- Identify new growth opportunities and partnerships

System Goal: Inpatient Net Revenue Growth

2022 Baseline*	2023 Target Goal*	YTD 2023*
-	2%	2.2%
\$360,476,208	\$367,685,733	\$368,335,375

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. Some highlights:

- 5 of 10 HCAHPS dimensions reached 5-star performance in November, our best performing month to date:
 - Nurse Communication
 - Communication About Meds
 - Cleanliness
 - Quietness
 - Hospital Rating
- Compliance with grievance resolution within 30 days achieved 100% for the 7th consecutive month (May – November)
- Service excellence training in ambulatory and ED settings continues

2022 Baseline	2023 Target Goal	YTD 2023 (Through Nov)
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 November 2023, we have seen a **31% reduction** in the number of inpatient harms per 1,000 inpatient days.
- In an effort to increase transparency and communication related to patient safety events, Patient Safety launched a quarterly newsletter.
- Collaboration and notification of pressure ulcers to the wound care team has helped to reduce PSI-3 -Pressure Ulcers by **57%** through November.
- Sepsis coordinator reviewing patients in real time to ensure sepsis bundle compliance is met in the Emergency department and providing feedback to providers.

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



Legend

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





System Goal: Top Performer on CMS Universal Foundation Ambulatory Measures

- To measure our success on this front, we introduced new metrics in our System goals – based on CMS recommendations – that outline our performance among seven key measures covering both pediatrics and adults.
- 6 of 7 metrics have reached stretch performance!
- See the next slide for information on our efforts to improve the diabetes treatment for our patient population

Measures	Status 2023 – Through December
Diabetes Treatment	23.10%
Colorectal Cancer Screening	62.39%
Breast Cancer Screening	77%
Screening for Depression	69%
Statin Therapy	66%
Pediatric Lead Screening	76%
Pediatric Immunizations	34%
TOTAL PROGRESS	20.9Points



Legend

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

Ambulatory Enterprise Goal: Improvements of Diabetes Care

76% of MetroHealth diabetic patients have a hemoglobin A1c < 9% which puts our performance at the 73 percentile of all Epic customers.

We have achieved this performance through the interventions below:

- We have implemented HbA1c Point of Care (POC) testing at four sites this year with a plan to implement at seven more sites in 2024.
- A new nursing order process for HbA1c POC testing has been developed and will be implemented in 2024.
- Collaboration with CareSource to develop a pharmacy-based referral program for diabetic patients.
- Implemented a new program to notify patients via text/voice when there are overdue labs.





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	137,374

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%





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.

- In 2024, offering new OB patients virtual RN education/intake visits within 7 days of their initial call with a goal to identify Social Determinants of Health, arrange transportation for OB provider appointments, place referrals such as social work, Community Health Worker, etc. as needed.
- 2023 data analysis of patient enrollment in the HUB by Community Health Workers showed increased postpartum appointment completion within 7-84 days of delivery.

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%	0.03	81%
Postpartum Care Visit	76.37%	<0.0001	77%	<0.0001	79%
Well-child Visits in First 15 Months	n/a	<0.0001	55%	<0.0001	56%*
YTD Progress Composite					9

*Actual value 55.54%

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.

- Compared to last year, our 2023 turnover rate reduced by 15%.
- In 2023, the People Division made significant improvements to recruitment and onboarding processes to meet the System’s evolving staffing needs. This included streamlining and automating several onboarding requirements, redesigning our external jobs site, and implementing proactive recruitment strategies.
- These improvements to the candidate and new hire experience resulted in MetroHealth’s strongest hiring year ever, in which we welcomed 2,250 new hires to our organization.
- As a continuation of this effort, New Employee Orientation will be brought back on-site to Main Campus starting February 5, 2024.

2022 Baseline	2023 Target Goal	2023 Turnover
21.44%	19.5%	17.7%



Legend

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

Employee Engagement Survey

This year's survey launched **October 23**. The final completion rate result was **77%**. The typical response rate in the healthcare industry is 70%.





2022 Baseline	Target for 2023	2023 Participation - FINAL
62%	68%	77%

Survey Highlights

- All manager relationship metrics increased significantly.
- Pride in Company: 80.7% (up 2 percentage points)
- 19 of 42 metrics increased significantly – intention to stay at MetroHealth for next 12 months, sufficient effort to get opinion of workforce, career opportunities, employees are treated fairly, etc.
- Most favorable scores relate to employees' awareness to report ethical concerns; the organization's commitment to diversity and inclusion; collaboration and manager respect.
- Opportunities for improvement are around pay equity and employee appreciation.



