



The MetroHealth System

Board of Trustees

Wednesday, May 22, 2024

3:30pm - 5:30pm

MetroHealth Brooklyn Heights Campus or via Zoom

Board of Trustees

Regular Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

DATE: May 22, 2024
TIME: 3:30pm – 5:30pm
PLACE: MetroHealth Brooklyn Heights Campus, Building B, Room B-102 or Zoom
<https://us02web.zoom.us/j/85864564632>

AGENDA

- I. Approval of Minutes**
Minutes of April 24, 2024, meeting of the Board of Trustees
- II. Mission Moment**
- III. Other Board Business – E. Walker**
 - A. Resolution of Appreciation for John Hairston, Jr.
 - B. Resolution of Appreciation for Robert Hurwitz
 - C. Resolution of Appreciation for J.B. Silvers, Ph.D.
 - D. Resolution of Appreciation for Vanessa Whiting
- IV. Committee Reports**
 - A. Finance Committee – J. Moss
 - B. Quality, Safety & Experience Committee – E. Walker
- V. Consent Agenda**
 - A. Affirmation of Infection Prevention & Control Leadership
 - B. Approval of a Claim Settlement
- VI. President and CEO's Report – A. Steed**
- VII. Medical Staff Report – N. Joseph**
 - A. Approval of Medical Staff Provider Appointments, Actions and Reappointments for April 2024
 - B. Acceptance of Medical Executive Committee Minutes of April 12, 2024
- VIII. Recommendation/Resolution Approvals**
 - A. Approval of the Ratification & Approval of The MetroHealth System Board of Trustees Authorizing Application For, And Receipt Of, Grant Funds from The American Rescue Plan Act Through The Ohio Department of Mental Health And Addiction Services – D. Jordan

The MetroHealth System Board of Trustees

IX. Executive Session

Return to Open Meeting

The MetroHealth System Board of Trustees

FULL BOARD MEETING

Wednesday, April 24, 2024

4:30 – 5:30 pm

MetroHealth Brooklyn Heights Campus, Building B, Room B-102 and via Zoom

Meeting Minutes

Trustees: Inajo Davis Chappell-R, John Corlett-I, Maureen Dee-I, Sharon Dumas-I, Ronald Dziedzicki-I, Nancy Mendez-I, E. Harry Walker, M.D.-I

Staff: Airica Steed, Ed.D.-I, Kate Brown-I, John Chae, M.D.-R, Nabil Chehade, M.D.-I, Joe Frolik-I, Joseph Golob, M.D.-I, Derrick Hollings-I, Olusegun Ishmael, M.D.-I, Barbara Kakiris-I, Matthew Kaufmann-I, Melissa Kline-I, William Lewis, M.D.-I, Thomas Lowenkamp-R, Natalie Joseph, M.D.-R, Laura McBride-I, Allison Poulos-R, Tamiyka Rose-I, Dalph Watson-I, Mara Wilber-I, Adam Winston-I, Patrick Woods-I

Guests: Gail Long-R, Suzanne Aral-Boutros-R, Julie Washington-R

Dr. Walker called the meeting to order at 4:30pm, in accordance with Section 339.02(K) of the Ohio Revised Code with a quorum present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

I. Approval of Minutes

Dr. Walker requested for a motion to approve the minutes of the March 27, 2024 Board Meeting as presented, which was given, seconded, and unanimously approved. RESOLUTION NO. 19620

Prior to the committee reports, Dr. Walker welcomed and introduced three new members of the Board of Trustees, Sharon Dumas, Ron Dziedzicki and Nancy Mendez. Dr. Walker informed the Board that the Trustees who finished their terms will be honored at a later date.

II. Committee Reports

A. Facilities & Planning Committee - Dr. Walker

Dr. Walker reported that the Facilities and Planning Committee met earlier today to review Campus Transformation 2.0 and planned upgrades to legacy buildings. One recommendation for a resolution to approve the selection of pre-authorized professionals will be presented to the Board for approval through the consent agenda.

The MetroHealth System Board of Trustees

B. **Governance Committee - I. Chappell**

Ms. Chappell reported that the Governance Committee also met earlier today. Ms. Chappell updated the committee on departing Board members, Vanessa Whiting and J.B. Silvers whose terms have recently ended and recognized their dedication and service to The MetroHealth System Board of Trustees. Ms. Chappell also welcomed the new members of the Board of Trustees – Sharon Dumas, Ron Dziedzicki and Nancy Mendez and apprised the committee of the resignations of two Board members, Mr. Hurwitz and Mr. Hairston effective May 1, 2024. Additional topics discussed during the committee meeting included the orientation for the new Trustees, integrating new Board members into committees, discussion of resolution for the election of a new Vice Chair. Board educational opportunities at local, state, and national levels for the Trustees to enhance knowledge of hospital operations were also discussed today. Lastly, board policies and updates were discussed with plans of continued discussions to modify policy language.

C. **Strategic Planning Committee - Dr. Walker**

Dr. Walker reported that the Strategic Planning Committee had its first meeting today. The Strategic Planning Committee members have been involved in the selection of a vendor. Dr. Walker informed the Board that two vendors fit the criteria out of four vendor proposals and a recommendation for the Approval of Strategic Advisory Services Project will be presented to the Board for approval through the consent agenda.

III. **Consent Agenda**

A. **Approval of Selection of Pre-Authorized Professionals** **Approval of Strategic Advisory Services Project**

Dr. Walker asked for a motion for the two resolutions on the consent agenda, one from the Facilities and Planning Committee to Approve the Selection of Pre-Authorized Professionals and one from the Strategic Planning Committee to Approve the Strategic Advisory Services Project, which was given, seconded, and was unanimously approved. RESOLUTION NO. 19616 and RESOLUTION NO. 19617, respectively.

