

March 2024

Report to the Board of Trustees

Trustees,

Every day, our nearly 9,000 caregivers are working with urgency to lift the health – and wealth – of the communities we serve. As we approach the end of the first quarter of 2024, I am proud of the tremendous progress we have made on all fronts. As you will see in the following pages, we are performing well across all domains and we are setting the stage for an exceptionally strong 2024.

First, I am proud to report that S&P Global this month affirmed our BBB bond rating with a stable outlook – a testament to the strong financial stewardship of our enterprise and our potential for further growth. In its report, S&P cited our record as the region’s safety-net healthcare provider, our strong market share, our deep array of service offerings and the on-time and on-budget completion of The Glick Center project.

MetroHealth, like most healthcare institutions across the country, experienced significant financial pressures due to high inflation, the ongoing labor shortage and the lag in returning to pre-COVID levels for patient volumes. To confront these pressures and reach our financial goals, we took several immediate actions last year and launched **The MetroWAY Forward: Financial & Operational Transformation**.

In the fourth quarter of 2023, we partnered with KPMG to accelerate the impact of this transformation. To date, KPMG has integrated with MetroHealth teams across eight transformation workstreams spanning clinical, operational and administrative functions. Each workstream is comprised of key initiatives, which are designed to drive organizational growth, revenue enhancement and cost optimization. I am encouraged by the momentum we are seeing, and I am optimistic we will reach our goal of driving more than \$150 million in cost improvements and revenue enhancements. Recent accomplishments from this effort include:

- Establishing a multidisciplinary Steering Committee to advise on the selection and sequencing of opportunities, monitor program status, remove barriers to program progress, drive benefits and value achieved, and assist on communicating key decisions across the organization.
- Identifying improvement opportunities, which are expected to achieve approximately 80% of targeted improvements.
- Launching the implementation phase for multiple initiatives including:
 - Improvement of patient-appointment access to reduce the time from when a patient requests an appointment to when they are seen by a provider.
 - Expansion of perioperative services across select specialties.
 - Enhancement of the pre-authorization process to improve access to care and reduce payor denials.
 - Expansion of our Medical Assistant Training Program to develop professionals who will provide care to our patients.

Also as part of our MetroWAY Forward initiative, we conducted a comprehensive review of our organizational structure to further drive alignment and ensure we can achieve our strategic priorities. I am confident these changes will position us for continued growth and positive public impact. This reorganization streamlines our clinical and administrative functions and provides clearer oversight and direction for the enterprise’s critical areas. It also better aligns and reduces the number of direct reports to the CEO. All current employees will have positions following this restructure. We are simply moving to



2500 MetroHealth Drive, Cleveland, OH 44109

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

a more streamlined and consolidated structure with a clear leader responsible for key areas. You will find a detailed organizational chart included in the attached report.

As we continue to live The MetroWAY Forward, we also issued a Request for Proposal (RFP) in January for partners to help us guide our strategic planning process in the year ahead. To ensure proposals are aligned with our needs, we held a bidder conference in late January. The RFP period closed on Tuesday, March 5, with nine firms responding. A multi-disciplinary selection committee with representation from the System Board of Trustees, the Foundation Board, as well clinical, academic and executive leadership is actively reviewing responses. The selection of a partner is expected by the end of April with a project kickoff in May.

Celebrating Our People

I am also happy to report that three esteemed leaders recently joined MetroHealth.

First, we welcomed **Michelle Davis-Ishmael** as Executive Director of Health Equity & Community Engagement. In this role, she will work in collaboration with Charles Modlin, MD – our Chief Health Equity Officer – to develop programming that ensures we are addressing the needs of the diverse populations we serve. That work includes managing operational plans and implementing coordinated initiatives that address the clinical, social, economic and environmental factors that impact our community's health.

We also officially swore in **Joseph Greiner** as our Chief of Public Safety at a special ceremony on Friday, March 15, at The Glick Center. We are fortunate to have a leader joining us with such a deep level of experience and an unwavering passion for serving our community. Even more important than a remarkable resumé is Chief Greiner's caregiver mindset. The MetroHealth mission of service, of healing, and of health equity is already in his heart. He is the right person at the right time for this vitally important job.

We were also thrilled to welcome **Marie L. Crandall, MD, MPH, FACS**, as Chair of the Department of Surgery. Dr. Crandall joins us from the University of Florida College of Medicine and has an international reputation as a researcher and clinical leader in surgical medicine and trauma care. She now serves as Chief of Acute Care Surgery at the University of Florida College of Medicine and has played a major role in advancing surgical innovation and trauma medicine at both the University of Florida and Northwestern University. She is the first female to hold this position in MetroHealth's nearly 200-year history and will help further our goal of enhancing representation for all in our medical leadership and provider network. Her arrival marks a wonderful conclusion to Women's History Month, and we are fortunate to have a leader of her caliber joining MetroHealth.

Earlier this month, we had the honor of showcasing the expertise of the **MetroHealth Rehabilitation Institute** and the investments we are making at our Old Brooklyn Medical Center. Because of the COVID-19 pandemic, we could not properly celebrate – and show off – these new spaces when they came online. It was an honor to bring together some of our closest partners, supporters and leaders from throughout the enterprise to celebrate the great work of our nationally recognized Rehabilitation Institute.

Every day, this team is actively engaged in work that is translating pioneering research into life-changing treatments. They are truly pushing the boundaries of medicine and ensuring that all patients – regardless of their background or ability to pay – receive world-class care.

Caring For Our Community



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

We also recently received exciting news: A film that prominently features MetroHealth will have its world premiere next month at the Cleveland International Film Festival. **"American Delivery"** examines the nation's maternal mortality crisis and the nurses working to solve it. As you know, Cuyahoga County has one of the highest rates of maternal and infant mortality in the country for Black women and babies, and MetroHealth has made it a strategic priority to tackle this crisis head on.

