

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO TO THE
BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 27, 2016**

Executive

- MetroHealth Emergency Preparedness and Response team has activated our “Cold Weather Playbook” several times in the past two weeks in response to high winds and frigid temperatures. Level 2 building protective measures were initiated, including securing doors to increased rounding, and dripping of exterior faucets. At the conclusion of the two weeks, there were no known infrastructure impacts, patient or staffing issues.
- MetroHealth is expanding its presence throughout Northeast Ohio and has joined Advanced Health Select, the largest clinically integrated network in Ohio designed to improve chronic care management and lower the cost of care for patients and communities through Ohio. Through this collaboration, MetroHealth will become a preferred provider for HealthSpan’s Northeast Ohio members.
- The MetroHealth System is proud to welcome Dr. Bernard Boulanger to its leadership team. Dr. Boulanger has accepted the position of Executive Vice President and Chief Clinical Officer effective March 1.
- MetroHealth was pleased to host the Health & Human Services Levy kick-off on January 11. The event MC was Dr. Sherrie Dixon-Williams, president of the medical staff, and included comments from County Executive Budish, Council President Brady, and Mayor Jackson, plus several community members who had benefitted from the money the levy provides to support critical programs and social service.
- MetroHealth entered into a Community Covenant, which calls for the creation of a task force to oversee the development and implementation of a plan focused on reducing infant mortality. The initiative has been named “First Year Cleveland.”
- US Senator Sherrod Brown visited MetroHealth’s TB clinic to call for funding efforts to eliminate tuberculosis, which is on the rise in Ohio, and to discuss President Obama’s National Action Plan to combat multidrug-resistant TB.
- The MetroHealth System has been named a 2015 HIMSS Enterprise Davies Award recipient, being recognizing our outstanding achievement in utilizing health information technology (IT) to substantially improve patient outcomes while achieving return on investment.
- Executive Rounding which began in mid-November resulted in an increase in all HCAHPS domains, with a major increase in the “Recommend to family and friends” domain improving from 66-72% top box scores leading us to our highest percentile of the year, the 42nd percentile.
- Pre-hire values assessment resulted in a reduction in Unsuccessful Retention in the first 90 days of employment by 39%. In addition, for 2015, 45% of newly hired employees were racially diverse and 39% of the 2015 promotions were racially diverse.

Chief of Staff

- MetroHealth installed streaming music services in the Towers Lobby, Towers Cafe and throughout the waiting rooms and atrium of the Outpatient Pavilion.
- The annual MetroHealth Volunteer Awards Breakfast was held on December 1. Dennis Kapral was honored for 35 years of service as a Pastoral Care volunteer at Prentiss Center.
- A new Executive Leaders Rounding program was introduced in November. Small teams of Executive Leaders are assigned to round on inpatient units. During rounding, the leaders assess certain aspects of patient experience and urge patients and/or their families to return surveys after discharge.
- To promote patient- and family-centered care, an expanded, standardized visitor's policy was implemented, with extended hours and inclusion of one overnight guest. Public Safety was instrumental in supporting increased presence to assure employee and patient safety.
- MetroHealth's Radiology Department finished the year strong, exceeding budgeted volumes by 11.5%. All of our diagnostic services exceeded plan, and our investments in outpatient imaging centers at Broadway, W150th, Beachwood, and Middleburg Heights showed significant growth.
- Pharmacy Operations partnered with Human Resources to offer a unique benefit to employees by waiving employee co-pay on prescription refills during the holiday season. The initiative resulted in a 35% increase in employee prescriptions filled at a MetroHealth.
- The MetroHealth Emergency Department opened the redesigned front entrance, check-in, and waiting areas. The Board-approved capital project offers our patients a modern and inviting "front door" to our Emergency Department. New safety features including metal detectors, offer our employees, patients, and guests a high level of comfort and security.
- MetroHealth Public Safety Department participated in Complex Coordinated Attack planning. This workshop enhanced current MetroHealth relationships with the prevention and response community and cultivated relationships with the primary US Secret Service team leading efforts for the RNC.
- Completed upgrade of the camera system on MetroHealth's main campus improving camera coverage within the facility, recall time, and provides the Police Dispatchers with one information system to access, view, and control of all cameras at main campus.
- MetroHealthy Rewards Program ended with 52% of eligible employees earning a premium reduction. Overall, 68% of the eligible population participated in at least one step of the MetroHealthy Reward program to earn points.
- Ohio Department of Health that The MetroHealth System received the Silver level status as a Healthy Ohio Worksite for 2015.
- Completion of TJC required annual education, confirming a System-wide 99% completion rate.
- Began a partnership with Indiana Wesleyan University for onsite Bachelor's Degree program. Seventeen front-line and administrative professionals will begin classes in February.
- Coordinated Human Resources presence at Employee Experience Fair. Human Resources services were presented to over 800 employees in attendance.

