

**THE MIETROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO TO THE
BOARD OF TRUSTEES
REGULAR MEETING OF DECEMBER 16, 2015**

Executive

- The Joint Commission completed an 8-surveyor, 5-day unscheduled survey of The MetroHealth System during the week of November 16, 2015. A final report which identified Opportunities for Improvement, but no condition-level deficiencies, was issued. I would describe the overall final survey results as excellent. Surveyors identified many outstanding practices and acknowledged our commitment and service to the community.
- The Joint Commission survey, however, identified an issue of significant concern to leadership – the presence on many clinical protocols outside the medical record and without associated order sets. Once identified, we took immediate action and are quickly vetting all clinical protocols.
- On October 29, Dr. Boutros appeared before the Cuyahoga County Council to present our operating and capital budgets and request for support from the HHS levy funds, which has been \$40 million/year for 2014 and 2015. MetroHealth agreed to a request from the County Executive to accept a 19% cut in support going forward, based on the commitment of the County Executive and Council to partner with MetroHealth and raise funds for the campus transformation by the end of 2016.
- In November, the Board of Trustees received a preview of the strategic plan, which provided an opportunity to weigh in on the ongoing discussion. The final plan is on track to be available in mid-January, 2016.
- The senior executive team has developed a Performance Enhancement Program (“PEP”) in conjunction with The Advisory Board Company, and launched it in mid-November. The 7 “PEP” projects have a system income improvement opportunity of more than \$7 million.
- In a special promotion for employees with MetroHealth’s Pharmacy Plan, copays have been waived (including meds scheduled for Home Delivery) from Thanksgiving to New Year’s Day. It’s our way of thanking employees for their loyalty and introducing them to our new and improved system that is more efficient and patient friendly.
- The Network Service Center has grown rapidly over the last five years. We hired Jennifer Fragapane, former Executive Director - Patient & Provider Relations at Cleveland Clinic to lead the team and develop new redefined market strategy.
- Campus Transformation Executive Committee completed a retreat with HKS to develop finalize design imperatives for the Campus Transformation.
- In response to Mayor Frank Jackson call for collaboration among the hospital systems on trauma, Dr. Connors met with the Chief Medical Officers of the other three hospital systems to work together to enhance coordination and collaboration and achieve excellent outcomes for trauma patients.
- The MetroHealth System continues to experience a smooth ICD-10 transition and is providing ongoing ICD-10 education and coding reviews, as well as computer-assisted coding technology to support our providers and coding staff with extensive changes.
- The Greater Cleveland Film Commission (CFC) screened the film “My First Miracle” with a portion of the proceeds from the screening donated to MetroHealth’s Cancer Care Family Community Room. The film was produced by Legendary Tribe Center Fielder Kenny Lofton.
- MHPD officers participated in the annual "Fall Harvest Party" at the Prentiss Center and “Trunk or Treat” safe Halloween event at the Cuyahoga County Justice Center.
- Enrollment on Wheels RV participated in 13 events, servicing 76 community members in November. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid

Redetermination Program; from January-November 2015, we rendered 1,908 services to our community, seeing 1,176 members within the RV.

Chief of Staff

- *Pathways to Caring* launched in November with an introductory video that featured employees throughout The MetroHealth System. Managers will show the video to introduce the program in November and December. The first interactive lesson is scheduled for January 2016.
- The Office of Patient Experience was featured as a Profile of Change on the Institute for Patient- and Family-Centered Care website. The Patient and Family Advisory program was especially highlighted.
- Six members of the Berea-Midpark High School National Honor Society began a new volunteer initiative to read to children waiting for appointments at MetroHealth Middleburg Heights November Family Health Center.
- The Cleveland Ballet performed with Cleveland Orchestra violinist Alexandra Preucil for patients, families, staff and 3rd grade students from Walton School, a School Health Program partner school.
- Our fall partnership with the Cleveland Print Room culminated with a gallery show by Chilean visual artist and Cleveland Foundation Creative Fusion International Arts-in-Residence, Adolfo Bimer. His works included in-school visual art workshops, student artwork showcased at Bimer's gallery show and Bimer's show, SCANS, a statement on American Gun Culture, featured re-imagined, de-identified CT brain scans of gunshot victims.
- MetroHealth's Pharmacy Operations Team expanded hours for all of our retail pharmacy sites. We now provide evening and weekend hours so that patients and employees have access to our pharmacy services at more convenient times.
- MetroHealth's Department of Radiology expanded its service hours into the evening at the Middleburg Heights November Family Health Center.
- The MetroHealth Veterans ERG once again hosted a Veterans Day Breakfast and Program to honor colleagues who are Veterans and/or who have loved ones who are either Veterans or currently serving. Approximately 18 employees are currently serving in the Armed Forces and 28 employees have served.
- Emergency Management conducted a full-scale exercise with Cleveland Hopkins Airport with an influx of mass casualty patients and improved performance with creating a labor pool.
- The department of Public Safety completed a system-wide evaluation of all ambulatory site police and protective services needs with the final analysis identifying crime trends at each site utilizing CrimeCast scores, current FTE utilization and cost. This will assist us in future deployment as we open more offsite locations.