In addition to interviewing me, the filmmakers followed MetroHealth's **Dionna Coleman**, an incredible registered nurse with our innovative Nurse-Family Partnership program, on her bi-weekly home visits with her patient, Jess. "American Delivery" promises to be an incredibly powerful and important film, and I hope you will join me at the premiere at 7:30 p.m. on April 6 at Playhouse Square's Mimi Ohio Theatre.

MetroHealth has never turned away individuals who need care because of their inability to pay – and that will never change. And this month, we were proud to announce a partnership with **RIP Medical Debt** to bring additional relief to the individuals we serve. This agreement helps erase more than \$200 million worth of medical debt for almost 300,000 of our patients in Northeast Ohio. As a health system, we are committed to tearing down barriers that prevent far too many members of our community from living their healthiest lives, and this partnership is just one of the many ways we are doing just that.

Speaking of our community, I hope you will help us spread the word about the **2024 MetroHealth Men's Health Fair**, which takes place Saturday, April 27, at Cuyahoga Community College's Metropolitan Campus and our Cleveland Heights Medical Center. This signature event is targeted at supporting the healthcare needs of these traditionally underserved and underrepresented communities in our region, providing over 30 free medical screenings, important health education and connection to a wide range of social service agencies. This critical activity furthers our institutional commitment to advance health equity and helps ensure every community has a voice in the care they receive. Please direct your friends and family to metrohealth.org/mmhf to register.

It takes all of us working together to improve the health and well-being of the communities we serve, and all of us at MetroHealth are proud to have you – our dedicated trustees – as important partners in this work. As always, thank you for your trust, support and unwavering dedication to this incredible organization.

Best,

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

President & CEO

The MetroHealth System



2500 MetroHealth Drive, Cleveland, OH 44109



MetroHealth



MetroHealth

Report to the Board of Trustees

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

President & CEO

March 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.

MARCH SCORECARD



2024 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.

MARCH '24 HIGHLIGHTS



2024 System Goal Domains

Financial

- Total inpatient volumes lags behind budget while showing 5.5% growth over the same period last year.
- Outpatient volumes across all service areas exceeded budget and blew past the same period last year.
- Total operating revenues achieved its budget and grew 12.6% over the same period last year.
- Total operating expenses is less than budget due to premium pay management and FTEs alignment with operating activities.
- The combination of stronger revenues and expense containment resulted in an EBIDA of \$11.8M which is 31% higher than budget.

Strategy & Growth

- January 2024 Share of Care is calculated at 46.3%.
- Share of Care methodology is subject to under reporting performance and high volatility early in a calendar year. Until at least 90 days of data is available, interpretation of the metric should be handled conservatively.

Quality, Service & Experience

- Harm elimination continues to improve. We are 20% below our 2023 baseline.
- Patient experience saw a 10% improvement in January over our 2023 baseline.
- Our spring Leap Frog score improved 7% compared to fall 2024. The corresponding letter grade will be available at the end of March.

People-First Strategy

- **396 Offers** Accepted through March 7, 2024.
- Purchased and delivered 18 massage chairs using MMO Wellness Budget, chairs located throughout all MetroHealth Campuses.
- Four Financial Wellness Seminars held and attended by 185 employees
- Contributed to two national articles highlighting the partnership between LW and MetroHealth.
- Provided Labor Relations Trainings for nursing leaders.
- Hosted 25 Howard University students as part of our mission to attract diverse talent into workforce pipelines

Clinical Transformation, Community & Health Equity

- PHII has met with system leaders to review metrics and develop interventions.
- Finalizing the development of a health equity dashboard to include clinical outcomes and access, SDOH gaps, community benefits and more.
- Screened 143,467 unique patients to date.
- Partnering with CWRU on NIH grant to support Food as Medicine intervention for pregnant women.

Research & Teaching

- 12 grant submissions
- Dr. Vrabec elected to the National Academy of Inventors.
- Drs. DiMarco and Kowalski receive \$1M Neuromodulation Prize from the NIH.
- Ribbon cutting: 23,000 square feet of Research and Education space for the MetroHealth Rehabilitation Institute at OBC.

Goal: Achieving 2024 Adjusted EBIDA Target

The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

Why It Matters: As an institution, we are committed to ensuring our caregivers have the resources they need to provide the highest level of care and capabilities necessary for eliminating health disparities in our community.

To do so, we are focused on:

- Launched the MetroWAY Forward Financial and Operational Transformation to drive more than \$150 million in margin improvements, including the continuation of our 10-point financial plan.
- Targeted approaches to hiring.
- Contract/premium labor focused mitigation
- Strategic program expansion and growth.
- Drive operating efficiencies and improvements in length of stay, clinical documentation and pharmacy capture rate.

Goal Sponsor
Derrick Hollings
Olusegun Ishmael, MD

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



YTD Actual: \$12.3 million
YTD Target: \$9.0 million
Variance: \$3.3 million

Annual Goal Target: \$140 million

**YTD as of February 29, 2024*

S&P Global Ratings: March 2024 Report

S&P Global this month affirmed our BBB bond rating with a stable outlook. According to the report, the rating and outlook reflects S&P's view of MetroHealth's:

- Essentiality as the region's safety net provider with stable market share, high level service array and a track record of receiving support from Cuyahoga County.
- Recently completed large campus transformation project that was on time and on budget and provides for volume growth.
- Steady unrestricted reserve position following completion of major capital projects.

The report also cites MetroHealth's solid standing in a competitive marketplace as well as our strategies around furthering value-based reimbursement, diversifying revenue streams, generating clinical and operational efficiencies, and seeking growth opportunities.



