

May 2024

Report to the Board of Trustees

Trustees,

First, I want to thank you all for helping make the **2024 Men's Health Fair** possible and a resounding success. Nearly 1,000 individuals from all corners of our community joined us at Cuyahoga Community College's Metropolitan Campus and MetroHealth Cleveland Heights Medical Center for an inspiring day focused on building a healthier community.

It is no exaggeration to say this event saved lives.

Shortly after arriving at the Tri-C location, one of our attendees showed a blood pressure level that put him at imminent risk for a stroke or heart attack. Our volunteers wasted no time calling for EMS to get him to the Emergency Department at Main Campus. In fact, this individual told our team were it not for the health fair, he would not have known something was wrong.

This story illustrates why we do what we do every day. All our outreach is done for the purpose of eliminating health inequity and making high-quality healthcare more accessible to everyone. Sometimes, for reasons beyond their control, people are not able to come to us. So, we will go to them. This is how we make change.

With that in mind, please mark your calendars for Saturday, August 17, for our **2024 Women's and Children's Health Fair & Expo**. In short, we are committed to ensuring that *no one* gets left behind. We will share more details in the coming weeks, and I hope to see you at what promises to be an uplifting day celebrating our community's women and children.

### Operational Update: Executive Searches and Talent Acquisition

As you know, we are in the midst of several key executive searches. These individuals will play crucial roles in advancing our strategic priorities and positioning MetroHealth for continued growth. We have been impressed by the quality of the candidates, and I wanted to update you on a few of those searches.

First, I am thrilled to share that **Christopher Briddell, MBA, CHC, CIA**, a nationally recognized executive with decades of healthcare experience, will join us Monday, May 20, as the System's Senior Vice President and Chief Ethics, Risk & Compliance Officer. In this role, Briddell will oversee enterprise-wide compliance and regulatory programs and serve as a senior advisor to the CEO and Board of Trustees on all areas related to compliance, corporate integrity, business conduct, privacy, enterprise risk management and internal audit operations.

As the public health system for Northeast Ohio, we have a tremendous obligation to ensure we are providing the safest, highest quality and most ethical environment for our employees, our patients and the communities we serve. Chris has the experience and expertise to help us achieve that goal.

Other searches include:

- **President, MetroHealth Ventures:** Top two finalists interviewed during week of April 29. Feedback was received from the Selection Committee and an offer is being extended.
- **SVP, Chief Strategy Officer:** Top two finalists coming on-site during the week of May 13.
- **EVP, Chief Legal Officer & Corporate Secretary:** Top two finalists coming on-site during the week of May 13.



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

- **EVP, Chief Clinical Officer & Chief Physician Executive:** Recruitment efforts are underway, candidates are being screened to narrow the pool for first-round virtual interviews with the Selection Committee (late May/June).
- **System Chief Nursing & Patient Care Services Officer:** Recruitment efforts are underway and a pool of candidates is being developed for presentation.
- **SVP, Finance Operations & Chief Accounting Officer:** Recruitment efforts are underway and candidates are being screened to narrow the pool for our next round of interviews.
- **SVP, Revenue Cycle Management:** Recruitment efforts are underway and candidates are being screened to narrow the pool for our next round of interviews.

Speaking of our people, I wanted to share an impressive accomplishment by our People Division, especially with nursing. Because of the close collaboration among several teams, MetroHealth recently exceeded a bold goal of hiring 72 Registered Nurses in 60 days.

The campaign – led by the People Division’s Talent Acquisition (TA) team – focused on recruiting Med-Surg and Emergency Department RNs. In all, 74 job offers were accepted: 34 in the Emergency Department and 40 in Med-Surg. This is in addition to other RNs hired for other areas throughout the System during that timeframe.