System Dyad

- The Dyad attended the Unveiling Reception for the recent inductees into the MetroHealth Medical Hall of Honor. Dr. Connors delivered an emotional, heartfelt speech honoring the eight inductees whose leadership in academics, research, teaching, and patient care have impacted the System in many profound ways. We will be forever grateful for their service to The MetroHealth System.
- Meetings continue regarding the anticipated medical care needs of attendees at the Republican National Convention this summer. MetroHealth and the other health care systems in town have been working cooperatively with the city of Cleveland to make sure that we are prepared to meet these needs.
- Dr. Jeff Susman, Dean of the Northeast Ohio Medical School, met with Drs. Connors and Boutros to solidify plans for ongoing collaboration in the training of physicians to work in urban environments.
- Cancer Care developed a Community Outreach group partnering with The Gathering Place and Hospice of the Western Reserve.
- The Ambulatory Network welcomed 84,579 patient visits (1.5% favorable to prior year and 7.5% favorable to budget). Offsite satellites are 19.4% favorable to budget and 4.9% favorable to prior year. The new site highlights are Brunswick (60.8% favorable) and Westlake Crocker Park (48.9% favorable). The Independence and Parma Discount Drug Marts exceeded budget.
- Access improvements included training three clinical staff employees at the Beachwood site to allow for chair-side appointments being scheduled prior to the patient's departure, alleviating bottlenecks at the front desk and decreasing phone calls to ACD lines.
- MetroHealth became the second hospital in Cleveland to implant the Watchman Device, a device to prevent stroke in patients with atrial fibrillation that cannot take anticoagulants.
- 2016 will mark the beginning of fully staffed Service Lines operating as the primary administrative structure for patient care at MetroHealth Medical Center. The seven Service Lines and the Essential and Clinical Diagnostic Services working with the Ambulatory Operations group and the Hospital Operations group have worked very hard in 2015 to prepare for this change and we are confident of the success of this transition.
- The Trauma, Critical Care, and Burns Service Line continues to focus on a Regional Strategy for Acute Trauma and Emergent Services. They are working to secure regional partnerships and continue the gains made through NOTS. They are also preparing for the new Critical Care Pavilion while remaining focused on assembling the best practices and predictive analytics to enable realization of a greater fiscal performance and standard of care in this new environment.
- The Hospital Operations Service Line continues to work on improving access, standardizing processes, and providing more efficient throughput in order to create improved patient and provider experiences and reduce cost. Hospital Operation services that exceeded budget in November include Cardiothoracic (14.3%), General Surgery (36.3%), Vascular (10.3%), ENT (29.3%), Plastics (37.4%), Urology (22.7%), and Pediatric Surgery (35.0%).

Strategy and Business Development

- A new primary care office opened in Parma (integrating established Parma primary care practice).
- Two additional retail clinics were opened in Drug Marts.

Nursing

- The Department of Nursing completed a Nurse Satisfaction Survey this past fall after our Magnet site visit. There was an 88% participation rate across the department, with many units/areas reaching 100% participation. The results were positive and exhibited growth from the 2013 survey in four out of five categories:
 - RN participation in hospital affairs
 - RN/MD Relationships
 - Foundations for Quality Care
 - Manager leadership and support
- The Nurse Satisfaction Survey will be repeated in late spring/early summer, with plans to repeat it each May. This will enable us to be in sync with our Magnet reporting cycles and for staff to become more comfortable with the survey process.