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%	24%

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 healthcare 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	5

Action Plans

- Marketing focus on Lumina's new Westlake location and imaging services overall
- Marketing and support for Spry Senior



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	104

2023 Highlighted Research:

- **MetroHealth and CWRU PM&R:** Nation's Top NIH funded PM&R department, Blue Ridge (Feb)
- **Kevin Kilgore, PhD:** Elected to the National Academy of Inventors (Feb)
- **Jino Park, PhD, William Tse, MD:** Opening of Vector and Cellular GMP Lab (March)
- **Tamila Kindwall-Keller, MD, William Tse, MD:** First bone marrow transplant (April)
- **Research Faculty, Erin Fogarty and Staff:** 2022-2023 Case academic year - Record Research Dollars received (July)
- **Kimberly Anderson, PhD:** Elected to National Academy of Medicine (Oct)
- **Bingcheng Wang, PhD and Team,** *Science* article "Time-resolved live-cell spectroscopy reveals EphA2 multimeric assembly" (Dec)
- **Research Faculty, Erin Fogarty and Staff:** Record number of grants submissions (Dec)



Legend

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

A group of healthcare professionals in white coats and a red turban talking at a social event. The scene is set in a bright, modern space with large windows and colorful streamers hanging from the ceiling. Several people are seated at tables in the background, and the overall atmosphere is professional yet relaxed.

Recent System News and Accomplishments



Social Media

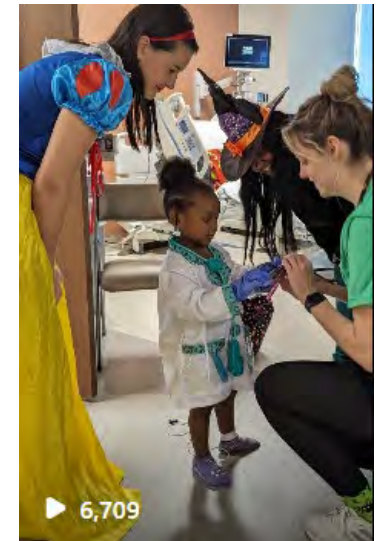
MetroHealth's social media platforms saw tremendous growth in 2023, particularly on Instagram because of our increased use of video.

Across all platforms – Facebook, X (formerly Twitter), LinkedIn and Instagram, we saw:

- Total Impressions: 7.7 million (+3.3%)
- Engagements: 384K (+6.8%)
- Post Link Clicks: 142K (+57.5%)
- Engagement Rate: 5% (+3.4%)

Instagram Highlights:

- The number of Instagram videos increased by **108.3%**
- Instagram video views are up **198.2%**
- **9 of the top 10** highest performing posts in 2023 were video.



Media Highlights

- [Holidays give parents, college students a chance to talk mental health](#) – ideastream
- [Trauma doctors see younger victims who suffer greater injuries from gunfire](#) – Cleveland.com
- [MetroHealth rethinks outpatient center to meet future healthcare needs](#) – Cleveland.com
- [Travel safety tips for the holidays](#) – Cleveland Jewish News
- [7 Cancer Leaders on their Goals for 2024](#) – Becker's Hospital Review
- [What viruses to look out for in December](#) – 3 News
- [President and CEO of MetroHealth elected to Ohio Hospital Association board](#) – Crain's
- [CWRU, MetroHealth nurse scientists discuss role in improving patient care](#) – Crain's
- [MetroHealth, Cuyahoga DD partner on new dental sedation clinic](#) – Crain's
- [Cleveland Clinic, MetroHealth, University Hospitals address food insecurity](#) – Crain's
- [Walter Jones Of MetroHealth, Parkland Dies At 69](#) – Healthcare Design

Press Releases

- [New Dental Sedation Clinic Opens at MetroHealth](#)
- [MetroHealth CEO Named Among 100 Most Influential People in Health Care](#)
- [Community Partners Come Together to Address Hunger in Greater Cleveland](#)
- [MetroHealth Names Director of Cancer Institute](#)



December 22, 2023 11:06 AM

MetroHealth's Airica Steed elected to board of Ohio Hospital Association

PAIGE BENNETT

EMAIL SHARE TWEET IN SHARE



Airica Steed, president and CEO of the MetroHealth System, has been elected to serve as a trustee-at-large on the board of the Ohio Hospital Association.