MetroHealth, like healthcare organizations across the nation, has faced significant workforce pressures, especially with nursing. That reality has forced us and others to rely on costly contract labor. However, because of the hard work of our TA team and so many others, we reduced temporary staffing expenses by \$2.2 million in Q1 2024 compared to Q1 2023. Those costs will continue to shrink as we on-board our new hires. In all, nearly 900 job offers have been accepted so far this year – a true testament to the power of our mission and the people-first culture we are building.

### **People-First Culture: Nurses Month and Hospital Week**

May is a special month in healthcare, as it features dozens of celebrations and recognitions for caregivers in our field. In particular, we were proud to celebrate National Nurses Week and Hospital Week.

We celebrated Hospital Week May 12-18, and it served as an opportunity to pause and recognize the truly vital role that we as hospitals and healthcare professionals play in the lives of our patients and in the well-being of our community. It was also an opportunity to celebrate our nearly 9,000 caregivers. I am proud to share that this year we held the biggest and best Hospital Week in our institution’s history. This included MetroHealthy fairs; musical performances; chair massages; yoga, exercise and meditation sessions; a T-shirt distribution; and much, much more. It also included – my favorite event – the 2024 Metro’s Got Talent Show.

National Nurses Week is celebrated May 6-12 annually, but I am thrilled to share MetroHealth extended the celebration to a full month of activities, including guest speakers, food deliveries, appreciation sessions, therapy pet visits and more. But the truth is, our nurses not only deserve our gratitude during Nurses Week or Nurses Month, they deserve our endless appreciation every single day. Please join me in thanking our 2,000-plus nurses for their kindness, the compassionate care they provide and their dedication to MetroHealth.

Lastly, I want to thank you – our dedicated trustees – for your service and deep commitment to MetroHealth and the communities we serve. Since I arrived at MetroHealth 18 months ago, I have been in awe of what this institution and our entire team can accomplish when we work together.



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**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

Together, we are building healthier – and more equitable – communities.

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

May 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.

# MAY 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.

# MAY '24 HIGHLIGHTS



## 2024 System Goal Domains

### Financial

- Emergency Room visit activity exceeds both budget by 12% and the same period last year by 9%.
- Premium Pay is also known as “overtime, shift incentives, and contract labor” unlike last year are all within budget. Full Time Equivalents and labor costs are less than budget.
- Salary, Wages and Benefits cost is 4% better than budget.
- Retail Rx volumes continue to grow, increasing 15% over prior year while margins show some shrinkage due to the Medication Inflation Reduction Act.
- April YTD was impacted by two areas Behavioral Health (BH) and the Operating Room (OR). Both areas were impacted by an overall decrease in volumes relative to the budgeted volumes.
- Decrease (7.4%) in OR volumes was due to decrease in OR scheduling from the clinics and a decrease in procedural clinic visits. Also impacting these numbers were several providers on FMLA, resignations and vacations.
- BH inpatient volumes were 22% lower than budget.

### Strategy & Growth

- Share of Care has shown a 0.1% improvement year-to-date from 2023.
- MetroWAY Forward initiatives continue progress with objectives of improving access.

### Quality, Service & Experience

- Despite a slight uptick in preventable harms in April, our harm rate remains at stretch performance year to date and is 20% better than end of year 2023.
- Our patient experience composite improved for March 2024 with 7 of 10 metrics at 4-stars.
- The Spring Leapfrog Patient Safety Grades were released May 1. MetroHealth remains a "C" grade. Data for this grade dates as far back as 2020. As the Leapfrog survey catches up to our recent performance, our grade will improve.
- 2024 Culture of Safety Survey is currently ongoing utilizing the Perceptyx platform

### People-First Strategy

- 10 Lincoln West Students completed STNA Program.
- Change Management Team delivered five-week training program of CPI and HRBP.
- Launched new I-9 model completing all pre-employment activities in one appointment
- Hosted two trainings on new EverCheck platform for automated verification of licensed, non-provider employees.
- April 15th ERG Summit for DEI held at Rocket Mortgage Fieldhouse, hosted by Kevin Clayton of Cleveland Cavaliers, 300 DEI & ERG leaders in attendance.
- Introduced new weekly Morning Huddle newsletter for caregivers.