Campus Transformation

- The Transformation Executive Team continues to work on the development, refinement, and cost-modeling for the West 25th Street plan. Continued focus on the Experience Planning and Operational Simulation efforts.
- CCP Vertical Expansion: Exterior masonry 10% and curtain wall 15% complete; interior wall framing 70% complete; gypsum board installation to commence in January; HVAC ductwork and piping keeping pace with the interior wall framing; air handling units and electrical switchgear delivered and set; 36 prefabricated patient headwalls delivered; elevator renovations 25% complete; prefabricated mechanical piping racks 50% complete; balance of headwall and above-ceiling mechanical rack pre-fabrication continues; average daily workforce 150 persons.
- Brecksville Health Center: exterior masonry 95% complete; interior concrete slabs complete, except for CT suite; interior metal stud wall framing 70% complete; gypsum board installation 5% complete; HVAC ductwork 30% complete; exterior wall framing 95% complete; roofing 85% complete; ODOT has deferred the start of the I-77 interchange and Rt. 82 road-widening project to spring 2016; electrical switchgear and air handling units are set in Mechanical penthouse; elevator work 30% complete; exterior metal panels and glazing 30% complete; average daily workforce 75 persons.
- The ED Renovation project: Phase 3 to be completed in March.
- The Main Campus Refresh Initiative: Critical Care Pavilion OR Waiting Room renovation complete.
- OPP Cancer Care Healing Garden – First phase in plaza commenced. Second phase to start in spring 2016.

Finance

- In continuing to enhance patient financial communication, patients may now use MyChart to communicate with our Revenue Cycle Department professionals regarding their bills.
- Kronos Workforce Analytics, our labor management solution/technology, has been implemented across all departments in the Health System. This solution will give every manager a tool to help them manage their labor productivity to established targets.
- Fieldwork for the 2015 financial statement audit, conducted by our audit partner RSM (formerly McGladrey), will begin Monday, January 18 and conclude with their report out at the March Audit Committee.
- Planning is underway for a major upgrade to our Lawson/Infor technology platform, which is our enterprise solution for finance, supply chain, and human resources. We will be upgrading to the latest version and adding new modules that will help to enhance automation and drive efficiency in many of our business management functions.
- DARE designed and facilitated multiple sessions with the Emergency Department's work to re-design the department for greater patient flow and patient satisfaction. Engaging the existing ED leadership team and including the new ED leaders from Healthspan. The Chair and 24 leaders were in attendance.
- As 'super-user' training for the ABC software tools, Department of Operational Research and Analytics (DORA) team members are delivering data and information to support the Performance Enhancement Program ("PEP") value acceleration initiatives.
- Results Management Office (RMO) was awarded a \$54,000 grant by the state to train employees on Lean Six Sigma Methodology. The project for the grant will focus on improving the discharge process for patients in the Internal Medicine Clinic.
- RMO continues training on a technology driven tool for project management to reduce execution failures with over 120 integrally involved employees trained.
- RMO is piloting department level standards to coordinate projects for better alignment of resources, standardization of processes, and increased visibility to current and upcoming efforts. This standardized Portfolio Management will start with IT but continue to other departments allowing for increased alignment throughout the enterprise.

Information Technology

- The install of new system applications for Human Resources, Finance and Supply Chain that will advance the business side of our health system have begun. These applications are called Enterprise Resource Planning (ERP) system, and is business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back-office functions related to technology, services, and human resources. The Finance and Supply Chain applications will be live in the 4th quarter of this year.
- To further improve our internal controls and secure our enterprise assets, effective Friday, January 8, users were no longer able to transfer data from a MetroHealth computer device (e.g., desktop, laptop, tablet, etc.) to a thumb drive (e.g. USB flash drive, portable storage device, etc.) unless they have a MetroHealth-issued an iron key. The IRON KEY password protects and encrypts data.

Legal

- Continued discussions with the Ohio Department of Insurance with respect to the MetroHealth “Captive” insurance company and preparation of organizational documents and agreements for the Captive.
- Assistance with Strategy and the business team in negotiations and documentation of the HealthSpan transaction, including physician contracts and real estate acquisition and lease documentation.
- Continued attention to discussions with the County regarding the Transformation Project.