MOM SQUAD



What viruses to watch out for in December: Mom Squad with News' Maureen Kyle

It's the most wonderful time of the year, but it's also a sick season! And it's a safe bet someone in your household has already come down with a virus. A doctor talks about what symptoms need to be taken seriously.



2024 Marketing Campaign: be seen + be heard + be well



be
seen
be
heard
be
well

Halloween 2023
A future doctor
checks Dr. Airica
Steed's heart.

We're building a new kind of hospital system—one intentionally structured to serve every person.
And to serve every person, we make sure you're seen: for who you are, for what you're feeling, and for your unique needs. We don't just listen. We make sure you're heard by taking action both within our hospital walls and in our community to help every person be well.
Be seen. Be heard. Be well.

216-MY-METRO

Crain's Cleveland Business Book of Lists 12/25/23 — 12/24/24
Cleveland Jewish News Source Guide 12/31/23 — 12/30/24
Black Professionals Magazine 01/15/24 — 03-14-24
Lamar Outdoor Digital Network

be seen

Cleveland Jewish News Weekly Email Newsletter Banner

December 2022
Dr. Airica Steed visits
fellow nurses in her
first month at
MetroHealth.

nurses
lead here

When a nurse leads a hospital system, the hours of seeing people—for who they are, for what they feel, and for what they need—is the experience needed to build a new kind of hospital system, intentionally structured to serve every person. **Be seen. Be heard. Be well.**

216-MY-METRO

Cleveland Magazine January 2024 Issue Cleveland's Most Interesting People

With our renewed commitment to health equity, focused on eradicating disparities that exist because of systemic inequities, the “Be Campaign” presents MetroHealth as a system willing to be present and recognize each person's needs as a fundamental tenet of the care model.

- Being seen is about more than getting an appointment. It's about providers who fully recognize each person's identity, emotions, and needs each time they seek care. It's also about the spark a patient feels when they are fully seen.
- Being heard is about more than listening. It's about taking action to find measurable progress towards healthier outcomes.
- Being well is about the impact of being seen and heard—the healthiest outcome for individuals and our community.

- \$100K verbal commitment from Turner to the [Walter B. Jones Jr. Scholarship Program](#).
- \$1.1 million request to Ohio Department of Health for continued funding of the [School Health Program](#) expansion.
- Newly minted board member [Luis Tollinche, MD](#), finalized an insurance gift to support the Pinchak Research Endowment of \$200,000.
- [Michael Kelly, MD](#), made lead gift of \$10,000 to establish a new MetroHealth Neurosurgery Research Scholarship.
- We are in the process of accepting four pieces by the famed artist Fredrick Black. These pieces will be donated to MetroHealth by [Vic Cohn](#). The value of these pieces is \$250,000.
- The MetroHealth Foundation welcomes four new board members: [Lola Garcia](#), attorney and partner at Ulmer & Berne LLC; [Larry Mack](#), retired KeyBank executive and active volunteer in Cleveland's Jewish community; [Luis Tollinche, MD](#), MetroHealth Chair of Anesthesiology; and [Lisa Ramirez, PhD](#), MetroHealth Associate Director of Pediatric Psychology.
- [Wendy Ellis Jones](#) – Executive Director, Health Equity, Sponsorships, and Community Partnerships – starts January 22 in the Office of Strategic Philanthropy and Engagement.



Sights Around the System

On January 15, MetroHealth celebrated the life and legacy of **Dr. Martin Luther King Jr.** with a theatrical tribute and musical selections.

The event featured keynote remarks from Dr. Steed, the first performance of the MetroHealth Multicultural Choir and a performance from Prester and Bertha Pickett.



Sights Around the System

For the 34th year, Mentor business owner **Matthew Whaley** has donated over 2,000 stuffed animals through his OGRE'S Bears for Burns charity. Join us in thanking Matt for his continued support in helping cheer up our youngest patients.

Speaking of special guests, Santa made a special stop in the Pediatric unit on Main Campus to spread good cheer (and plenty of presents).



Sights Around the System

Housing is key to improving the health and wellbeing of patients and communities, which is why we were proud to demonstrate our strong commitment to addressing housing as a Social Driver of Health before the Ohio Senate Select Committee on Housing.