### Clinical Transformation, Community & Health Equity

- Well-Child visits for 0-15 months of age has increased by 6% from March to April.
- 14% increase in monthly completed Medicare Wellness visits.
- 25% increase in the Controlling Blood Pressure measure since January.

### Research & Teaching

- April 30 YTD grants submissions: 23 [Annualized: 69].
- Saori Furuta, PhD received \$414,000 NIH grant to study the relationship between GI microbiome and development of breast CA.
- P. Hunter Peckham, PhD, faculty in Orthopedics, PM&R and Center for Rehab Research received an honorary doctorate from Clarkson University.
- New Resident Lounge opened in Glick!
- Strong Institution GME Survey results.

## Goal: Achieving 2024 Adjusted EBIDA Target

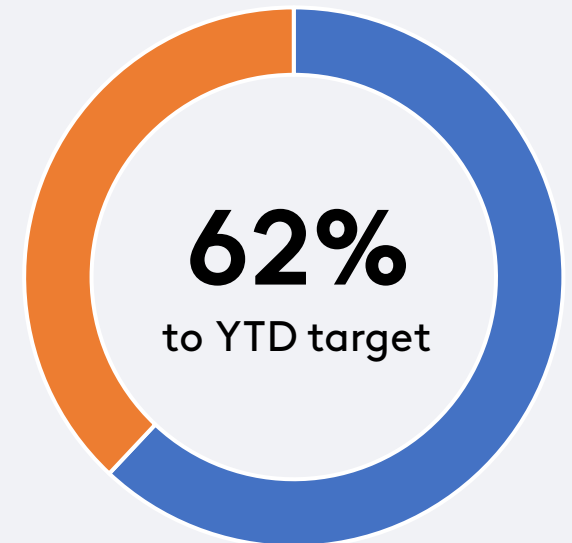
**The Measure:** EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

**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.

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



### Goal Sponsor

Derrick Hollings  
Olusegun Ishmael, MD  
MBA

YTD Actual: \$22.1 million  
YTD Target: \$35.7 million  
**Variance: (\$13.6) million**

Annual Goal Target: \$140 million

\*YTD as of April 30, 2024



## Goal: Achieving 2024 Adjusted EBIDA Target

To achieve this goal, we are focusing on the following areas :

### Operating Room (OR):

- There are 1100 backlogged cases that are being actively scheduled for surgery over the next six months.
- Work on improving the Access Center i.e. engagement of Chicago Lighthouse
- Provider clinic visit scheduling revamping.
- Opening of an additional OR room for add-on cases.
- Improvement in the throughput in the OR.

### Behavioral Health:

- Expansion of the adult units that were previously scheduled for adolescent patients
- Reduction of the transfer denials from 60% to 20%
- Increasing the ADC to 60 patients a day







### Goal Sponsor

Derrick Hollings  
Olusegun Ishmael, MD  
MBA

2024 Annual Goal	2024 YTD Goal	2024 YTD Actuals (April)
\$140 million	\$35.7 million	\$22.1 million

#### Legend

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

## April 2024 Year to Date vs April 2023 Year to Date

-37%

Reduction in  
Overtime and  
Contract Labor



+6.2%

Improvement in  
Acute Average  
Length of Stay



+7.3%

Increase in  
Emergency  
Department Visits



+5.1%

Increase in Total  
Outpatient Visits



+17%

Increase in Retail  
Pharmacy  
Prescriptions Filled



## 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 Sponsor**  
 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