IV. **Election of Vice Chairperson of Board of Trustees**

Trustee John Moss has been nominated as Vice-Chair to the MetroHealth Board of Trustees due to Vanessa Whiting's term expiring. Dr. Walker asked for a motion to elect Mr. Moss as Vice-Chair of The MetroHealth System Board of Trustees, which was given, seconded and the resolution was approved unanimously. **RESOLUTION NO. 19618**

The MetroHealth System Board of Trustees

V. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined by ORC 1333.61, to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, and to conference with the public body's attorney to discuss a pending or imminent court action. Ms. Chappell made a motion and Ms. Dee seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused. The Board went into executive session to discuss the matters identified at 4:42pm.

Following the executive session, the meeting reconvened in open session at approximately 5:24 pm and welcomed back the public via Zoom.

VI. Recommendations/Resolutions

A. Approval of Update in Nonprofit Joint Venture

Dr. Walker noted that the Board had been presented information in executive session regarding updates in a nonprofit joint venture and he asked for a motion on the resolution for the Approval of Update in Nonprofit Joint Venture, which was given, seconded and the resolution was approved unanimously. **RESOLUTION NO. 19619**

VII. Executive Session

Dr. Walker asked for a motion to move into executive session to discuss hospital trade secrets as defined by ORC 1333.61, to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee, and to conference with the public body's attorney to discuss a pending or imminent court action. Ms. Dee made a motion and Ms. Chappell seconded. The Board held a roll call vote with all Trustees in attendance voting to approve the motion to go into executive session for the purposes stated by Dr. Walker. Members of the public were excused. The Board went into executive session to discuss the matters identified at 5:26pm.

Following the executive session, the meeting reconvened in open session at approximately 5:47pm. There being no further business to bring before the Board, the meeting was adjourned at 5:47pm.

NEXT MEETING: **Wednesday, May 22, 2024 – 3:30pm - 5:30 pm**
The MetroHealth Brooklyn Hts. Campus, 5410 Lancaster Dr.
Building B, Room B-102, Brooklyn Heights, OH 44131 or via Zoom

The MetroHealth System Board of Trustees

THE METROHEALTH SYSTEM

E. Harry Walker, MD, Chairperson

**RESOLUTION OF APPRECIATION FOR
John Hariston, Jr.**

RESOLUTION XXXXX

WHEREAS, John Hairston, Jr. has served with distinction on the Board of Trustees of The MetroHealth System from 2019 to 2024; and

WHEREAS, throughout his years of service as Trustee, John Hairston, Jr. devoted countless hours to ensure the success and sustainability of MetroHealth; and

WHEREAS, during his tenure Mr. Hairston served on the Quality, Safety & Experience and the Health Equity and Diversity Committees and was integral to the success of the Campus Transformation and the on-time and on-budget opening of The Glick Center in November 2022.

WHEREAS, the Board wishes to formally recognize the dedication, leadership and lifelong advocacy and commitment to community engagement that Mr. Hairston has brought to the Board.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby expresses its appreciation to John Hairston Jr. for his 5 years of dedicated and distinguished service as a Trustee of The MetroHealth System and now wishes him health and happiness in the future.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

**RESOLUTION OF APPRECIATION FOR
Robert Hurwitz**

RESOLUTION XXXXX

WHEREAS, Robert Hurwitz has served with distinction on the Board of Trustees of The MetroHealth System from 2017 to 2024; and

WHEREAS, throughout his years of service as Trustee, Mr. Hurwitz devoted countless hours to ensure the success and sustainability of MetroHealth; and

WHEREAS, during his tenure Mr. Hurwitz served on the Finance and Governance Committees and was integral to the success of the Campus Transformation and the on-time and on-budget opening of The Glick Center in November 2022; and

WHEREAS, the Board wishes to formally recognize the dedication, leadership and deep commitment Mr. Hurwitz has brought to the Board.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby expresses its appreciation to Robert Hurwitz for his 7 years of dedicated and distinguished service as a Trustee of The MetroHealth System and now wishes him health and happiness in the future.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

RESOLUTION OF APPRECIATION

J.B. Silvers, Ph.D

RESOLUTION XXXXX

WHEREAS, J.B. Silvers, Ph.D., joined The MetroHealth System Board of Trustees in 2011 and helped guide Cuyahoga County's public healthcare system through 13 years of innovation and growth to its current status as a national model for how super safety-net hospitals can offer exemplary care and address the myriad non-medical issues that impact the health of the communities they serve, all while remaining financially healthy and sustainable;

WHEREAS, his rich experiences in the private sector and academia helped MetroHealth create, refine and execute groundbreaking initiatives including Medicaid expansion, a \$1 billion campus transformation, the Institute for H.O.P.E.², the Lincoln-West School of Science and Health, and the movement toward value-based payments and accountable care organizations;

WHEREAS, his calm, analytical approach to Board leadership, as an active participant in as Chair of the Quality and Safety committee work and as Vice Chair of the Board, helped MetroHealth navigate many challenges, including the COVID-19 pandemic with its continuing, disruptive impacts on public health and the healthcare industry;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees of The MetroHealth System thanks J.B. Silvers, Ph.D., for his service as a Trustee and for his commitment to MetroHealth's mission to bring health equity to everyone, regardless of their station in life, and wishes him well in all his future endeavors.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

**RESOLUTION OF APPRECIATION FOR
VANESSA WHITING**

RESOLUTION XXXXX

WHEREAS, Vanessa Whiting, joined The MetroHealth System Board of Trustees in 2011 and helped guide Cuyahoga County's public healthcare system through 13 years of innovation and growth to its current status as a national model for how super safety-net hospitals can offer exemplary care and address the myriad non-medical issues that impact the health of the communities they serve, all while remaining financially healthy and sustainable;

WHEREAS, her rich experiences as an attorney and businesswoman helped MetroHealth create, refine and execute groundbreaking initiatives including Medicaid expansion, a \$1 billion campus transformation, the Institute for H.O.P.E.², the Lincoln-West School of Science and Health, and the movement toward value-based payments and accountable care organizations;