Ebola/Emerging Diseases Update

- The Ohio Department of Health completed their evaluation of our Ebola Treatment Center and were very pleased with the processes we have in place to protect our patients and employees. They reviewed the plans for the new Special Disease Care Unit in the CCP and were impressed with our facility.

System Dyad

- The Dyad attended a session set up by our Strategy Team to develop a relationship with an LTAC unit that would help serve our patient needs and help improve our throughput issues.
- The senior executive team met with the Advisory Board and their experts to discuss our approach to developing a strategy to prepare us for the changes we need to make to be successful in a population health environment.

- We are in the midst of interviewing candidates for the Chair of Neurosurgery. Both the search committee and Dr. Connors are happy with the quality of the candidates presented and are hopeful that we will soon have a strong candidate for the Chair of Neurosurgery position.
- Middleburg Heights Health Center visit volumes were favorable by 12.8% or 1,028 visits.
- Westlake Crocker Park was favorable by 27.7% or 615 visits.
- Cuyahoga County Correctional Facility prepared for their NCCCHC recertification and expanded medical services to the Euclid Correctional Facility.
- The Outpatient Pavilion and OBC Behavioral Health established a satellite flu clinic and serviced more than 300 walk-in patients.
- With a 27% increase in surgical cases starting on time, select providers in perioperative services changed the first-case start time of their surgeries to 7:15 and 7:35am. The department also developed a standardization initiative within Anesthesiology to look at variation in practice. They are hoping to create more access, standardize processes, and create a more efficient throughput, creating a better patient and provider experience while also reducing costs.
- Construction has begun on the Cancer Center Healing Garden. The Healing Garden will provide a retreat for patients and family members during their time at the MetroHealth Cancer Care Center.

Service Line Updates

- A total of 28 Service Line support positions were posted as part of the restructuring. Positions for the Ambulatory Network as well as the Centers were posted, and we are currently at the point of making job offers (majority being made to internal candidates, supplemented by outside applicants). With the award of these positions, we will go into the new year with our management teams in place.
- The Trauma, Critical Care, and Burns Service Line is working diligently to secure regional partnerships, as well as widely educate all stakeholders on the performance of our Level 1 Trauma throughout the county. The Service Line is focused on a series of new programs to improve operational performance and continue the achievements made through NOTS for residents of the county and region.
- The Specialty Care Service Line worked with the Chairman of Dermatology, Marketing & Communications and administrative leadership to remove the referral requirement to allow direct access to the specialty for improved access to Dermatology services. Visits in October were up 7%.
- The Specialty Care Service Line met with the project team from Think Tank to discuss opportunities to include integrative care in future center development regarding Wellness/Complementary and Alternative Medicine.
- The Specialty Service Line collaborated with teams in Specialty Care, Cancer Care, Family Care and Essential Services to develop the framework for improved processes to expedite assessment and treatment of solitary lung nodules.
- The Surgery Service Line is working on deployment plans and procedural lists for Big Creek and Lyndhurst. They are also working on development plans for the Eye Service including the Independence location.
- Dyad Administrator Jill Murphy is creating a hand-off plan for Neurology & Orthopedics including the Arthroplasty Program, hiring advanced practice providers, contract negotiations and onboarding Dr. Justin Mistovich.
- The Heart & Vascular Service Line and the Department of Radiology are working collaboratively to operationalize a unique service for our patients. Our physician leaders established new medical diagnostic techniques for interpreting a patient's risk of heart attack on the level of calcium build up in their arteries. Using our CT scanner with cardiac scanning capabilities, patients will be diagnosed and if needed sent directly for a cardiology appointment.
- The Family Care Service Line is working on hiring center administrators, strategic planning for deployment and visits to the satellites to introduce the new management team.