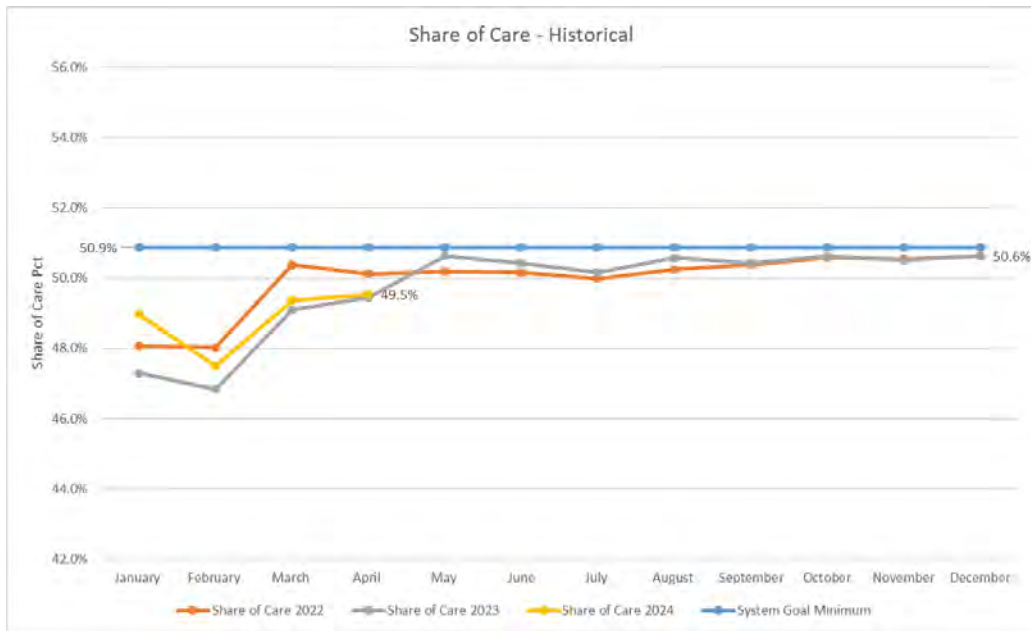
Exceeding goals, approaching stretch



## 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:** Trends are following 2023 figures, with year-over-year comparisons show Share of Care essentially flat (+0.1%).



2024 SOC									4/30/2024
April YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	41,126	1.7%	39,368	69.6%	60,125	\$ 264,091,308	\$ 123,603,504	46.8%	
Medicaid	69,104	18.0%	72,240	57.5%	141,917	\$ 184,128,398	\$ 110,970,624	60.3%	
Commercial PPO	54,794	0.0%	50,382	52.5%	104,378	\$ 259,727,697	\$ 105,254,072	40.5%	
Commercial Narrow Network	14,359	12.0%	13,382	67.1%	23,969	\$ 42,242,690	\$ 31,879,846	75.5%	
<b>TOTAL PATIENT POPULATION</b>	<b>179,383</b>		<b>175,372</b>		<b>330,388</b>	<b>\$ 750,190,093</b>	<b>\$ 371,708,047</b>	<b>49.5%</b>	
									2.3%
All Geographies 2023 SOC									4/30/2023
April YTD									
Group	MetroHealth Pt Activity	Pt Adj	PY Pt Activity	Pct of Yr	Projected Annual Pt	Pro-rated Total Spend	Domestic Spend	YTD SOC	
Total Medicare	39,368	1.7%	38,477	69.6%	57,555	\$ 252,802,281	\$ 114,104,655	45.1%	
Medicaid	72,240	18.0%	68,997	57.5%	148,357	\$ 192,484,306	\$ 111,326,977	57.8%	
Commercial PPO	50,382	0.0%	49,006	52.5%	95,973	\$ 238,814,484	\$ 101,190,919	42.4%	
Commercial Narrow Network	13,382	12.0%	14,376	67.1%	22,338	\$ 39,368,458	\$ 31,088,403	79.0%	
<b>TOTAL PATIENT POPULATION</b>	<b>175,372</b>		<b>170,856</b>		<b>324,223</b>	<b>\$ 723,469,528</b>	<b>\$ 357,710,953</b>	<b>49.4%</b>	
									2.6%

### 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 a systems improvement approach to our highest harms from 2023
  - Collaborative work between Surgery, Anesthesia, Patient Safety, Clinical Documentation Improvement and Quality Analytics has decreased PSI-9 (Post-op bleeding or hematoma) by **69%** year to date!
  - Collaborative work with Nursing, Physicians, and Infection Prevention has demonstrated a **50% reduction** in catheter associated blood stream infections year to date compared to 2023!

