

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO TO THE
BOARD OF TRUSTEES
REGULAR MEETING OF JULY 22, 2015**

Executive



- MetroHealth mourns the loss of Mort November, who passed away July 12 at age 88. From the time Mort and his wife, Iris, made their first gift in 2010, they and their family have been dear friends and staunch supporters of MetroHealth and its mission. In July 2013, buoyed by a \$1.5 million donation by the November family – Mort and Iris November and Larry and Linda November – the \$23 million, 57,000-square-foot MetroHealth Middleburg Heights November Family Health Center opened. The Novembers' gift is one of the largest individual gifts in the history of the MetroHealth Foundation. The MetroHealth community extends its sympathy to the November family.
- Hundreds of community members turned out to celebrate the grand opening of the new MetroHealth Brunswick Health Center on Saturday, July 11. Located at 1299 Industrial Parkway North, the health center offers ExpressCare, Pediatrics, and referral services
- Employee town halls were conducted on Thursday and Friday, July 16 and 17. Employees were updated on the service lines, MAGNET and Joint Commission visits, the new advertising campaign, and second quarter financials.
- MetroHealth has been invited by Mayor Jackson to attend a meeting with Council President Kelly to address infant mortality. The meeting is confirmed for July 24th.
- Representing MetroHealth, Dr. Boutros was named recipient of Northeast Ohio's E&Y Entrepreneur of the Year Award for Community Impact, and is one of the 300 nominees for Modern Healthcare's 100 Most Influential People.
- Senior leadership and the Chief of Staff Search Committee have participated in interviews of a number of Chief of Staff Candidates over the last several weeks; this process is coming to a conclusion with the naming of Chief of Staff, Michael Stern.

Business Development

- State Road Family Practice and August Health Services joined MetroHealth on 7/15/2015.
- Retail express care clinics are in development with the first opening expected in early August.

Ebola/Emerging Diseases Update

- MetroHealth submitted a 25-page report to the Ohio Department of Health describing our preparations and status as an Ebola Treatment Center. The Ohio Department of Health intends to follow this up with a site visit to evaluate our capabilities. The only outstanding items are a regional transportation plan for Ebola patients and regional process for managing the bodies of deceased.
- OSHA sent three surveyors to MetroHealth to review the processes in place to protect health care workers from harm while caring for patients with Ebola and other serious infectious diseases. They examined our processes from transport to the hospital, care in the ED, transport to the Ebola Treatment Center, management of patients on a day-to-day basis, and management of laboratory specimens. They were very impressed with our practices and processes and labeled a number of things as best practices. They made a few suggestions for improvements, but overall it was an excellent review and they were quite complimentary of the care the patients received.

DYAD

- The Dyad did extensive work with the Finance Department to establish budgeting principles for the Service Lines. Included in this work was a first pass at mapping and assigning each physician to a Service Line.
- The COO worked with Pamela Ziss on a coaching proposal for each of the seven Service Line Dyads.
- The Dyad participated in a review and strategy session with regard to the Dental Department. The review included location and the need for operatories' efficiency and effectiveness.
- An offer letter was sent out for the Administrator position of the Neuro-Musculoskeletal Service Line. We fully expect the offer to be accepted which would leave only one open Leadership position.
- Dr. Connors represented MetroHealth Medical Center at a meeting to prepare for healthcare issues during the National Republican Convention. There were representatives from MetroHealth, the Cleveland Clinic, University Hospitals, Sisters of Charity Hospital, the Cleveland Health Department, the County Health Department, and City EMS.
- The search firm will present candidates for the Chief Clinical Officer position to the Chief Clinical Officer Search Committee.
- Implementation of the service line operating structure continues on pace. The Lewis/Connors Dyad has been working with principle players to clarify roles, job descriptions, responsibilities and decision rights among the department chairs, the service line dyads and the site and inpatient operations leadership.
- In June 2015, the Ambulatory Network welcomed 48,790 patient visits; 2.5% favorable to budget and 8.2% favorable to prior year.
- Primary Care Services welcomed 36,357 patient visits; 5.6% favorable to prior year.
- Express Care Clinics across the network were a combined 1% (+59 visits) favorable to budget and were up 14.3% over prior year volumes.
- Family Medicine Main Campus scheduled over 300 patients in one day for the first time. The clinic usually sees between 225 and 250 per day.
- The Brunswick Health Center scored 100% on the ODH Survey for Nursing Administration of Vaccines.
- The Brunswick Health Center had their first infusion patient. The patient responded well and was stable. Follow-up infusions in two and four week intervals have been scheduled.