WHEREAS, her commitment to equity, diversity and inclusion lead to the creation of the Diversity, Equity and Inclusion Committee, shortly after joining the Board in 2011, which is now the Health Equity and Diversity Committee;

WHEREAS, her calm, analytical approach to Board leadership, as an active participant in committee work and as President of the Board, helped MetroHealth navigate many challenges, including the COVID-19 pandemic with its continuing, disruptive impacts on public health and the healthcare industry;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees of The MetroHealth System thanks Vanessa Whiting for her service as a Trustee and for her commitment to MetroHealth's mission to bring health equity to everyone, regardless of their station in life, and wishes her well in all her future endeavors.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

May 2024

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR AFFIRMATION OF INFECTION PREVENTION &
CONTROL LEADERSHIP**

Recommendation

The Chief Quality & Safety Officer, the Chief Physician Executive, and the System Chief Nurse Executive recommend that The MetroHealth System affirm Dr. Amy Ray's leadership of MetroHealth's Infection Prevention & Control Program.

Background

Infection prevention and control are important areas of focus for all hospitals, including MetroHealth. Strong infection prevention and control programs assure quality and safety of care, improve patient outcomes, reduce risk for staff, and promote the broader health of the community. Accordingly, hospital accrediting bodies, including The Joint Commission (TJC), direct significant attention on ensuring the breadth and depth of hospital programs. TJC's requirements include confirmation that the hospital's governing body clearly indicate their support for the hospital's infection prevention and control program leadership.

Since 2019 – and through an international pandemic, Dr. Amy Ray has successfully led MetroHealth's Infection Prevention & Control Program. She currently serves as Vice President, Infection Prevention & Hospital Epidemiology. Dr. Ray is an Associate Professor at Case Western Reserve University School of Medicine and is board-certified in Internal Medicine and Infectious Disease. She also has a Master of Public Health from Case Western Reserve University. Dr. Ray has been practicing in Infectious Disease for over 20 years and serves on committees of several national infection prevention and epidemiology societies including the Infectious Diseases Society of America, Society of Healthcare Epidemiology of America, and the National Quality Forum.

**Affirmation of Infection Prevention and Control
Program Leadership at The MetroHealth System**

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System and the clinical, nursing, and administrative staff of the institution have maintained and supported an infection prevention and control program throughout MetroHealth's history;

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation, with the support of MetroHealth's medical staff and nursing leadership, to affirm its support of Dr. Amy Ray's leadership of MetroHealth's Infection Prevention & Control Program; and

WHEREAS, the Quality, Safety & Experience Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby affirms Dr. Amy Ray's leadership of the Infection Prevention & Control Program at MetroHealth.

AYES:

NAYS:

ABSENT:

ABSTAINED:

DATE:

**RECOMMENDATION TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
OF THE METROHEALTH SYSTEM
FOR APPROVAL OF A CLAIM SETTLEMENT**

Recommendation

The Senior Vice President, General Counsel recommends that The MetroHealth System approve the settlement of claim number 22-43-1022 in an amount not to exceed \$1,400,000 for The MetroHealth System, to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

Background

The Board has reviewed this claim with the General Counsel. This authorization does not admit liability in this claim but expressly denies the same, and the settlement is authorized only in compromise of a disputed matter. The underlying facts and other considerations have been previously discussed with the Board of Trustees.

Approval of a Claim Settlement

RESOLUTION XXXXX

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for the settlement of Claim No. 22-43-1022; and

WHEREAS, the Board of Trustees Quality, Safety and Experience Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE, BE IT RESOLVED, the Board of Trustees of The MetroHealth System hereby approves settlement of Claim No. 22-43-1022 in an amount not to exceed \$1,400,000 to be paid out of operations and to be submitted for reimbursement by Select Assurance Captive, LLC.

BE IT FURTHER RESOLVED, the President and Chief Executive Officer is hereby authorized to negotiate and execute agreements and other documents consistent with this resolution.

AYES:

NAYS:

ABSTAINED:

DATE:

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

- **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.



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

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



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.