**Goal Sponsor**  
Joseph Golob, MD

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (April 2024)
1.25 per 1,000 inpatient days	1.19 per 1,000 inpatient days	1.02 per 1,000 inpatient days

### 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.

- 6 of 10 HCAHPS dimensions have reached CMS 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:

- 89% of ambulatory nursing and ancillary staff have completed service excellence basic training provided by Patient Experience.
  - This work has demonstrated 21% reduction in outpatient grievances per 1,000 patient encounters
- Inpatient service excellence basic training is also ongoing

2023 Year-End Baseline	2024 Target Goal	YTD 2024 (Mar 2024)
3.05	3.20	3.30



**Goal Sponsor**  
Joseph Golob, MD

### Legend

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

## Goal: Improving Employee Engagement

**The Measure:** In 2023, 77% of our caregivers responded to our Employee Engagement Survey – far above our initial target and exceeding our max goal. According to our vendor, Perceptyx, survey participation rates in the healthcare industry are typically 70%. The 2024 survey launches in the fall.

**Why It Matters:** This survey is one of the many ways our caregivers can tell us about their experience working at MetroHealth, the progress we have made and, most importantly, how we can do better.

Recent employee engagement activities include:

- Metrocize Employee Fitness Center & Classes
- Virgin Pulse Wellness Challenges – Exploring the Arts & Culture Challenge, 389 employees registered.
- Nurses Week (month of celebrations) and Hospital Week celebrated 5/12 - 18 including Metro's Got Talent
- Launching the Morning Huddle, a new weekly employee newsletter

2023 Year-End Baseline	2024 Target Goal	YTD 2024
71%	77%	Survey Launches in Fall



**Goal Sponsor**  
Dalph Watson, JD

**\$2.2M**  
Reduction in  
Temporary  
Staffing Expenses  
Q1 2024

**889**  
Offers  
accepted YTD

## Spotlight on Success: Recruiting ED/Med-Surg RNs

**Goal:** Hire 72 Med-Surg/ED RNs in 60 days (Feb. 12 – April 12)

**GOAL ACHIEVED:** 74 offers accepted

**Why it Matters:** MetroHealth, like healthcare organizations across the nation, has faced significant workforce pressures, especially with nursing.

### Tactics:

- The Talent Acquisition team engaged Marketing and Communications teams to elevate our recruiting presence on social media, TV, billboards and other earned and owned media.
- The TA team hosted several events to support the campaign: a special recruiting event for Emergency Department nurses, a New Grad RN/Nurse Intern Match Event and a Diverse Nurse Networking event hosted by the Diverse Nurse Employee Business Resource Group (EBRG).
- The TA Team and nursing leaders visited many schools and attended many other off-site hiring events, including two hiring events in Canada.
- MetroHealth temporarily doubled the employee referral bonuses for caregivers who referred new nursing hires for the Emergency Department.
- The Talent Acquisition team worked closely with nursing leaders to identify the types of candidates who would flourish in their departments.





## 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.



**Goal Sponsor**  
 Nabil Chehade, MD  
 Charles Modlin, MD

Measures	2023 Baseline	2023 Disparity (P Value)	Year-End Target	2024 Disparity (P Value)	YTD 2024
Timeliness of Prenatal Care	81%	0.03	79%	0.05	80%
Postpartum Care Visit	79%	<0.0001	79%	0.07	80%
Well-child Visits in First 15 Months	56%	<0.0001	57%	0.013	56%
YTD Progress Composite					8

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

## Goal: Well-Child visits in the first 15 months

**The Measure:** Percentage of patients ages 0-15 months in measurement year, who had 6 well-child visits completed before turning 15 months.