Nursing

- During 2015, the Nursing Enterprise and nursing staff received recognition of their outstanding patient care and contributions to the nursing profession from several different organizations. This is especially commendable as we had multiple regulatory surveys, especially during the last half of the year:
 - **Ohio's American Association of Nurse Practitioner's Advocate State Award for Excellence (2016)** was awarded to Sandy Wright Esber, CNP, Director-Advanced Practice Nursing - The Advocate State Award for Excellence is given annually to an outstanding Nurse Practitioner who has made a significant contribution toward increasing awareness and acceptance of Nurse Practitioners;
 - **2015 University of Akron School of Nursing Distinguished Alum Award** was made to John Singleton, RN, Flight Nurse Specialist;
 - **2015 Ohio March of Dimes Nurse of the Year Award** had 10 Nominees from MH;
 - **Cleveland Magazine's Heroes Behind the Scenes Award** went to Barb Ruda, RN, Cancer Care - The Cleveland Magazine selected and recognized members of the community who "work diligently to create a kind and productive workplace and community."
 - **Magnet:** Nursing received our 3rd designation with an unprecedented six exemplars during our recent survey. Our designation will be announced and celebrated at the 2016 Magnet conference, to which we will be sending some of our nurses to experience that event. The Nursing Enterprise extends their gratitude to the Board of Trustees and the Executive Team for their support during the Magnet Journey by giving each a pin recognizing your ongoing support and designating you as a Friend of Nursing at MetroHealth.

Campus Transformation

- The Transformation Executive Team continues to work on the development, refinement and cost-modeling for the West 25th Street plan. There is a strong focus on the Experience Planning and Operational Simulation efforts.
- CCP Vertical Expansion: Concrete slab placements were completed for all floors; base roofing completed; building enclosed for start of exterior masonry and curtain wall; interior wall framing commenced; MEP ductwork and piping in process; elevator renovations in process; headwall and above-ceiling mechanical rack pre-fabrication continues.
- Brecksville Health Center: Emergency generator has been placed; exterior masonry is 20% complete; first course of asphalt pavement is placed; interior concrete slabs complete; HVAC ductwork started; exterior wall framing 70% complete; roofing 60% complete; retention basins complete; ODOT has deferred the start of the I-77 interchange and Rt. 82 road-widening project to spring 2016.
- The ED Renovation project: Phase 2, including new security enhancements and a new registration desk has been completed; the final phase will be completed in March.
- Towers roof repairs: Core 'A', Towers 'B' and 'C' and Scott Auditorium are completed.
- OPP Cancer Care Healing Garden – First phase in plaza commenced. Second phase to start in spring 2016.

Finance

- Labor analytics tool, Kronos Workforce Analytics, is in production. We have revised departmental targets to reflect the most efficient 6 pay period results achieved in the previous 12 months.
- The refinancing of Series 2005 Variable Rate Demand Bonds with the Series 2015 debt (a variable-rate private placement with PNC Bank) is scheduled to be closed and funded on December 1.
- Interim fieldwork for the 2015 financial statement audit, conducted by our audit partner RSM (formerly McGladrey), began in mid-October and completed in mid-November. No issues or concerns were brought to the attention of management.

- RSM will attend the December Audit Committee to present their 2015 audit plan and required communications.
- MetroHealth and Anthem have entered into a unique collaboration for a Health Insurance Exchange HMO Product. As the preferred provider for the greater Cleveland region for this competitive focused offering, named the Pathway HMO and Pathway X HMO Network Plans, we are available to individuals both on and off exchange.

Department of Integration and Transformation (DoIT)

- Six Conversations, a tool used to transform conversations, was delivered to over 300 Finance, IT, MH Select, and DoIT professionals in the CFO quarterly Town Hall meeting on November 6, 2015.
- The Department of Operational Research and Analytics (DORA) continues to be focused on ‘super-user’ training for the Advisory Board software tools, in preparation for the Performance Enhancement Program (“PEP”) launch. DORA members will support all 7 “PEP” pillars from an analytics standpoint.
- DORA has begun execution of a strategy to advance MHS’s data analytics capabilities. This strategy will yield a singular data warehouse for reporting, vastly improve data governance and will place MetroHealth on a trajectory for better data-driven decision making for the future.
- The senior leaders of DoIT are beginning a “DoIT on Location” series, which commences in mid-December at the Middleburg Health Center. This outreach program will promote visibility of the team's functions and priorities and provide a forum for employees to voice their radically disruptive ideas, discuss data needs to monitor impact, and start the initial process to work towards improvement.
- Results Management Office (RMO) has trained over 60 employees on the standardized enterprise solution for project management, has made quick reference guides, and a process is in place for others to be trained as we continue enterprise-wide rollout.
- RMO has saved over \$20,000 by aggressively renegotiating license pricing for its enterprise solution, and will lead to additional savings as enterprise need for licenses increases. The RMO is actively monitoring use of licenses to maximize value and reduce waste.
- RMO has initiated engagement with leadership of Finance and Supply Chain (with HR to follow soon) to discuss the opportunity to improve and standardize processes as we upgrade the software solution.