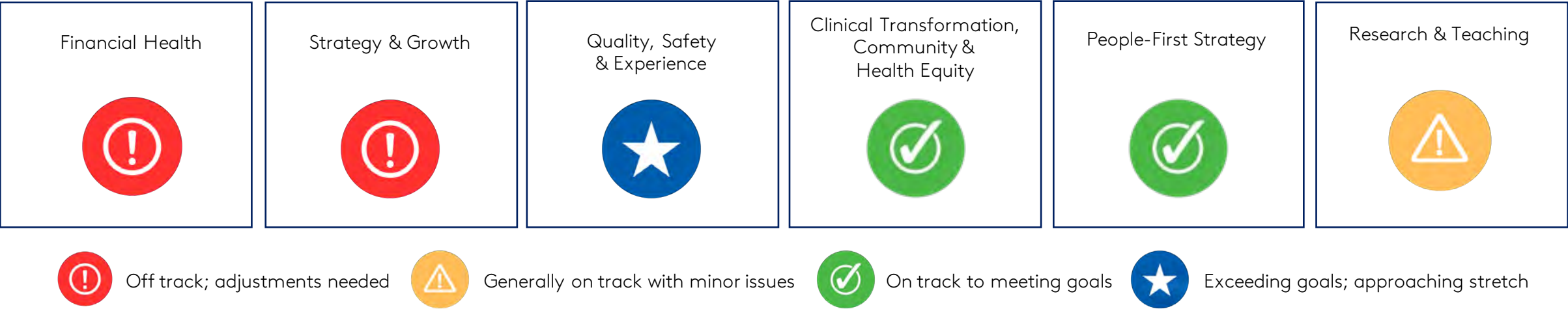
Accelerating Growth

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



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

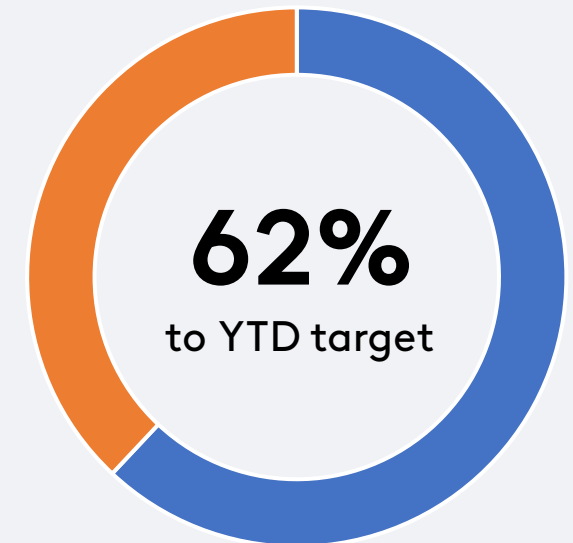
The Measure: EBIDA – Earnings Before Interest, Depreciation and Amortization – is a key performance indicator for an organization’s financial health.

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

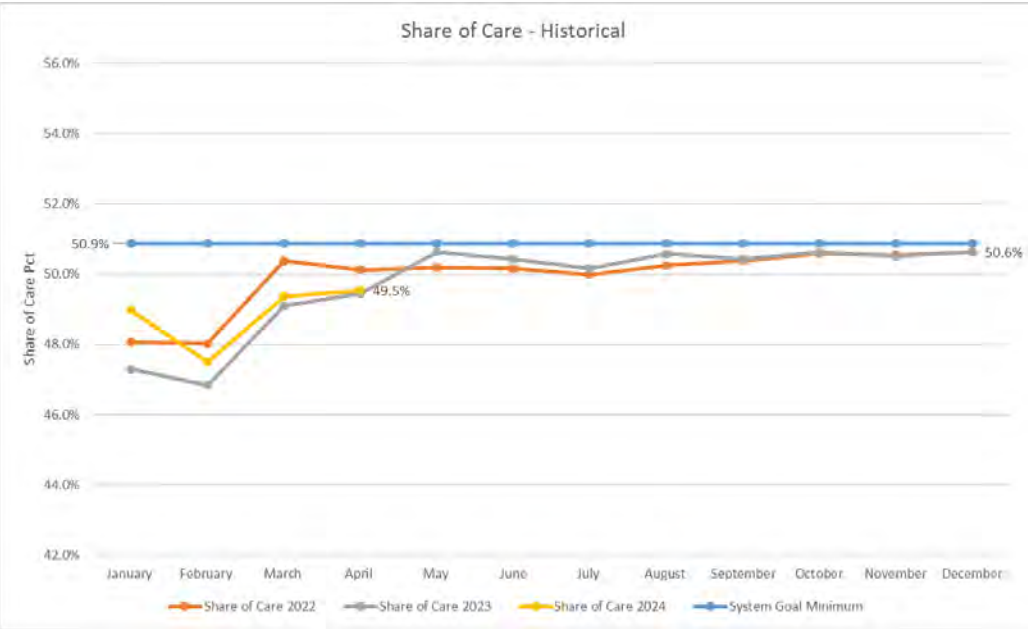
Off track; adjustments needed Generally on track; adjustments needed On track Exceeding goals, approaching stretch



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%	
TOTAL PATIENT POPULATION	179,383		175,372		330,388	\$ 750,190,093	\$ 371,708,047	49.5%	
	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%	
TOTAL PATIENT POPULATION	175,372		170,856		324,223	\$ 723,469,528	\$ 357,710,953	49.4%	
	2.6%								

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!





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

Goal Sponsor

Joseph Golob, MD



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.



MetroHealth
nurses **lead** here
metrohealth.org/careers



74
offers
accepted

40
Med-Surg
Hires

34
ED Hires

“

Why be a nurse
at MetroHealth?
You will be seen.
You will be heard.
You will be supported.

Rochelle Smith, RN
Director of Nursing



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%	0.05	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

Goal Sponsor
Nabil Chehade, MD
Charles Modlin, MD

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



MetroHealth

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 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?"](#)



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 for updates.



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

The following actions to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on April 30, 2024.
The Actions will then be reviewed by the Medical Executive Committee on May 10, 2024.

Resignations

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>End Date</i>
Alkrekshi, Akram, MD	Medicine	Hospital Medicine	4/21/2024-RL
Barnes, Erin, MD	PM&R		4/5/2024-RL
Claridge, Jeffrey, MD	Surgery	Trauma/Critical Care	4/4/2024-R
Garay, Jaime, LISW	Psychiatry	Social Work	4/25/2023-R
Imam, Ala, MD	Medicine	Gastroenterology	4/23/2024-CT
Mehech, Daniela, MD	PM&R		4/10/2024-RL
Nnorom, Moses, APRN-CNP	Geriatric Medicine		4/12/2024-R
Robbins, Nathaniel, MD	Pediatrics	Pediatric Cardiology	4/1/2024-R
Strom, Suzanne, MD	Anesthesiology		3/26/2024-R
Tamaki, Akina, MD	Otolaryngology		4/1/2024-R
Wapenski, Joseph, MD	Neurology		3/29/2024-R
Wills, Cheryl, MD	Psychiatry		3/27/2024-R

CC=Contract Complete, Fellowship Complete

R=Resigned

RL-Relocated

RT-Retired

ET-Employment Terminated

CT-Contract Terminated

The following Appointments to the MetroHealth System Medical Staff will be reviewed by the Credentials Committee on April 30, 2024. The appointments will then be reviewed and accepted by the Medical Executive Committee on May 10, 2024.