**Why It Matters:** 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.

### What is Happening:

- Expanded outreach to all patients 0-15 months that are no shows/canceled.
- Initiated a process to reach out to patients who don't have a scheduled visit before they are 15 months.
- Completed voice of the customer to understand reasons of no shows. Transportation and needing more reminders were the two themes that came up.



### Goal Sponsor

Nabil Chehade, MD

Charles Modlin, 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	2023 Baseline	Target	Max	YTD 2024	Met Baseline	Target or Better
Diabetes: HbA1c	31%	30%	29%	48%	✗	✗
Cervical Cancer Screening	58%	59%	60%	63%	+	+
Breast Cancer Screening	68%	69%	70%	71%	+	+
Colorectal Cancer Screening	52%	53%	54%	51%	✗	✗
Diabetic Eye Exam	39%	40%	41%	37%	✗	✗
Controlling Hypertension	69%	70%	71%	65%	✗	✗
Kidney Health Evaluation	15%	20%	25%	20%	+	+
Clinical Depression & Follow Up	56%	57%	58%	44%	✗	✗
IET Alcohol & Other Drug Dependence	7%	8%	9%	7%	+	✗
ADHD Medication and Follow Up	38%	39%	40%	42%	+	+
Pediatric Immunizations	34%	35%	36%	19%	✗	✗
Pediatric Lead Screening	76%	77%	78%	75%	✗	✗
Completion of Medicare Wellness	12500	13000	13500	4152	✗	✗
Improving Assessment of Conditions	73%	74%	75%	63%	✗	✗
Minimum = 9 metrics at baseline. Target = 9 metrics at baseline and 7 metrics achieve target. Maximum = 9 metrics at target or better					5/9	4/7

**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 Sponsor**  
 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
103	75	23

### Academic Spotlight:

- **Saori Furuta, PhD**, Faculty in the Division of Cancer Biology and the Center for Cancer Research received a \$414,000 NIH award to study the relationship between gut microbiome and the development of breast CA
- **P. Hunter Peckham, PhD**, Faculty in Orthopedics, PM&R and Center for Rehabilitation Research received an honorary doctorate from Clarkson University
- New Resident Lounge opened in The Glick Center
- Strong Institutional GME survey results

**Goal Sponsor**

John Chase, MD



#### Legend

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



# System News and Accomplishments



# 2024 Men's Health Fair

Nearly **1,000 individuals** from all corners of our community joined us for the 2024 Men's Health Fair. It was an inspiring day focused on building a healthier community.

- Two locations: **Tri-C's Metropolitan Campus** and **Cleveland Heights Medical Center**
- Almost **9,000** lab draws
- More than **500** volunteers
- Hosted **122** exhibitors and community partners
- Special appearance by **Michael Dyson, PhD**, a New York Times bestselling author and fierce advocate for health and racial equity
- [CLICK HERE](#) to watch a video with highlights from the day. Thank you to everyone who supported this inspiring event!



# Nursing Excellence Awards

As part of Nurses Week (May 12-18), we presented the [2024 Nursing Excellence Awards](#). These individuals have demonstrated their commitment to patients, colleagues and the MetroHealth community through their tireless contributions, hard work and dedication. This year's winners are:

## **Outstanding Achievement in Nursing Research**

LiPing Liu, PhD, APRN, CRRN, RN

## **Outstanding Achievement in Nursing Quality**

Jacqueline DeCapite, BSN, RN, CFRN, CCRN, CEN, EMT-B

## **Outstanding Achievement in Nursing Education & Professional Practice**

Evangela Rice, MSN-Ed, RN, CNOR

## **Outstanding Achievement in Interprofessional Collaboration**

Kimberlee Legarth, MSN, RN, CMSRN

## **Outstanding Achievement in Nursing Leadership**

Amanda Paxitzis, BSN, RN, CMSRN

## **Outstanding Friend of Nursing**

Marilyn Hernandez

## **Outstanding Achievement in Career Excellence**

Melissa Kline, DNP, RN, NEA-BC, CENP



“We pause to celebrate each and every one of you for truly making a difference. In fact, this year's theme is [Nurses Make the Difference](#). And indeed, we absolutely do, and I believe that from the bottom of my heart.”