Campus Transformation

- Contractors are mobilizing and perimeter site work improvements have begun on the CCP Vertical Expansion. Parking at the SouthPoint Garage was converted to employee-only parking to improve public pedestrian pathways around the CCP. Delivery and erection of the large crane for steel erection commenced the week of July 13.
- The Pharmacy improvements at main campus include the OPP 2 Retail Pharmacy (Phase 2) Construction, which was completed on June 26; the Towers Fifth and Second Floors (NICU) Pharmacies were completed on July 3.
- Phase 1 of the ED Renovation project has been completed and Phase 2 commenced the week of July 10.
- At the main campus, 11B dialysis modifications began the week of July 10. The 9C dialysis suites will be renovated upon temporary relocation of dialysis services to 11B. The Special Disease Care Unit (SDCU) is in progress with a completion planned July 31. Phase 1 of the Protective Services expansion and renovation is scheduled for completion mid-July, with the balance of renovations to be completed by September. Fire suppression at the existing helipad design is in progress, with the work to be completed in November. Roof repairs to the Towers and Core Buildings are scheduled to commence by mid-August, with completion planned for late October.
- The Westlake Crocker Park Health Center Facility opened its doors to the public on Monday, July 10.

Patient Experience

- Data from MetroHealth's first annual ACO-CAHPS survey were analyzed and presented to the BOT Patient Experience Committee and the ACO governing board. Historical and current results from our organization-wide patient experience surveys were loaded into the new Epic Cogito Data Warehouse platform, which allows patient experience outcomes to be analyzed using more advanced methods. Data validation is underway.
- Purposeful Hourly Rounding continues to be integrated throughout the inpatient units. The implementation plan includes conducting small group simulation classes with front-line nursing staff and unit-focused observation and coaching.
- Eight nurses have joined the Nursing CARE program as Patient Experience Champions. These nurses have extensive additional training in patient experience concepts and are now creating unit goals and objectives for participating in improvement projects
- The Dancing Wheels Company featuring Demarco Sleeper and Tanya Ewell, both of whom are former MetroHealth trauma patients, performed at MetroHealth. This summer, Dancing Wheels will launch its 35th anniversary season as the 25th Anniversary of the Americans with Disabilities Act is celebrated.
- Visiting community artists began working with inpatient rehabilitation patients at the Old Brooklyn Campus. Two artists will visit each month (one visual and one performing) engaging patients in arts activities and workshops for expressive and therapeutic purposes. Visual artist Peggy Wertheim was the first and created silk paintings with patients and family members.
- Our music program expanded as we presented The Second Winds (flute quartet), The Zach Resnick Trio (Jazz) during lunch, and the K Street Trio for the annual employee picnic.
- More than 80 high school and college students are participating in the Summer Student Volunteer Program. The volunteers are placed at many different locations and are providing assistance in areas including Child Life, the Aamoth Family Pediatric Wellness Center, the Emergency Department, and PM&R.

Finance

- ICD-10 claims testing continued with the payers, including Medical Mutual of Ohio, Molina and SummaCare, with results anticipated in July.
- Enrollment on Wheels RV participated in 20 events, servicing 75 community members in June. 10 events were on the eastside and 10 events on the westside. This also continued partnering with Cuyahoga County to assist them with the Medicaid Redetermination Program.
- The finance team has been working on data validation for our new labor analytics tool, Kronos Workforce Analytics. We have validated that the department's labor effort correlates to the billed units of service we are measuring. This enables departments with variable labor to review departmental productivity on a daily basis.
- The 2016 Capital budget process kicked off June 17 with an initial due date for submissions of July 13. We are targeting a routine capital commitment of \$10 million. This amount is in line with our overall goal of preserving capital dollars for our system transformation and strategic initiatives.
- In preparation for TeamStepps implementation, approximately 25 Finance professionals became TeamStepps trainers. These professionals have selected the core areas to focus Finance TeamStepps training, based on our survey results. Training is expected to begin in six weeks for the 350 Finance professionals.

Department of Integration and Transformation (DoIT)

- Dr. Rehan Waheed was named Senior Director – Results Management Office (RMO), and will focus on building out the department structure over the near term. The RMO will enable MetroHealth to effectively prioritize program initiatives, optimize internal resources, enhance delivery on stakeholder expectations, reduce the risk of project failure, and improve return of investments.
- The Center for Disruptive and Radical Experimentation (DARE) has been tasked with creating the plan for executive coaching for service line Dyad leaders using internal and external coaching and begin execution.
- With its Senior Director now in place, the Department of Operational Research and Analytics (DORA) has transitioned to building out its internal management team's structure, function, roles and responsibilities. DORA also continues to work closely with the service line Dyads in the development of a comprehensive reporting package to support the institution's operational transition to service line management.