Goal: Improving Share of Care

The Measure: *Share of Care* is a revenue-based measurement designed to gauge customer loyalty. It is a calculation that reflects the total spend of a patient on their healthcare services at a particular institution.

Why It Matters: Our goal is to ensure our patients receive as much of their care as possible at MetroHealth. Ensuring this continuity of care will lead to better health outcomes for the individuals we serve.

To do so, we are:

- Leveraging the MetroWay Forward Initiatives (KPMG)
- Access and Referral Management


Goal Sponsors
 Nabil Chehade, MD
 William Lewis, MD


| | Share of Care # | Incremental Change | Domestic Revenue * | Revenue Change |
|----------|-----------------|--------------------|--------------------|----------------|
| Baseline | 50.6% | 0.0% | \$1.080B | \$0 |
| Minimum | 50.9% | +0.25% | \$1.085B | +\$5.3M |
| Target | 51.4% | +0.75% | \$1.095B | +\$16.0M |
| Maximum | 51.9% | +1.25% | \$1.106B | +\$26.7M |

Previous reported baseline calculations have been adjusted to reflect updated reimbursement models by MH Finance


*Domestic revenue does not reflect adjustments for 2024 inflation

Legend

 Off track; adjustments needed

 Generally on track; adjustments needed

 On track

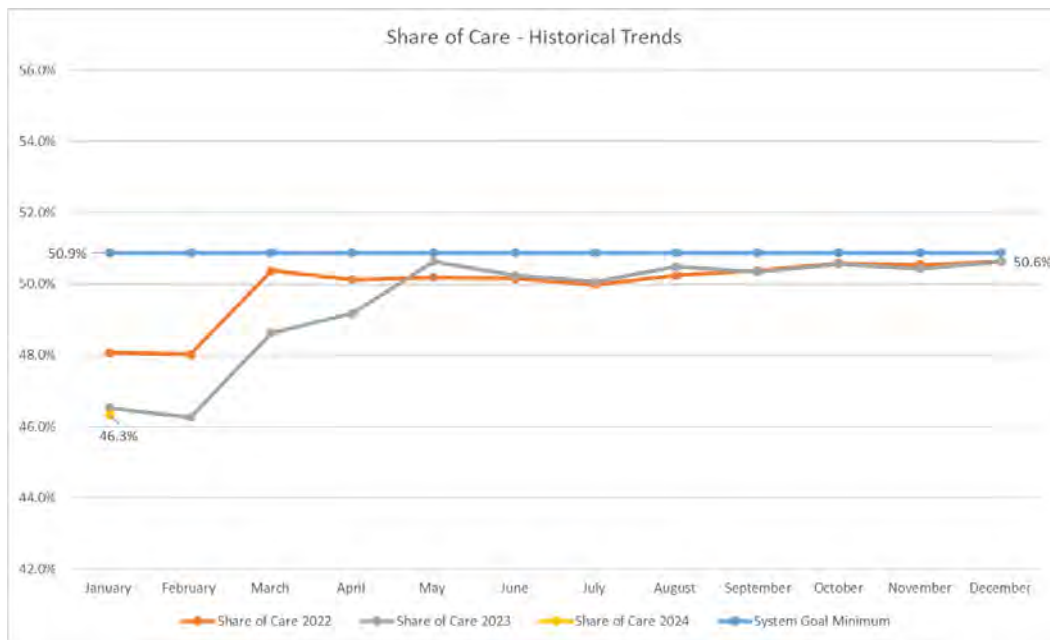
 Exceeding goals, approaching stretch



Goal: Improving Share of Care

The Measure: Share of Care looks to evaluate and anticipate annual costs for patients. As such, meaningful trending of performance requires at least 90 days of information. Early in the year, Share of Care calculations are usually lower than year-end results because of the small sampling and timeframe for individuals seeking care at MetroHealth. Below is shown the Share of Care trends over the last 2 years.

YTD Progress: January 2024 TYD Share of Care is calculated at 46.3%, down from 46.5% in January 2023. However, there was a strong increase year-over-year in unique patients and anticipated domestic (MetroHealth) revenue from these patients. As noted, the volatility of this metric is seen early in the year as larger data samples are needed to provide meaningful trending assessments (usually at least 90 days).



| 2024 SOC | | | | | 01/31/24 |
|---------------------------------|-------------------------|---------------------|-----------------------|----------------------|--------------|
| January YTD | | | | | |
| Group | MetroHealth Pt Activity | Projected Annual Pt | Pro-rated Total Spend | Domestic Spend | YTD SOC |
| Total Medicare | 23,391 | 67,402 | \$ 740,138,435.2 | \$ 31,751,113 | 42.9% |
| Medicaid | 31,995 | 150,793 | \$ 48,911,276 | \$ 28,579,080 | 58.4% |
| Commercial PPO | 23,934 | 111,671 | \$ 69,469,333 | \$ 25,642,280 | 36.9% |
| Commercial Narrow Network | 7,765 | 26,534 | \$ 11,690,727 | \$ 8,600,411 | 73.6% |
| TOTAL PATIENT POPULATION | 87,085 | 356,401 | \$ 204,085,179 | \$ 94,572,884 | 46.3% |
| | 6.3% | | | 7.0% | |
| All Geographies 2023 SOC | | | | | 01/31/23 |
| January YTD | | | | | |
| Group | MetroHealth Pt Activity | Projected Annual Pt | Pro-rated Total Spend | Domestic Spend | YTD SOC |
| Total Medicare | 21,543 | 62,077 | \$ 68,166,399 | \$ 28,275,279 | 41.5% |
| Medicaid | 32,067 | 151,133 | \$ 49,021,344 | \$ 27,292,309 | 55.7% |
| Commercial PPO | 21,564 | 100,613 | \$ 62,590,319 | \$ 25,015,010 | 40.0% |
| Commercial Narrow Network | 6,728 | 22,991 | \$ 10,129,454 | \$ 7,784,216 | 76.8% |
| TOTAL PATIENT POPULATION | 81,902 | 336,814 | \$ 189,907,515 | \$ 88,366,813 | 46.5% |

Legend

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

Goal: Elimination of Patient Harm

The Measure: Patient harm is defined as any preventable condition that occurs because of medical care in a healthcare setting. This composite score covers 18 publicly reported preventable harms, including pressure ulcers, post-operative sepsis, in-hospital falls with hip injury and hospital-acquired infections like MRSA and C-diff.