**MetroHealth President and CEO Airica Steed, Ed.D, RN, MBA, FACHE**

From May 12-18, we celebrated the biggest **Hospital Week** in our institution's history. It served as an opportunity to celebrate and honor our nearly 9,000 caregivers.

The celebration included: MetroHealthy fairs; musical performances; chair massages; yoga, exercise and meditation sessions; a T-shirt distribution; and much, much more. It also included the 2024 Metro's Got Talent show.

Congratulations to this year's **Metro Got Talent** winners: **Stacey Collier, RN** (First Place); **Katherine Atkinson** (Second Place); **Brendan Morgan** and **Michael Seiser** (Third Place Tie)



The shirt was designed by **Danielle Garcia**, an Associate on the Continuous Performance Improvement team within the Institute of Patient Centered Excellence.

Contestants were asked to imagine their T-shirt design being worn by all MetroHealth employees. They were encouraged to view it as a platform that embodies our System's mission, values and culture.

"I'm extremely proud to work at MetroHealth," Danielle said. "I hope employees feel proud when they wear this shirt. We want our community to know that we're here for them."





## Events:

- The MetroHealth Foundation partnered with **Delta Delta Delta Cleveland** Alumnae Chapter for their annual *Mad About Metro* fundraiser. This year the event raised \$4,000 to benefit MetroHealth's Child Life Education Program and MetroHealth's Burn Center. The Tri-Delts have supported MetroHealth since 1999, raising close to \$280,000. (no photo from the event)
- Former MetroHealth SVP Campus Transformation **Walter B. Jones, Jr.** was fondly remembered by ACE (Architects, Construction and Engineers) at their annual Spring Banquet. ACE awarded an architectural scholarship in Walter's memory to Daphne Nieves from John Hay High School who will attend University of Cincinnati to study architecture. Walter's wife Jan and sons Evan and Walter were joined by Dr. Steed at the ceremony.

MetroHealth also announced the establishment of the **Walter B. Jones, Jr. Scholars Endowment** which will award one non-renewable \$5,000 scholarship annually to a highly deserving high school senior. Contact Marcia Meermans at [mmeermans@metrohealth.org](mailto:mmeermans@metrohealth.org) for more information.

## Support:

- The MetroHealth Foundation has requested close to \$1 million from the **Ohio Medicaid Community Reinvestment Fund** to support the Food as Medicine Program, Community ReEntry and Pediatric Community Health Workers.

## Gifts:

- MetroHealth received a grant of \$30,000 from the **Truist Foundation** to support the Workplace Inclusion Now program that is designed to provide meaningful opportunities in work and life for people living across the autism spectrum.
- The **Simon Family Foundation** made a major gift in support of the Food as Medicine program.
- A gift from The **Church of Jesus Christ of Latter-Day Saints** facilitated by Steven Weight, MD, was used to purchase equipment to be used at our health fairs.



Former MetroHealth SVP of Campus Transformation **Walter B. Jones Jr.** was honored by ACE (Architects, Construction and Engineers) at their annual Spring Banquet. Walter's wife Jan and sons Evan and Walter were joined by Dr. Steed at the ceremony