Active

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Obermire, Katherine, MD	Surgery	Vascular Surgery	5/1/2024
Pontau, James, Ph.D.	PM&R	Psychology	5/1/2024

Associate

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Brown, William, APRN-CNP	Surgery	Trauma/Burn/Critical Care	5/1/2024
Gelske, Jennifer, APRN-CNP	Anesthesiology	Pre-Surgical Testing	5/1/2024
Jackman, Tyler, PA-C	Emergency Medicine		5/1/2024
Kaur, Amandeep, APRN-CNP	Medicine	Cardiology	5/1/2024
Mossing, Emilee, PA-C	Surgery	Plastic Surgery	5/1/2024
Najjar, Mohamed, PA-C	Emergency Medicine		5/1/2024

Privileged Non-Member

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Gerasymchuk, Myroslav, MD	Radiology		5/1/2024
Jenks, Brendan, MD	Psychiatry		5/1/2024
Kwasnicka, Joshua, PA-C	Surgery	Trauma/Burn/Critical Care	5/1/2024
Langwasser, Christian, PA-C	Surgery	Trauma/Burn/Critical Care	5/1/2024
Lopez, Pedro-Jose, MD	Pediatrics	Pediatric Urology	5/1/2024
McKinney, Brandy, DNP, APRN-CNP	Psychiatry		5/1/2024
Moldes Larribas, Juan, MD	Pediatrics	Pediatric Urology	5/1/2024
Rose, Joseph, PA-C	Surgery	Trauma/Burn/Critical Care	5/1/2024
Shapiro, Boris, DO	Radiology		5/1/2024
Winer, Norton, MD	Neurology		5/1/2024

Non-Reviewable Clean List Files

<i>Name</i>	<i>Department</i>	<i>Division</i>	<i>Effective</i>
Barr, Stefanie, APRN-CNP	Family Medicine		5/1/2024
Kennedy, Dani, PA-C	Family Medicine		5/1/2024
Willner, Deborah, PA-C	Family Medicine		4/4/2024

Reappointment April 2024

<i>Name</i>	<i>Department</i>
Strong, Emily, MD	Medicine/Pediatrics

THE METROHEALTH SYSTEM
MEC Meetings 2024
WEBEX
April 12, 2024

CHAIRPERSON: Natalie Joseph, MD

CALLED TO ORDER: 7:00 am
ADJOURNED: 8:30 am

RECORDER: Trish Gallagher, CPCS, CPMSM

Members remote: Dr. Loeffler, Dr. Ardelt, Dr. Roy, Dr. Curley, Dr. Emerman, Dr. Crowe, Dr. Stepnick, Dr. Wiper, Dr. Gelles, Dr. Perzy, Dr. Campbell, Dr. Wilber, Dr. Tollinche, Dr. Crandall, Dr. Kelly, Dr. Joseph, Dr. Wilson, Dr. Krishnamurthy, Megan Flannery, Patricia Gallagher


Absent:




Guests: Robert Jones, MD and Angela Ranzini, MD-POCTUS; Hemalatha Senthilkumar, MD – A1C Project Overview

Executive Officers: NA



MEC Attendance
Sheet 4-12-24.xlsx

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
Call to Order	Dr. Joseph	Dr. Joseph opened the meeting with a welcome and overview of the agenda	N/A
Minutes of the Previous Meetings	MEC minutes, Credentialing Committee minutes and Medical Record Committee Minutes were reviewed and approved	 March 8 MEC Minutes.docx	
Medical Staff Appointments and Actions	All medical staff appointments and actions of the Medical Staff Credentials committee from March 27, 2024, were carefully reviewed by the Medical Executive Committee and approved.		Motion carries to approve. Present to BOT
Length of Stay Update	Michael Lewis, MD-Vice President, Hospital Division		

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
Emerging Leaders Presentation	Hemalatha Senthilkumar, MD – A1C Project	<p>Dr. Senthilkumar presented an overview of the project that she is working on and reviewed the in detail her project. Supplied with statistical data.</p>  <p>Process improvement DM pr</p>	
MD-POCTUS Update	Robert Jones, MD, and Angela Ranzini	<p>Dr. Jones provided an update regarding the discussions the committee has had and asked for the MEC's opinion on how they would like POCTUS Set-up. It is difficult to standardize.</p>	<p>Dr. Jones will regroup with Ang meet with Dr. Alexander and return to the MEC with recommendations.</p>
Open and Un-Cosigned Encounters	Dr. Loeffler	<p>Dr. Loeffler presented the findings and made a request of MEC to develop a task force to review the current policy and develop a refreshed draft. Volunteers for the committee are Dr. Joseph, Megan Flannery, Ellen Gelles, Kelly Andolek, Dr. Stepnick and Dr. Loeffler</p>  <p>Open and Un-cosigned Encou</p>  <p>Open and In-Cosigned Encour</p>	<p>Follow-on meetings to be set-up review the policy and begin working.</p>

ITEM	TITLE/PRESENTER	RECOMMENDATION/ACTIONS/MISCELLANEOUS COMMENTS	EVALUATION/ FOLLOW-UP
Meeting adjourned	Dr. Joseph	None	Complete

A Message from Natalie Joseph, MD, President, Medical Staff

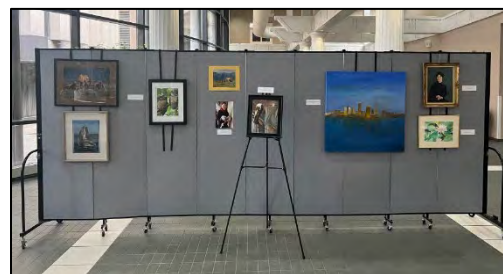


Greetings,

It's hard to believe we completed our first quarter of the year and are already through most of April.

What a busy first quarter!

- At the March 19 Medical Staff Meeting, we learned about important changes being implemented across the organization to continue on our path to clinical, academic and operational excellence; these changes will allow us to best serve our community.
- On February 27, we hosted a Wellness and Engagement event at Main Campus. The event showcased your colleagues' talents outside of their roles as caregivers through poetry, video, photography and paintings. Maintaining the wellness of our medical staff is important to us. We are seeking volunteers to work with our Wellbeing Committee to help create more opportunities. Please contact OPA@metrohealth.org if you are interested in joining or have ideas for other wellness events.
- At the Doctors Day celebration in March, we hosted a variety of local food vendors offering different cuisines. We came together, played a few games and gave away some great gifts. The evening promoted comradery, coming together as colleagues they haven't seen in a while plus giving an opportunity for our new staff to meet new friends. Enchanting conversations and laughing could be heard throughout Rammelkamp. Prizes include gift cards, free parking, lunch with MetroHealth President & CEO Airica Steed, Ed.D, RN, MBA, FACHE, and other exciting gifts.