Why It Matters: In addition to simply being the right thing to do, our performance in this area is reflected in our CMS Care Compare Star Ratings, Leapfrog grades and CMS performance-based penalty and incentive programs.

To achieve this goal, we are:

- Focusing on each individual harm and developing action plans for improvement to drive goal achievement and lead to an increase of our publicly reported values.
- Our Spring 2024 Leapfrog score has improved 7% compared to the fall 2023 score. Data making up this score dates to 2020 performance, however the hospital-acquired infections included some 2023 data that drove this score increase. Official letter grade for this score will be available at the end of March 2024.

Goal Sponsor
Joseph Golob, MD

| 2023 Year-End Baseline | 2024 Target Goal | YTD 2024 (February) |
|------------------------|------------------|---------------------|
| 1.25 | 1.19 | 0.99 |

Legend

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



Goal: Improving the Patient Experience

The Measure: Our Patient Experience score is a composite of all 10 domains of the HCAHPS patient survey as well as two questions from both the Emergency Department and Ambulatory real-time survey. This composite reflects our patients' perception of communication with providers, staff responsiveness, cleanliness and other factors.

- 8 of 10 HCAHPS dimensions have reached 4-star performance

Why It Matters: Every person at MetroHealth contributes to the patient experience, and this measure reflects our commitment to ensuring everyone receives high-quality and compassionate care.

To achieve this goal, we are:

- Continuing to educate both inpatient and outpatient areas on service excellence and recovery.
- Using visual management to share experience data progress with frontline staff
- Educating patient experience best practices with training aimed at our provider enterprise.
- Concentrating on areas of improvement while introducing sustainment practices.

Please note, due to the nature of the metrics, patient experience scores are 1.5 months behind in reporting

| 2023 Year-End Baseline | 2024 Target Goal | YTD 2024 (January) |
|------------------------|------------------|--------------------|
| 3.05 | 3.20 | 3.35 |

Legend

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

Goal Sponsor
Joseph Golob, MD



Goal: Improving Employee Engagement

Measures taken to improve Employee Engagement this quarter were :

- 2023 Engagement Survey Results and Action Planning underway.
- Retention Strategies developed for areas with high turnover or difficult to recruit roles.
- Hosted final Efficacy Program, in conjunction with the Power of Choice, which is designed to enhance career advancement goals of MetroHealth employees, had 86 participants of which, 40 candidates in two cohorts graduating March 18, 2024.

Accomplishments

- Launched our T-shirt contest where employees can design the next MetroHealth shirt.
- Hosted Employee Milestone Anniversary Breakfast and celebrated an employee with 50 years of service.
- Recruitment Team attended 26 events connecting with approximately 400 attendees.
- ED RN Job Fair held in February; five RN offers extended.
- Radiology Scholarship awarded to two-second year Radiology Technology Students.
- Launched new MetroHealth Careers page that included a newly focused Social Media strategy.



Goal Sponsor
Dalph Watson, JD



Goal: Addressing Infant and Maternal Health

The Measure: We measure our progress in this area by tracking three key metrics – **timeliness of prenatal care, postpartum care visit rates and the percentage of children attending a well-child visit** in their first 15 months.

In reporting our overall progress, we take into consideration our efforts to close the **care and equity gap** and weight our results appropriately.

Why It Matters: 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 making it easier for patients to access care.

| Measures | 2023 Baseline | 2023 Disparity (P Value) | Year-End Target | 2024 Disparity (P Value) | YTD 2024 |
|--------------------------------------|---------------|--------------------------|-----------------|--------------------------|----------|
| Timeliness of Prenatal Care | 81% | 0.03 | 79% | 0.15 | 81% |
| Postpartum Care Visit | 79% | <0.0001 | 79% | 0.0066 | 78% |
| Well-child Visits in First 15 Months | 56% | <0.0001 | 57% | 0.3 | 55% |
| YTD Progress Composite | | | | | 6 |

Goal Sponsors
 Charles Modlin, MD
 Nabil Chegade, MD



Legend

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

Goal: Addressing Infant and Maternal Health and Other Health Equity Initiatives

What is Happening:

- Increase the utilization of the Community Health Worker role in locations of need for pregnant mothers.
- Opening a clinical site at the Cleveland Food Bank for prenatal and postpartum care. I4HOPE data indicates that surrounding communities have high disparity rates.
- Implemented a new nursing video visit with OB patients to educate and establish care.
- Re-entry program expansion for people post incarceration (jail and prison) is possible in the next two years. In preparation for the potential of expansion PHII, I4HOPE, Correctional Care and Government Relations are developing options for the expansion. Government Relations is partnering with county leaders in building a state coalition for an 1115 waiver to fund the program. PHII, I4HOPE and Correctional Care will be designing more partnerships in the community to create value for this under resourced group.
- PHII Quality has partnered with Informatics to develop a dashboard that will track performance for all 14 Ambulatory Quality Measures by Race, Ethnicity and Gender.
- The CICIP ED Utilization Taskforce is continuing the growth of Medicaid Red Carpet as a major tool to decrease ED utilization. They are evolving the MVP [Multi-visit ED Patients] program to assist connecting patients to resources that address SDOH needs. They are also working with Pediatrics to expand non-ED resources for lower acuity urgent pediatric patient needs.