This month, **Nabil Chehade, MD**, Executive Vice President & Chief Clinical Transformation Officer; **James Bicak**, Senior Vice President, Facilities, Construction, & Campus Transformation; and **Greg Zucca**, Executive Director, Community Transformation & Real Estate, provided testimony before State Senator Michele Reynolds, State Senator Terry Johnson, State Senator Hearcel F. Craig and other members of the Senate Select Committee on Housing.

Their testimonies offered insight into how we track non-clinical factors, such as housing, and how they impact the communities we serve.

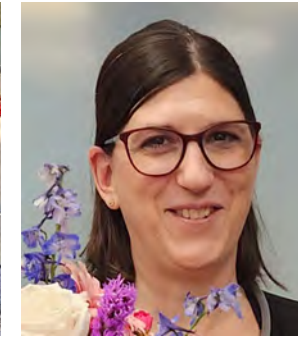


Awards & Recognition

- Each year, the [Women@Metro Employee Business Resource Group](#) recognizes a group of women who dedicate their time and energy to benefit the health and well-being of others. Meet the nine caregivers recognized as 2023 MetroHealth Sheroes: [Maria Breahna](#), BSN, RN, PCCN; [Ann Fiorta](#), BSN, RN; [Brittney Flint](#); [Leslie Flowers](#), RN; [Kathleen Glaser](#), APRN, CNP; [Aisha Parnell](#), MSN, BSN, RN; [Aimee Smith](#); [Amber Smith](#); [Rachelle Velez](#).
- For the third time, MetroHealth been revalidated at Stage 7 – the highest possible level – on the [HIMSS Adoption Model for Analytics Maturity \(AMAM\)](#). MetroHealth is the first safety-net health system to be revalidated three times at Stage 7. Only 1% of all health systems have achieved this revalidation three times. The revalidation effort was led by [Jonathan Siff, MD, MBA](#), MetroHealth’s Chief Medical Informatics Officer.
- In recognition of our advanced use of the Epic Corp.'s electronic health record platform, especially in the area of health information exchange, Judy Faulkner, the Founder and CEO of Epic, invited MetroHealth's [David Kaelber, MD, PhD, MPH](#), in December to Washington, D.C., for a ceremony hosted by the U.S. Secretary of Health and Human Services and the Director of the Office of National Coordinator of Health Information Technology. Dr. Kaelber, Vice President, Chief Health Informatics Officer, was one of three Epic customer representatives to be invited to the ceremony.



Maria Breahna



Ann Fiorta



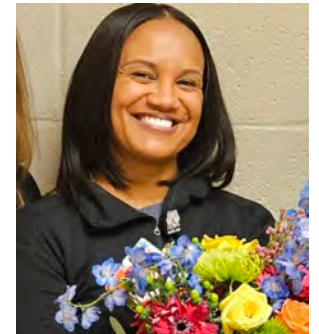
Brittney Flint



Leslie Flowers



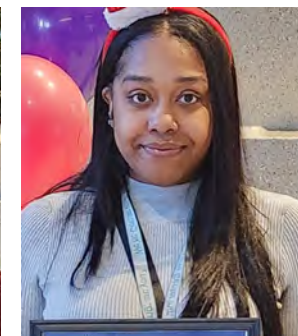
Kathleen Glaser



Aisha Parnell



Aimee Smith



Amber Smith



Rachelle Velez

Awards & Recognition

- The latest recipient of the DAISY Award for Extraordinary Nurses is [Brenda Fleck](#), an RN in our NICU, who was recognized for helping save a baby's life. While floating in the newborn nursery, one of the babies was showing signs of respiratory distress. Upon admission to the NICU, the baby was confirmed to be in septic shock. Because of her alertness and the support of the NICU team, the baby's life was saved.
- Cleveland Magazine named [Dr. Steed](#) as one of its Most Interesting People of 2024. In introducing the series of profiles, the magazine noted, "When you learn about a person's life, there's often more to the story — and that's certainly the case with this year's class of Most Interesting People." [In the piece](#), Dr. Steed discusses her passion for health equity, her personal connection to this work and what an honor it is to lead MetroHealth.



Cleveland MAGAZINE



Brenda Fleck, RN



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 25, 2024:** Healthy Conversation Community Listening Session (virtual)
- **NEW DATE - February 9, 2024:** City Club Forum with Dr. Steed
- **February 12, 2024:** Diverse Nurse Celebration (external)
- **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)
- **April 27, 2024:** Minority Men's Health Fair