Foundation and System Philanthropy

- The Critical Care Pavilion expansion received two generous gifts totaling \$85,000 from The George W. Codrington Foundation and The Harry K. and Emma R. Fox Charitable Foundation. The Codrington Foundation has supported MetroHealth since 1999 and, with this recent grant of \$75,000, has provided over \$350,000 in support. The Fox Foundation has been an annual supporter since 1990, contributing nearly \$205,000.
- Three donors have contributed over \$170,000 to MetroHealth’s Rehabilitation Institute to support various initiatives including the Neuro Rehabilitation Research Fund and the Electronic Muscle Stimulation Research Fund.
- In 2015, MetroHealth employees generously provided nearly \$1.2 million in support for key projects. Of particular note, the faculty in the Department of Anesthesiology, under Dr. Sidhu’s leadership, committed to raising support for the Anesthesiology Patient Care, Education and Research Fund as well as The Alfred Cyril Pinchak Research Endowment. Ten members of the staff contributed over \$230,000 to these two initiatives.
- MetroHealth’s Cancer Center recently received \$25,000 from OutRun Ovarian Cancer to support the Center’s Tissue Repository as well as a generous gift from James and Ellena Muraco designated to the Cancer Center’s Waiting Room Improvements.
- Epic Systems Corporation made a second grant of \$26,000 to support MetroHealth’s Foster Care Fund.
- The PNC Foundation made a second grant to support the Reach Out and Read program at the Broadway Health Center. The grant of \$25,000 will support the acquisition of books and program leadership as well as evaluation.
- Mark your calendar for The Hyland Software 5k Race on Saturday, May 14th beginning at 9:00 a.m. Proceeds from this year’s race will benefit MetroHealth’s NICU. Contact Jessica Cartagena at 216-778-7525 or jcartagena@metrohealth.org for more information.
- Plans for **GALA 2016** and GALA AFTERDARK are well underway with the following highlights:
 - As of January 15, 2016, we have received \$322,500 in written and verbal sponsorship commitments, with \$233,800 in pending requests. The philanthropy officers are sharing information on **GALA2016** with 20+ prospects per week.
 - The **GALA2016** website is live and enhanced landing pages featuring sponsors, the auction, and ticket information will be available on January 26 at www.metrohealth.org/gala.

- The next “Countdown to **GALA2016**” pop-up event will be February 25 from 6:00 to 7:30 p.m. at VIVA Dance Studio, 1541 East 38 Street. These events are designed to generate excitement and engage the community in MetroHealth and **GALA2016**. Events are being planned this spring at Mitchell’s Ice Cream and BROWNUTS.
- The **GALA2016** Auction will feature wonderful prizes and is expected to raise over \$125,000 for MetroHealth. Please consider supporting **GALA2016** with an auction item. No contribution is too small and suggested items include: transferrable airline and reward miles, gift cards, vacation properties, jewelry, and tickets and suites to sporting events or concerts. If you would like more information, please contact Jessica Cartagena at 216-778-7525 or jcartagena@metrohealth.org.

External Affairs

- Hosted a Poverty Simulation in partnership with the Greater Cleveland Food Bank. 35 employees and five CWRU medical students participated in this experience which simulates a month in the life of a family that lives below the poverty line.
- Three management level members from the communications team attended advanced public information officer training at the FEMA/Center for Domestic Preparedness in Anniston, AL. This was done in preparation for the RNC (and other emergency situations) where MetroHealth will be a central resource for the community.
- MetroHealth assumed the space at the Global Center for Health Innovation previously occupied by Johnson Controls. This new space is fully furnished with two conference rooms and a large gathering space that we plan to make available to community groups for meeting space downtown.

Community Events

- Educational and Wellness Screenings were provided by the Brunswick Health Center in collaboration with the staff at St. Ambrose Church and the City of Middleburg Heights.
- MetroHealth Middleburg Heights continues its “Get Moving Mondays” with Ford Intermediate School which engages 70 students (walking).
- Community holiday giving events for Broadway, J Glenn, and Beachwood provided collective donations of 400 scarves, hats, and gloves for every student at Fullerton Elementary School; 300 gifts for local children; and \$800 and gifts for the Foster Child Program.
- Enrollment on Wheels RV participated in 11 events, servicing 44 community members in December. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid Redetermination Program. From January-December 2015, we rendered 1,970 services to our community, seeing 1,220 members in the RV.