Goal Sponsors
Charles Modlin, MD
Nabil Chehade, MD



Goal: Improved Ambulatory Quality Value-Based Care Metrics

The Measure: As part of our commitment to elevating the level of care we provide, we are tracking 14 key ambulatory metrics that cover a variety of services and quality measures.

| Measures | Baseline | Target | Max | YTD 2024 | Met Baseline | Target or Better |
|--|----------|--------|-------|----------|--------------|------------------|
| Diabetes: HbA1c | 31% | 30% | 29% | 67% | ✗ | ✗ |
| Cervical Cancer Screening | 58% | 59% | 60% | 63% | + | + |
| Breast Cancer Screening | 68% | 69% | 70% | 70% | + | + |
| Colorectal Cancer Screening | 52% | 53% | 54% | 48% | ✗ | ✗ |
| Diabetic Eye Exam | 39% | 40% | 41% | 37% | ✗ | ✗ |
| Controlling Hypertension | 69% | 70% | 71% | 59% | ✗ | ✗ |
| Kidney Health Evaluation | 15% | 20% | 25% | 12% | ✗ | ✗ |
| Clinical Depression & Follow Up | 56% | 57% | 58% | 34% | ✗ | ✗ |
| IET Alcohol & Other Drug Dependence | 7% | 8% | 9% | 5% | ✗ | ✗ |
| ADHD Medication and Follow Up | 38% | 39% | 40% | 45% | + | + |
| Pediatric Immunizations | 34% | 35% | 36% | 19% | ✗ | ✗ |
| Pediatric Lead Screening | 76% | 77% | 78% | 75% | ✗ | ✗ |
| Completion of Medicare Wellness | 12500 | 13000 | 13500 | 1950 | ✗ | ✗ |
| Improving Assessment of Conditions | 73% | 74% | 75% | 56% | ✗ | ✗ |
| To achieve our target in this area, 9 of the 14 metrics must meet baseline and 7 of the metrics must achieve target performance or better. | | | | | 3/9 | 3/7 |

Goal Sponsors
 Nabil Chehade, MD
 Joseph Golob, MD



Why It Matters: Our performance on these metrics are important for the health and well-being of our patients but also our value-based arrangements with key payers. They are also reflected in our quality scores and rankings.

Legend

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



Goal: Completion of Medicare Wellness Visits

The Measure: This measure shows the number of patients who had a completed Medicare Wellness Visit in the calendar year.

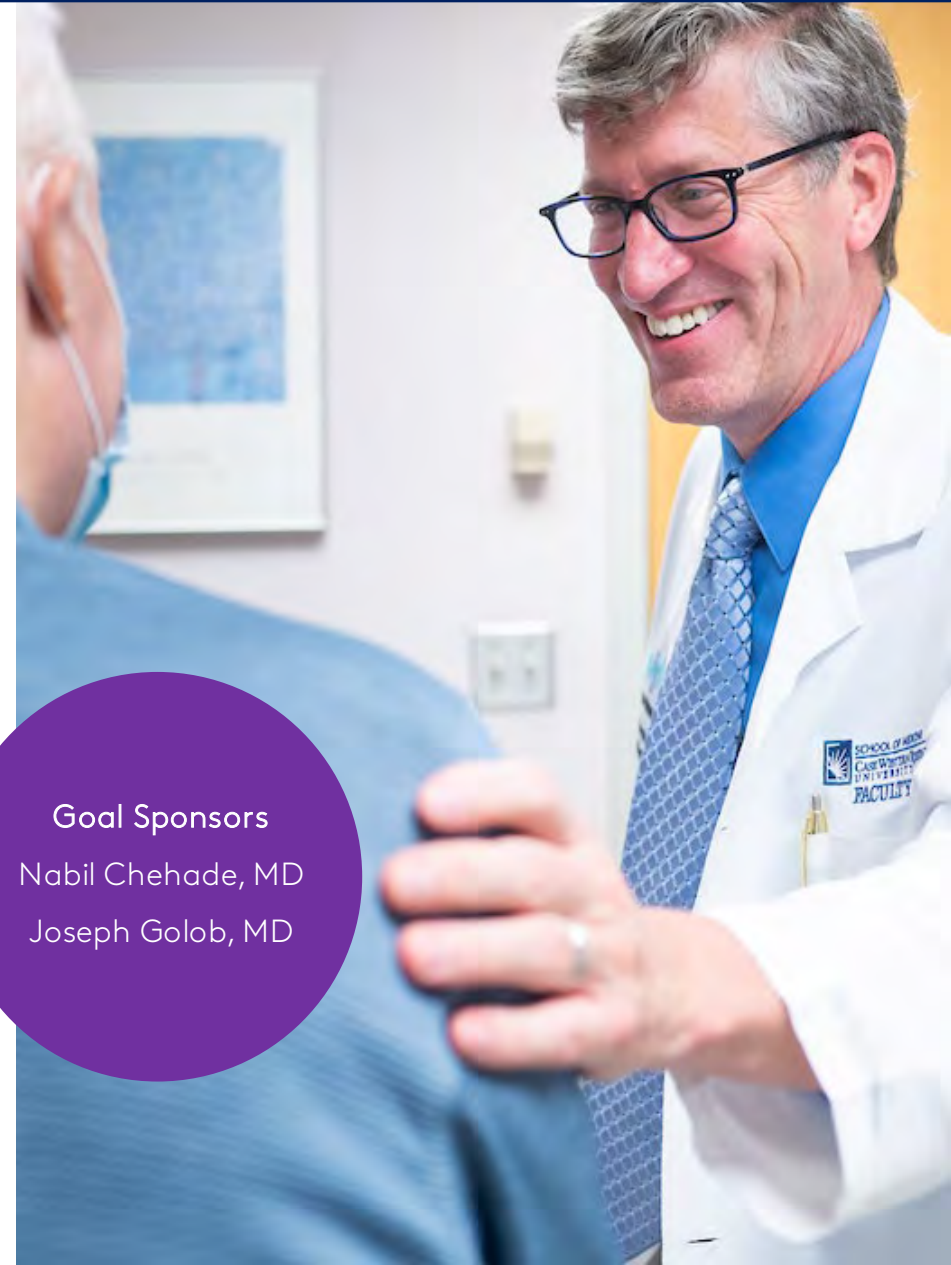
Why It Matters: Medicare Wellness visits are intended to focus on a patient's total well-being and not a specific condition. Providers are able to learn more about patients and to identify and prevent problems from occurring later.