Before we know it, the summer months will be upon us, including graduating residents and fellows.

On July 1, **Joseph Tagliaferro, DO**, will begin his new role as President Elect. Please take a moment to congratulate Dr. Tagliaferro!

I am asked all the time if there are committees of the Medical Staff to join and contribute to. Please email Trish Gallagher at pgallagher@metrohealth.org if you are interested in joining any of the following committees:

1. Engagement planning committee-responsible for planning two in-person meetings, a summer event and the medical staff holiday party.

2. A committee to choose the Medical Staff Excellence Awards, which are given to clinicians from each department annually.
3. A committee to choose, through nominations, the recipient of the Joseph Carter, MD, Kindness and Caring Award.
4. The Policy Committee-this committee will review new policies for the Medical Executive Committee before approval.

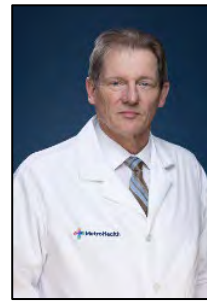
Lastly, I would like to give a warm welcome to our newest department chairpersons:



Marie Crandall, MD
Department of
Surgery



Richard Wilson, MD
Department of
Physical Medicine &
Rehabilitation



Roger Ove, MD, PhD
newly developing
Department of
Radiation and Oncology

Announcements

Brittingham Memorial Library Grant Program



The Brittingham Library's ongoing grant program has entered its second year, and to date has awarded over \$12,500 in grant funding. We had a record number of application submitted for the last quarter of 2023!

The Brittingham Memorial Library is again accepting applications for grants to fund programs, activities or educational acquisitions that will involve the Library in support of patient care, research, teaching, education and/or administration.

The grant program is part of the Library Board's efforts to grow awareness of the Library and its numerous uses, and has expanded to include funding for acquiring educational materials. Any MetroHealth employee in good standing may apply and submit proposals requesting up to \$5,000. Grant applications are reviewed on the first day of the last month of each quarter (March 1, June 1, September 1, December 1) with a one-year grant period. Apply for a grant today! Full details about the grant program are available in the "General Info" section of the Brittingham Library's MIV page.

Annual Campaign

The Brittingham Library's annual giving campaign is underway. Letters were sent out in early December with a campaign goal of \$10,000. Your generous contribution continues to be more important than ever. Your contributions and support provide the additional funding needed to continue and expand Library programs to create new initiatives.

Please help us reach our \$10,00 goal by donating today! You can send a check to the Brittingham Library or give online at metrohealth.org/education/library. Thank you for supporting us in this very important cause!

For additional information, please contact Laura Frater, Chief Librarian, at lfrater@metrohealth.org.

Patient Experience – Provider Communication Resources Effective provider communication is essential to the patient experience. Research has shown that an important link exists between patient-provider communication and health outcomes, diagnostic accuracy, patient involvement in decision-making, and likelihood of adherence. Our patient experience survey vendor, NRC Health, has resources available to help providers improve various aspects of communication, such as provider listen, provider explain, provider courtesy and respect. Short videos sharing best practices for communicating more effectively with patients are available at <https://fast.wistia.net/embed/channel/3th64art5i>.

MPED Updates The Medical Professional Education Department (MPED) is finalizing the 2023 EOY Outcomes Report that encapsulates all their educational activity from last year. A final report will be published both on the department's CME website within metrohealth.org and in their monthly CME Newsletter in the coming weeks. It will provide an update on all that the team accomplished not only from concept through implementation, but with discoveries made along the way! It will also offer MPEDs 2023 Performance Metrics – a statistical performance of all activities in tracking learners, events, sponsors and dollars raised in support of MetroHealth educational activity. Additionally, the 2023 Outcomes Report will also accompany a similar report from MPEDs Instructional Designer, offering analysis and survey results.

Message from Medical Staff Office

Please make sure you are updating your addresses, name changes or any demographic changes with the Medical Staff Office by contacting msocredentiaing@metrohealth.org.

For providers who work only for The MetroHealth System, please contact the Medical Staff Office to navigate renewing your DEA and using the Fee Exempt option. You will not be reimbursed for DEA; you must use the fee exempt option only.

Coffee with Counsel, held monthly, is an opportunity to ask our counsel questions about your clinical practice questions. The next session will be June 18 at noon.

New phone? Imprivata not working? Please come to the Medical Staff Office, now located in S1-233, South Building (old Pathology offices).

The Resource Lounge is open 24/7 for you. Located inside the Professional Affairs Office, you can find your Main Campus lab coats. Clinicians from other MetroHealth locations can leave their coats in the lounge; it's ID protected. While there, enjoy fresh fruit, coffee, tea, and more.

Spotlight: Lumina Imaging and Diagnostics



Lumina Imaging and Diagnostics is a MetroHealth venture dedicated to providing patients and providers with quick access to MRIs and CT scans at a time when MRI appointment access in hospital settings is six to eight weeks.

If you have a patient that can benefit from same-day or next-day imaging appointments with results read by MetroHealth radiologists within 24 hours, Lumina is an excellent option. And if your patient happens to be an employee with SkyCare coverage, prior authorization is waived, making immediate access a reality.

Since Lumina is a MetroHealth venture, you can easily refer patients to Lumina through Epic. You can do so by following the usual Epic direct referral workflow. While not required, if you want AVS summary notes to contain Lumina's direct contact information, simply enter Lumina Imaging (4) as the POS location and choose the patient's preferred Lumina site. Informing your patients Lumina is a MetroHealth entity with faster access and an imaging option you support will help increase awareness and utilization.