Information Technology

- Discount Drug Marts two new locations were opened this month providing additional community-based primary and walk-in care while using EPIC. Both the Independence Olmsted Falls locations opened in November.
- State Road Family Practice is now live on Epic for clinical documentation and orders. This office is completely on-line with Epic ambulatory functionality. Affiliated August Health Services goes live on EPIC in December.
- A Disaster Recovery Test was performed for our (Interface Engine System) which also completes an Audit requirement. The engine is used to route information between various systems. We now have failover capabilities between our main data center at Old Brooklyn and our backup data center in Elyria.

Legal

- Prepared and delivered the Underwriter’s Presentation for MetroHealth’s 2016 Liability Insurance Coverage.
- Filed Application with the Ohio Department of Insurance for the MetroHealth “Captive” insurance company and prepared organizational documents and agreements for the Captive.
- Engaged with business team in negotiation of potential strategic relationship.

- Continued attention to negotiation of financing arrangement for the Brecksville project.
- Attention to review, interpretation and counseling MetroHealth business team regarding the impact of new legislation concerning Hospital Outpatient Departments.
- Continued attention to discussions with the County regarding the Transformation Project.
- Continued attention to real estate projects relating to and negotiation of lease arrangements for new care delivery locations.

External Affairs

- MetroHealth has agreed to raise \$30,000 to support the HHS levy, which is on the ballot in March 2016. This represents a 25% increase in contributions to support the levy v. 2014, which will fund 19% fewer dollars to MetroHealth starting in 2016.
- MetroHealth joined major healthcare providers across Ohio, including Ohio Health, Ohio State Wexner Medical Center, UH, and the Cleveland Clinic, in a letter to the Ohio Congressional delegation urging support for an amendment to the Bipartisan Budget Act of 2015. The amendment would allow off-campus provider-based hospital outpatient departments that were under development when the law was passed in November to be grandfathered.
- The Metrohealth.org site redesign was launched October 23 to make our site easier and more accessible for patients and visitors. The results are in and compared to same period last year, visitor sessions increased by 61%; users increased by 48%; page views increased by 30%; and returning visitors increased 5%.
- We announced the Big Creek Hospital Outpatient Surgery Center, two additional walk-in clinics at Drug Marts in Independence and Olmsted Falls, and the addition of two new internal medicine physicians in Parma.

Foundation and System Philanthropy

- The ArcelorMittal Foundation recently provided a 2-year \$20,000 grant to outfit MetroHealth School Health vans with vision screening units.
- The AIDS Funding Collaborative has committed \$53,200 to implement educational outreach and routine HIV testing in MetroHealth's Emergency Department.
- Dr. Alice and Richard Petrulis have contributed a major gift to the Center for Health Care Research and Policy Endowment.
- Nancy B. Pottorf has made an estate commitment of over \$150,000 to MetroHealth. Ms. Pottorf has directed her gift to the Oncology Patient Care, Education and Research fund.
- The Verizon Foundation made an in-kind gift of cellular phones for the Medicare Shared Savings program. Patients will receive these phones in order to facilitate care and remain .
- Christopher Jackson is the grandnephew of Dr. Kenneth Clement. In 2014, he made his first estate commitment to MetroHealth. This year, he has increased his commitment by nearly \$25,000, directing his gift to the Foundation's Area of Greatest Need fund.
- The Sisters of Charity Foundation of Cleveland has made a grant of \$100,000 to support the Nurse Family Partnership program, which will deploy a nurse home visitor in the Central neighborhood.
- On October 26, performers from the Ringling Brothers and Barnum & Bailey Circus entertained dozens of pediatric patients and their families in the Outpatient Pavilion. After the show, the Circus also donated \$10,000 to support MetroHealth's pediatric hematology fund.
- The Ohio Development Agency has granted \$54,000 to MetroHealth to fund the implementation of Lean Six Sigma principles in our Internal Medicine clinics.
- Gilead Sciences has award MetroHealth \$316,490 to implement HIV and Hep C testing in the Emergency Department and inpatient floors.
- The Callahan Foundation has granted \$35,000 to the School Health program.

- The MetroHealth Foundation recently welcomed two new members to its Board of Directors: Nick Alexander, Account Vice President, for UBS and Nick Russo, Director, for PNC Erievew Capital. Both were elected to a 3-year term. The Board also said good-bye to Don McGrath of Eaton Corporation. Don will be retiring from Eaton at year-end and retiring to Santa Fe. During his nine-year tenure, Don was an extraordinary advocate for MetroHealth, facilitating nearly \$750,000 in support for MetroHealth from Eaton. In recognition of his service, Don received The MetroHealth Foundation Board Leadership Award.