Areas typically evaluated in a Medicare Wellness Visit include:

- Evaluation of fall risk
- Measure height, weight and blood pressure
- Offer referrals to other preventative services
- Advance care planning
- Screening for dementia and depression
- Update medical and family histories

What is Happening:

- Developing new workflows to complete required Health Risk Assessment question (26 questions) prior to the patient visit. This improves efficiencies to add the Medicare Wellness visit to follow-up appointments.
- Initiating a new video visit type for Medicare Wellness in 2024.
- Exchanging the neurologic screening to a more robust one that could be administered via MyChart by the patient prior to the Wellness visit.



Goal Sponsors

Nabil Chehade, MD

Joseph Golob, MD

Goal: Increasing Grant Application Submissions

The Measure: This measure tracks the number of applications our faculty and staff submit to public and private sources for funding to support research, education and training programs.

Why It Matters: As an academic medical center, research and education are at the heart of what we do. One of our strategic priorities as a System is to build upon our role as an academic institution, and securing funding from outside sources is an important component of that work.

| 2023 Baseline | Year-End Target | YTD 2024 |
|---------------|-----------------|----------|
| 70* | 75 | 12 |

Academic Spotlight:



Tina Vrabec, PhD, Research Scientist in the Department of Physical Medicine and Rehabilitation (PM&R) and the MetroHealth Center for Rehabilitation Research, has been elected to the prestigious [National Academy of Inventors](#) (NAI). Dr. Vrabec is one of 124 researchers selected for the NAI's Class of 2024.

[CLICK HERE](#) to learn more.



Goal Sponsor
John Chae, MD



Legend

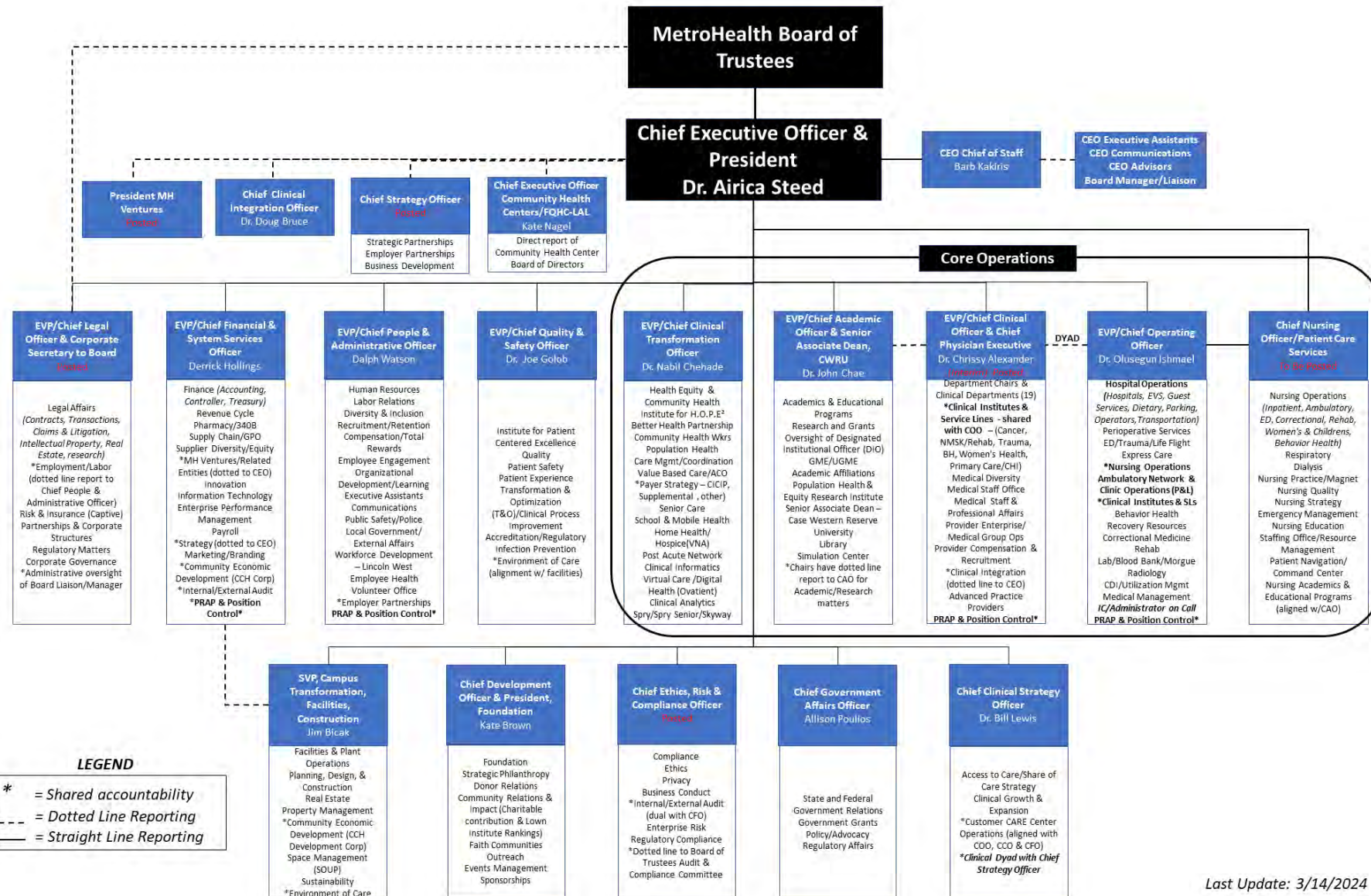
- Off track; adjustments needed
- Generally on track; adjustments needed
- On track
- Exceeding goals, approaching stretch