Community Events

- Human Resources participated in Safety Day at Laura's Home, a battered women/children's shelter.
- MetroHealthy participated in three mini fairs at satellite locations, screening 72 employees. In addition, "Hallway Outreach" at the main campus was conducted on 6/16 and 6/24 – screening an additional 109 employees.
- Screening events were held at the Brecksville Center for Human Services and Middleburg Heights Community Center; 88 total screenings were done.
- Lee-Harvard Health Center, in partnership with Caring Individuals – Stepping Out Against Breast Cancer and the MetroHealth BREAST/Amigas Program, held a health fair on June 20 at Lee Harvard. Over 200 people attended and over 200 health screenings were completed.
- Broadway Health Center held a "Readiness for Immunizations" session and the Morris Black Place, Cleveland "Study on the Effects of Chronic Stress" Senior Forum was held.
- On June 18, an Employee and Community Wellness Fair was held at the First Energy Company in Cleveland.

Government Relations

- Loren Anthes was a Poster Presenter for the America's Essential Hospitals' 2015 Annual Conference. His presentation focused on MetroHealth's School Health Program and larger state policy related to school health as the Vice President of the Ohio School Based Health Alliance Board.
- The State of Ohio passed its biennial budget which included a significant policy change to Ohio Revised Code 339, which governs county hospitals and the delivery of paramedic medicine. The 339 policy change will allow MetroHealth, for the first time in its history, to diversify its investments and significantly bolster its operating margin with investment income. The second effort, known as Community Paramedicine, will allow paramedics to provide primary care medicine and give them the ability to deliver care without necessitating a transport to the hospital.
- Dr. Joan Papp participated in the federal Food and Drug Administration's Exploring Naloxone Uptake and Use public meeting on July 2 in Silver Spring, Maryland. She discussed the role of MetroHealth's Project DAWN in advancing public and private partnerships to shape health policy, community education and treatment services to manage the opioid epidemic in Northeast Ohio. Leadership representing the departments of justice, public health, veterans affairs, substance abuse, and mental health were in attendance at the meeting.
- The MetroHealth government relations department is organizing a community celebration in support of the 50th anniversary of Medicare and Medicaid becoming law. The event will take place on Friday, July 31 from 2:30p.m. - 4:00 p.m. in the Rammelkamp Atrium area. Area hospitals are co-hosting the celebration, which will feature remarks by patients, providers, and advocates impacted by the Medicare and Medicaid programs. Representative Marcy Kaptur is scheduled to provide opening remarks for the event.

Nursing

- Our nurses continue to develop innovative solutions to improve quality of care and the patient experience: 35% of the 105 project submissions for Think Tank had nurses on the team. Of the six final projects, three had all nursing teams. All three were selected to be funded: The Mother Nurture Project, SANE Unit, and MH RTA Line.
- 25 nurses had articles or chapters in 17 publications during the first half of 2015. Mavis Bechtle had a research article published in the *Nursing Economics* journal entitled APN incentives and organizational outcomes. Melissa Kline, VP of Nursing & Associate CNO, had an article published in the *Nurse Education Perspectives* Journal entitled Motivators, Benefits, and Supportive Measures to completing BSN degrees. Nine presentations/posters were presented at four conferences during the first half of 2015. At least seven additional presentations/posters will be presented at multiple conferences in the second half of this year. Molly McNett, PhD, Director of Nursing Research, is a well-known national speaker, researcher, and expert in nursing care of the neuroscience patient and has been involved in the development of APRN training for our NSICU.
- Several nurses have been recognized for their excellence and commitment to patient care. Ten nurses were recognized with Nurses Excellence Awards during Nurses Week, and more than 150 were nominated by their peers and other MetroHealth staff. Barb Ruda, a nurse in Cancer Care, was recognized with the Values-in-Action Foundation/Hero Behind the Scene/Project Love honoree; John Singleton, Flight Nurse Specialist, received The University of Akron's School of Nursing Distinguished Alumni Award; Bernadette Bogdas, Nurse Practitioner, was the recipient of the Maggie Kubovchik Award, recognizing outstanding leadership, and clinical excellence as an Advanced Practice Nurse; and Brian Carr, Nurse Manager of Life Flight, was recognized in Faces of Caring, Cleveland Magazine's annual recognition of northeast Ohio nurses.