Lumina accepts all major commercial and Medicare insurance plans (including but not limited to Aetna, Anthem, Cigna, Medical Mutual and United). Lumina is not an enrolled Medicaid provider at this time.

Lumina's Medical Director, Vikas Jain, MD, is a long-time MetroHealth radiologist who also serves as Assistant Program Director of the Radiology Residency Program at MetroHealth. Under his leadership, Lumina is committed to being a resource for MetroHealth providers and patients.

Lumina provides patients with:

Speed: Appointments are available same-day/next-day with results read and shared within 24 hours by MetroHealth radiologists so patients and providers can move quickly to the patient's next stage of care.

Convenience: Lumina staff works with providers and insurance companies to make the pre-approval process easy. And with four locations in Northeast Ohio (Solon, Mentor, Medina and Westlake), patients can get fast care close to home. Parking is free, and the check-in process can be digital so patients move directly from their car to their test.

High Quality: Lumina utilizes new, hospital-grade equipment operated by highly trained staff, providing the clearest possible imaging.

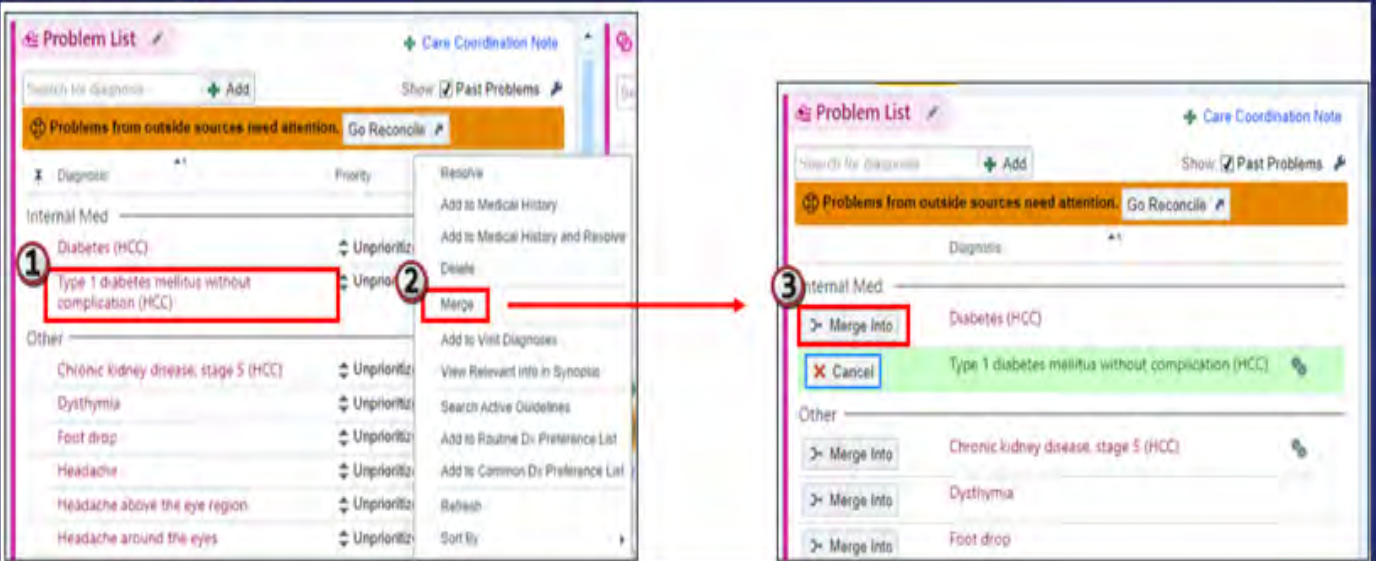
Low Cost: For all patients, but particularly for those with high-deductible insurance plans, Lumina's flat-rate pricing is transparent and affordable with no billing surprises.

Clinical Informatics Tip of the Month

Quick Tip

Merge problems to keep relevant documentation together:

1. Right click on the problem
2. Click Merge
3. Click Merge Info



The screenshot shows the 'Problem List' interface. In the first panel, a right-click context menu is open for 'Type 1 diabetes mellitus without complication (HCC)', with the 'Merge' option highlighted. A red arrow points to the second panel, which shows the 'Merge Info' dialog box with the 'Merge Info' button highlighted.

Clinicians in the Spotlight!

For a recent Thankful Thursday, a note of gratitude was shared regarding care provided by **Kara Konys, MD, OB/GYN**:

"I was well taken care of for my surgery. I felt comfortable and relaxed and had absolutely no issues. I was comfortable in the bed, which was warmed along with warmed blankets that felt amazing. I was given all the proper and clear instructions about the procedure and after care.

Dr. Konys was amazing, kind, and understanding, and listened to any concerns and comments I had. She has a friendly personality and took amazing care of me before and after the procedure, calling later in the night and the next day to check up on me.

I would absolutely recommend her and her team!"

MetroHealth is proud to partner with Radio One and WENZ-107.9 personality Matty Willz on a series called [Wellbeing Wednesdays](#). Initially designed to deepen the understanding of the mental health crisis facing our community, the series has evolved to include other topics that disproportionately impact minority communities.

This is just one of the many ways we're showcasing the clinical excellence of our caregivers. Recent appearances include: **Stacy Caldwell, PhD**, who discussed behavioral health and weight management and **Charles Modlin, MD**, who discussed the Men's Health Fair coming up April 27, 2024.

We Want to Hear from You

Here's how to reach us:

Natalie Joseph, MD,
President
njoseph@metrohealth.org

Christine Alexander Rager, MD
Past President
calexander@metrohealth.org

Trish Gallagher
Director, Professional Affairs
pgallagher@metrohealth.org

Office of Professional Affairs
OPA@metrohealth.org

Visit the Medical Staff MIV site
for information and policies.