System News and Accomplishments



Updated Organizational Structure



Last Update: 3/14/2024

Sights Around the System

On March 6, we hosted our latest milestone anniversary event.

Organized by the Office of Employee Engagement, these in-person milestone anniversary events are held quarterly to recognize colleagues celebrating five-year increment years of service with MetroHealth: five, 10, 15, 20, etc.

Thank you to our caregivers who joined us, including [Diane Schuerger, RN](#), who celebrated her 50th year with the System.



Sights Around the System

On Friday, March 15, we had the honor of formally welcoming our new Chief of Public Safety, **Joseph Greiner**, during a swearing-in ceremony at The Glick Center. In this role, Chief Greiner will oversee the MetroHealth Police Department and ensure our organization is the safest possible environment for our 9,000 caregivers and the individuals we serve. Chief Greiner was sworn in by his wife, Cuyahoga County Court of Common Pleas Judge Deena Calabrese, and his two children.



Sights Around the System

On Wednesday, March 13, we showcased expertise of the **MetroHealth Rehabilitation Institute** and the investments we're making at our Old Brooklyn Medical Center. We brought together some of our closest partners and leaders from throughout the enterprise to celebrate the great work of our nationally recognized Rehabilitation Institute.

Recent upgrades include an 11,000-square-foot ambulatory center for faculty and therapy practices; an 11,000-square-foot stroke rehabilitation unit with 14 spacious patient rooms; and two floors of research and education space – equaling 23,000 square feet – with state-of-the-art laboratories.



Events

- The MetroHealth Foundation partnered with the [MetroHealth Rehabilitation Institute](#) to host a Points of Pride Reception at MetroHealth's Old Brooklyn Heath Center on Wednesday, March 13, that offered more than 50 guests an exclusive behind-the-scenes visit to learn more about how our experts transform care from research to real life.
- [Airica Steed, Ed.D, RN, MBA, FACHE](#), hosted her first "Beyond Medicine" lunch conversation of 2024 with donors at The Glick Center. These intimate conversations have become signature events for Dr. Steed to engage with donors and help grow support for MetroHealth.

Gifts

- MetroHealth received a \$23,125 donation from the [Howard Hanna Children's Free Care Fund](#) to support Child Life. Howard Hanna has supported MetroHealth for more than 16 years – donating a total of \$327,000.
- [The American Cancer Society](#) awarded MetroHealth a \$20,000 grant in support of patient transportation.
- MetroHealth received \$50,000 from the [William Bingham Foundation](#) and \$10,000 from the [PNC Charitable Trust](#) in support of Food as Medicine.
- The [Cebul family](#) gave the first major gift to the Randall D. Cebul, MD, Visiting Professor Endowed Lectureship for an annual visiting professor lecture in the Population Health and Equity Research Institute.



Media Highlights

- [Dr. Steed named one of Modern Healthcare's Women Leaders](#)
- [Dr. Steed quoted in News-Herald story about Richmond Heights Health & Wellness Fair](#) (News-Herald)
- [Rare Disease Day recognized on rare the rarest day](#) (Spectrum News)
- [Dr. Steed quoted in Becker's about financial transformation efforts](#)
- [MetroHealth, Cleveland cancel medical debt for 133K residents](#) (Signal Cleveland)
- [Around \\$200 million medical debt erased for Cleveland MetroHealth patients](#) (News Channel 5)
- [MetroHealth agrees to clear more than \\$200 million in patient medical debt](#) (ideastream)
- [\\$200 million of debt erased for MetroHealth patients](#) (Becker's Hospital Review)
- [MetroHealth to streamline organ, tissue donations](#) (19 News)
- [Meera Kondapaneni, MD, quoted in Cleveland.com story, "Strokes and heart attacks typically increase after annual time change"](#)
- [Michael Kelly, MD, featured in Becker's about Rehab Institute's shorter-than-average wait time for spinal surgery](#)

Press Releases

- [Tina Vrabec, PhD, Elected to National Academy of Inventors](#)
- [Lumina Partners With Multiple Sclerosis Association to Expand Access to Imaging Services](#)
- [MetroHealth CEO Named Among Modern Healthcare's Women Leaders](#)
- [MetroHealth Recognized for Excellence in Obstetric Anesthesia](#)
- [MetroHealth Featured in Documentary That Tackles Maternal & Infant Health Crisis](#)
- [HIMSS Recognizes MetroHealth for Advanced Electronic Health Record Use](#)
- [RIP Medical Debt partners with MetroHealth, Cleveland City Council to Eliminate Medical Debt](#)
- [MetroHealth Collaborates with Lifebanc to Streamline Organ and Tissue Donation Process](#)

WOMEN LEADERS IN HEALTHCARE - 2024



Airica Steed
President and CEO,
MetroHealth System

TWEET SHARE MORE

Steed has spearheaded efforts to improve quality and patients' experience of care at the four-hospital safety-net system serving Ohio's

county, all while promoting and community wellness. Being a \$1 billion multi-patient health center on the 10th hospital in Cleveland's diverse, multicultural

MetroHealth to streamline organ, tissue donations



More than \$200 million in medical debt erased for Cleveland MetroHealth patients

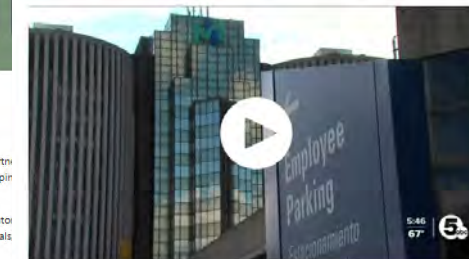
Medical financial burdens to be lifted for more in the coming months

Donate Life (DOL) (KICT)
By Jeff Slavson
Published: Feb. 27, 2024 at 10:28 PM EST

CLEVELAND, Ohio (WOIO) - MetroHealth is part of an organ donation process. These changes are hoped to be implemented in the coming months.