Information Technology

- The MetroHealth System is being recognized on The 2015 Most Wired™ Hospitals and Health Systems list; it is the only health care system in Greater Cleveland to make an appearance for two consecutive years.
- ICD-10 update testing continues to go well, all systems have been updated/patched, and we received news that one vendor Optimus (EMR-Long Term Care) will need another patch before the October deadline.
- IT has been developing a Unified Communication Approach (Phone System, AV Setup, Data Closets, Microsoft Office 365, SharePoint) to replace the existing phone system/platform which is over 25 years old.
- The MetroHealth System became the first Epic customer in the US/world to sign up to join Epic's Research Data Network. The Research Data Network creates the technical and non-technical infrastructure for all interested Epic customers to share electronic health record data for research among over 150 million patients represented in Epic's electronic health record systems around the world.

Marketing & Communications

- The second phase of our advertising campaign "Here" launched July 6 and will run through November. In addition to the TV, radio and on-line campaign, we introduced our brand platform to internal audiences using a series of audio, video and printed materials. These materials cover everything from a clear, concise definition of the brand platforms for both MetroHealth, a 57-page guide to visual, brand language and tone and a brand "manifesto" that gives fuller expression and understanding of our brand.
- Our community health advocates each received approval and funding for a community-based project created to respond to a health need expressed by residents in that community. In addition, the team has been selected to participate in a Robert Wood Johnson project that coaches the team on how to advance community health improvement efforts. Projects that were approved include:
 - ✓ *Falls Prevention Project* will teach seniors to avoid falls, the leading cause of fatal and non-fatal injuries in people 65 age and older.
 - ✓ MetroHealth will work with local growers and chefs to offer healthy foods and recipes to local residents and our patients. The first phase of this project will be the "*MetroHealth Farm Stand*," which was a Think Tank finalist project.
 - ✓ Create a healthier and more engaged community in a public housing project that is home to seniors and people of all ages with disabilities. The project will help residents live healthier lives and impact social connectedness and social isolation, which are factors that impact health.
 - ✓ "*Let the Youth Lead the Way*" will identify and build coalitions to reduce one high-risk behavior in adolescents. The project will connect disaffected youth with small local business owners and adults, and include mentoring .
- MetroHealth's sponsorship guidelines have been revised to more closely align with our mission and priorities in the community. This month, we are notifying all of the organizations who sought funding from us in the last several years that we will only fund truly philanthropic projects in four categories: health, community, diversity and inclusion, and education/CMSD. We will also make grants in the fourth quarter of this year for all of next year. New applications and guidelines are available on our website.

Human Resources

- Transitioned Protective Services middle management structure to enable culture change within the Sergeant level of first-line supervision, creating a patient-focused, values-driven leadership team.
- Partnered with the Ohio Peace Officers Training Academy and Cuyahoga Community College Criminal Justice Training Center for officer certification and firearms compliance training to be completed in 2015.
- Completed one month of the new officer engagement program, providing immediate feedback and measurable data of officer daily interactions in five categories: Cops interaction support services, Cops interaction medical staff, Cops interaction follow up of incident, Cops interaction administration, and Cops interaction smoking policy.
- Worked directly with nursing supervision to address issues within specified high-action areas, ex: Trauma floors, to bring mutual needs to light while working as one team to solve issues of concern.
- Priority one call responses continue to be answered within three minutes.
- Collaborating with MetroHealth Legal Department to reduce risk by improving current practices regarding internal investigations and coordinating MetroHealth investigations with police investigations.
- Career Development Workshops: The 2nd Cohort of four MetroHealth employees have completed all six of the workshops in this series. Fall cohorts are being planned now.
- NewBridge Partnership: Training Plan has been completed for those students wishing to work as either an STNA or CCP.
- Launch of LEAP, the system-wide online learning tool (**L**earning, **E**ngagement and **P**erformance) is complete.
- Facilitated the onboarding of 150 New Residents for New Resident Orientation.

Foundation and System Philanthropy

- The Joyce M. Stielau and Herbert W. Stielau Foundation made a generous gift of \$150,000 in support of MetroHealth's Critical Care Pavilion expansion. During her life, Joyce was actively involved at MetroHealth, serving as a volunteer for nearly 15 years.
- The U.S. Department of Health and Human Services, through the Health Resources and Services Administration, awarded \$1.63 million over five years for a project entitled, *Better Care for Older Adults through Education and Practice Transformation*. Under the leadership of Dr. James Campbell, this program will provide geriatric care education and skills to entire primary care practices.
- The United Way of Greater Cleveland has continued its support of the School Health program with a grant of \$73,500, bringing the organization's support to nearly \$150,000.
- Larry and Donna Nowak hosted a reception at their home for 60 of their friends and colleagues on July 8. Dr. Boutros, Walter Jones and Dr. Brendan Patterson provided guests with an update on MetroHealth and the Nowaks concluded the evening by presenting MetroHealth with a generous gift.