## Media Highlights

- MetroHealth President & CEO [Airica Steed, Ed.D, RN, MBA, FACHE](#), shared her story of survival on the latest episode of FOX SOUL's Urban MD TV. You can watch the [full episode here](#).
- Dr. Steed published an op-ed in The Plain Dealer/Cleveland.com, ["MetroHealth committed to being 'hospital in a park'"](#)
- Dr. Steed was recognized by Becker's Hospital Review as one of its ["2024 Black Healthcare Leaders to Know."](#)
- Dr. Steed quoted in Toledo Blade story, ["Health inequities among Black women persist"](#)
- [MetroHealth taps ethics, risk and compliance officer](#) – Becker's Hospital Review
- [Men's Health Fair raises awareness, increases access to preventive care](#) – The Land
- MetroHealth Chief Operating Officer [Olusegun "Dr. Ish" Ishmael, MD](#), was quoted in Becker's Hospital Review story, ["45 healthcare executives share their most effective projects of the year"](#)
- Dr. Steed featured in News Channel 5 story, ["American Delivery' earns top honors at Cleveland International Film Festival"](#)
- [MetroHealth offers free health screenings at two locations Saturday, transportation available](#) – The Plain Dealer
- [Cleveland men's health fair aims to save lives through medical testing](#) – 19 News
- MetroHealth's [Susan De Luca, PhD](#), quoted in Columbus Dispatch story, ["Why are suicides rising in the Black community?"](#)



**FOX SOUL**  
OUR VOICE OUR TRUTH



BECKER'S  
**HOSPITAL REVIEW**

## Internal Communications

As part of the People Division's efforts to deepen employee engagement, the Communications team introduced the *Morning Huddle*, a new weekly update for MetroHealth employees that includes top stories from the MIV, important news, upcoming events, employee perks, caregiver spotlights – and so much more.



MetroHealth recently hosted its first **Be SimplyWell** in-person health talk with a special presentation on Tuesday, April 30, by **Jonathan Belding, MD**, surgical director of the Spine Center who presented about back and hip pain.

- The health talk took place at the Cleveland Metroparks' Watershed Stewardship Center.
- 80 people registered for the health talk, with 38 in attendance.
- Spine Center staff were on-site talking with patients and following up with people who were interested in making appointments.
- Marketing and Communications included both MetroHealth and Cleveland Metroparks channels.
- More health talks are being planned throughout the year at various Cleveland Metroparks locations.
- Upcoming topics include GYN/incontinence, foot care, weight loss options, A-fib, breast health and more.
- Visit [besimplywell.org](https://besimplywell.org) for updates.

The "Be SimplyWell" logo features the word "be." in a lowercase, orange, cursive font, followed by "SimplyWell" in a blue, sans-serif font. To the right of the text is a graphic of several orange dots of varying sizes arranged in a cluster.

# Awards, Recognition & Other News

- Once again, The MetroHealth System's commitment to outstanding maternal and infant health has earned it a place among the nation's top maternity hospitals. **Newsweek** has named MetroHealth to its prestigious hospitals listing for 2024, a designation presented with Statistica Inc., the world-leading statistics portal and industry ranking provider.
- MetroHealth President & CEO **Airica Steed, Ed.D, RN, MBA, FACHE**, was recently honored with a Lifetime Achievement Award from her alma mater, Governors State University in University Park, Ill. Dr. Steed, who was also inducted into the Governors State College of Business Hall of Achievement, earned her Master of Business Administration (MBA) and Certificate in Organizational Leadership from the university in 2006.
- **Dina Messina, RN**, is the latest recipient of the DAISY Award for Extraordinary Nurses. Her enthusiasm for her work was displayed recently for a patient was receiving care on 9 West, the Medical Telemetry unit. The patient and their spouse were so impressed with Dina, they nominated her for the DAISY Award for Extraordinary Nurses.
- **P. Hunter Peckham, PhD**, Professor Emeritus of Biomedical Engineering at Case Western Reserve University and Co-Director of the MetroHealth Rehabilitation Institute, received an honorary doctorate from his alma mater, Clarkson University, on Saturday, May 11.
- **Jill Pullman** has been named the 2024 MetroHealth Ophthalmology Technician of the Year Award. This is the third annual awarding of this recognition, where ophthalmic technicians, secretaries, front desk staff and physicians in the department nominated who they said exemplified performance, attitude and teamwork qualities that align with MetroHealth's STAR-IQ values.



Dina Messina, RN



P. Hunter Peckham, PhD



Jill Pullman