Essentially the new process would allow for "auto-consumption" that requires manual referrals to be a match.

"This effort builds on MetroHealth's long partnership with Lifebanc to help identify and connect organ donors with recipients, allowing literally thousands of individuals across the region to live happy and healthy lives," says MetroHealth President and CEO Airica Steed, Ed.D., RN, MBA, FACHE. "By collaborating with InVita we can augment that effort by using technology to ensure we can properly identify all potential organ donors and efficiently match them with needy recipients."

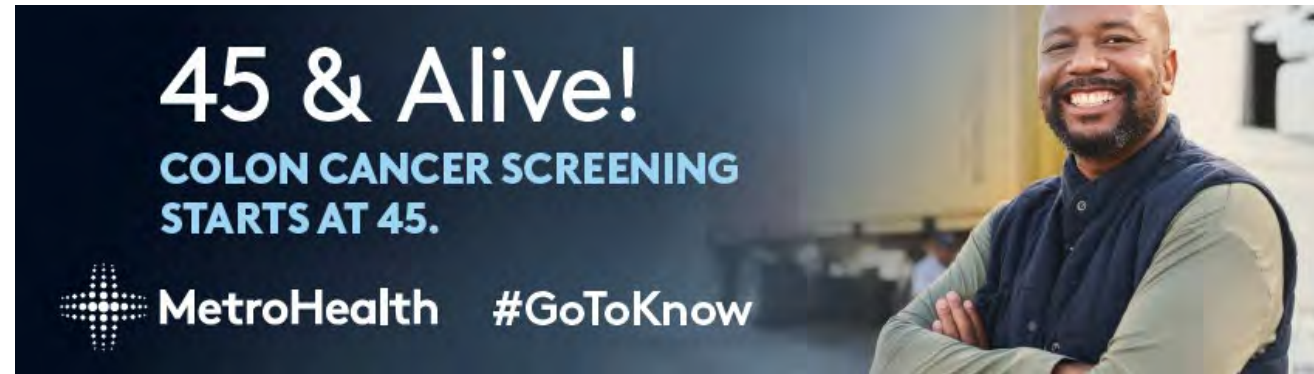


Click here to see how we follow through

March is [Colorectal Cancer Awareness Month](#). Colorectal cancer is one of the deadliest cancers in the US. Last year, the recommended age for screenings dropped from 50 years of age to 45. Screenings help to identify and remove precancerous growths as well as detect cancers early for the most effective treatment.

To build awareness around important health topics throughout the month, the Marketing team will leverage multiple new and existing elements including outdoor billboards, Virtual Health Talk, Radio One interview, Simply Well blogs, email and a Fox 8 MH Minute:

- Be Simply Well Blog: [“Five Screenings All Men Need”](#) by Marcus Germany, MD
- Be Simply Well Blog: [“45 and Alive! Colon Cancer Screenings Start at 45”](#) by Joseph Daprano, MD
- [Colon Cancer Screening Video](#) featuring Dr. Daprano
- [WKYC Good Company](#) interview with Dr. Daprano
- [Radio One](#) interview with Adrian Lindsey, MD
- [Virtual Health Talk](#) with Dr. Lindsey (airs March 28)



Awards, Recognition & Other News

- MetroHealth has been recognized as a Center of Excellence by the [Society of Obstetric Anesthesiology and Perinatology \(SOAP\)](#) – a distinction afforded to a select number of programs around the world for their commitment to the highest standards of practice in obstetric anesthesia.
- [Lindsay Davidson, RN](#), is the latest recipient of the DAISY Award for Extraordinary Nurses. As part of her work in the Intensive Care Unit (ICU) Resource Pool, she wants to ensure that her patients are comfortable as they recover. Lindsay has worked at MetroHealth for four years and has been a part of the ICU Resource Pool for a year and a half.
- A team led by [Anthony DiMarco, MD](#), Staff Scientist in the MetroHealth Center for Rehabilitation Research and the Department of Physical Medicine and Rehabilitation (PM&R), has been awarded a \$1 million Neuromod Prize from the National Institutes of Health (NIH) to study the use of high-frequency spinal cord stimulation in reducing respiratory tract infections and improvement in bowel management in people with neurological impairment.
- [MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE](#), has been recognized by *Modern Healthcare* as one of the Women Leaders for 2024. This prestigious recognition acknowledges and honors women executives from all sectors of the healthcare industry for their contributions to care delivery improvement, health equity, policy and gender equity in healthcare leadership.
- The Ohio Attorney General's Office recently awarded MetroHealth a \$200,000 grant for its human trafficking initiative, part of which will be used to hire an additional forensic nurse to enable the [Sexual Assault Nurse Examiner \(SANE\)](#) team – led by [Anna Becks, RN](#) – to provide 24-hour coverage to meet the needs of human trafficking victims who might come through the Emergency Department.



Lindsay Davidson, RN



Anthony DiMarco, MD



Anna Becks, RN