If you have exciting news to share from your department, let us know. We want to publish it in our newsletter! Email the Office of Professional Affairs at OPA@metrohealth.org.



MetroHealth

Psych Crisis Center Expansion Plan

May 22, 2024

Agenda

Crisis Center Scope of Service

Impact to the Community

- Projected Volumes/patients served

Collaborating Organizations

- Funding Sources

Timelines

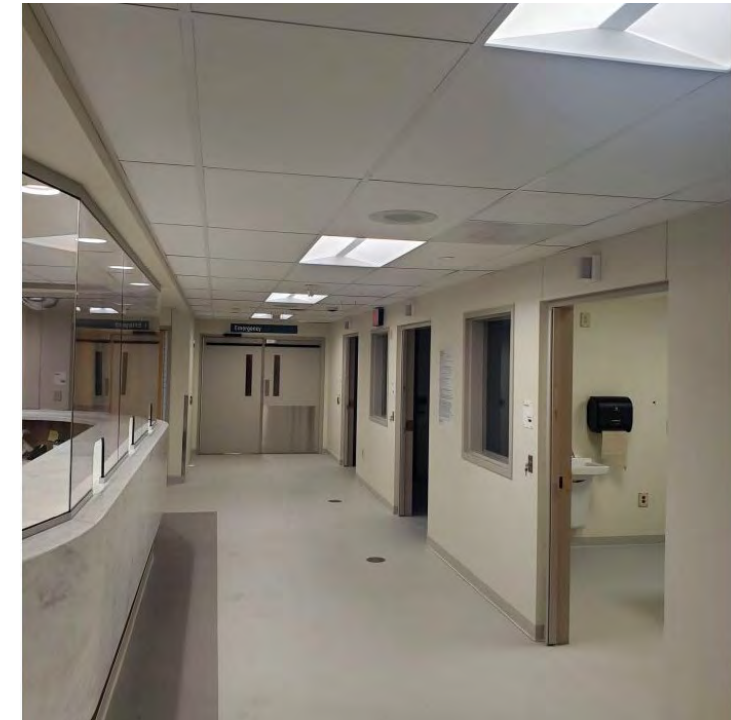
MetroHealth Behavioral Health: Growing a continuum encompassing Support, Crisis, and Stabilization



Crisis Center Services Model

Highlights

- Flexible front-door where individuals can present and be triaged for care
- Our first zone of care will involve intake, receiving, screening and triage, (Crisis Receiving)
- The second zone of care is where clients are assessed, observed, supported, and urgent needs are met (Crisis Receiving)
- Our third zone of care will include our highest acuity setting (e.g., Psychiatric Emergency Services), where those with the most severe symptoms (PED)
- Fourth Zone of Care is our Crisis Stabilization/Residential I Program
- Outpatient follow up care by Metro Outpatient BH or Recovery Resources or return to their community agency



Crisis Center Service Components



Crisis Receiving/Intake Unit

24/7 walk in service for BH urgent care, Assessment, Observation, Linkage to Services
TJC Accredited



Psych Emergency Services

24/7 Service for adults experiencing psychiatric emergency situations
Locked 10 bed unit
TJC Accredited



Crisis Stabilization Unit

Level I Residential Program (LOS not to exceed 14 days)
16 bed unit to provide additional stabilization, treatment and coordination for disposition.
NOT an inpatient facility
OhioMHAS Licensed
CARF Accredited

Crisis Center Operational Goals

Goals for the operational crisis center include:

- Connecting into and expanding the behavioral health service continuum in Northeast Ohio.
- Aligning with the needs and priorities of persons-served, providers, payers, policymakers and regulators by focusing on providing unduplicated services that are lower-cost, community-based, and aim to prevent and/or manage complex issues over time.

Benefits to the Community



A 24-hour crisis center in Cuyahoga County is critical for individuals and community organizations as it maximizes the resources available throughout the behavioral health continuum.



When a mental health or addiction emergency happens, the crisis center can provide immediate care followed by stabilization. Individuals can then be connected to ongoing treatment in their home community.



Community based agencies can use their expertise in ongoing care to avert additional crises, lessening the pressure across all systems—behavioral health, medical centers and law enforcement.



Promotion of the crisis center will also raise public awareness of all options available within the behavioral healthcare continuum.

Organizations Engaged in Project



Collaborative Effort between **ADAMHS Board, OhioMHAS and the MetroHealth System** to expand Psychiatric Crisis Emergency Services



Capital Funding via OhioMHAS Grant to ADAMHS Board
Capital Funding via ADAMHS Board



Operational Funding via ADAMHS Grant to Metro Health

Timeline



July 2024

Psychiatric Emergency Department at Cleveland Heights scheduled to open July 1st.

- Crisis ED servicing Children and Adolescents
- Crisis ED servicing Adults



Aug. 2025

Psychiatric Emergency Services and full continuum scheduled to open August of 2025 location TBD.

Ratification & Approval of The MetroHealth System Board of Trustees Authorizing Application For, And Receipt Of, Grant Funds from The American Rescue Plan Act Through The Ohio Department Of Mental Health And Addiction Services

RESOLUTION XXXXXX

WHEREAS, The MetroHealth System has applied to receive American Rescue Plan Act grant funding through the Ohio Department of Mental Health and Addiction Services under project number ARP-0006E, which will be used to renovate space within a MetroHealth facility, allowing the space to be used for the delivery of behavioral health services to the community (the “Grant Funding Opportunity”); and

WHEREAS, The MetroHealth System possesses the legal authority to apply for said funds or any other similar funds made available through the Ohio Department of Mental Health and Addiction Services.

NOW, THEREFORE, The MetroHealth System Board of Trustees hereby ratifies and authorizes its President and Chief Executive Officer, Chief Financial Officer, and/or Chief Operating Officer to act on behalf of The MetroHealth System to sign the official documents pertaining to this Grant Funding Opportunity.

AYES:	
NAYS:	
ABSENT:	
ABSTAINED:	
DATE:	





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