

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO TO THE  
BOARD OF TRUSTEES  
REGULAR MEETING OF MARCH 23, 2016**

**Executive**

- Congratulations to Alfred Connors and Liz Booth, both named to the 2016 Crain's Health Care Heroes Class. Crain's Cleveland Business hosts this annual program to honor those who provide exceptional service and dedication to Northeast Ohio's health care sector. Dr. Connors is the proud recipient of the Lifetime Achievement Award. Liz, MetroHealth's SANE (Sexual Assault Nurse Examiner) program coordinator, is a recipient in the nurse category.
- Karim Botros has been named to the *Who to Watch in Health Care* List by Crain's.
- Kate Brown has been promoted to President of The MetroHealth Foundation and Chief Development Officer of The MetroHealth System.
- MetroHealth community achievements were recognized by the Greater Cleveland American Red Cross and Dr. Akram Boutros was honored as the 2016 Community Leader. The Community Leader honoree is selected for serving the Greater Cleveland community with outstanding leadership, vision and a commitment to the health and well-being of our region.
- MetroHealth has received the Department of Health & Human Services Assistant Secretary for Preparedness and Response Grant in the amount of \$1 million over a 5-year period. This grant money is to support the Ebola Preparedness and Response Program.
- MetroHealth celebrated the 40<sup>th</sup> Anniversary of The Clement Center, which opened March 1, 1976, and was named after Dr. Kenneth Clement, a surgeon, faculty member and member of The MetroHealth Board of Trustees. The Clement Center was the first step to bringing comprehensive primary care to the community. Now, MetroHealth has more than 20 sites throughout the county and 97 percent of the inhabitants of Cuyahoga County live within 10 minutes of a MetroHealth site. Dr. Clement's daughters attended the event.
- MetroHealth's emergency department hit a major milestone in February with the addition of free-standing emergency departments in Cleveland Heights and Parma. These emergency departments bring MetroHealth's high-end emergency services out to the communities we serve. Additionally, the departments of pathology and radiology opened satellite services in the Cleveland Heights facility.
- Enrollment on Wheels RV participated in 10 events and serviced 34 community members in February. There were two events on the East Side and eight events on the West Side. We also continue to partner with Cuyahoga County to assist with enrollment in the Medicaid Redetermination Program. From January to February 2016, we rendered 192 services to our community, seeing 97 members within the RV.

## **Chief of Staff**

- The MH negotiation team collaborated with the AFSCME Union negotiators to obtain a ratification of the 2016 AFSCME Contract.
- MetroHealth Pharmacy opened a new Specialty Drug Pharmacy in January. The new pharmacy services are geared toward helping patients with serious medical diagnoses that are treated with complex and high-cost drugs previously serviced by outside pharmacies. The new Specialty Pharmacy has a much more hands-on approach, from helping patients navigate the complex pre-authorization process to providing clinical updates to the patient's care team.
- MH police completed protocol agreements for police jurisdiction with the Cleveland Heights and Parma Police Chiefs. MH officers are approved to perform police functions at both the Cleveland Heights and Parma facilities.
- We have an agreement with Cuyahoga Community College Public Safety Training Institute to complete all physical agility testing for new police candidates and to provide annual physical agility testing for current officers.
- In an effort to attract and maintain talented staff, the department hosted several community open house events and job fairs. All positions have been posted and interviews are in progress. Also, the Nurse Recruitment Web page went live.
- Arts in Medicine commenced offering 15 hours of art therapy services per week in the outpatient Cancer Care Center.
- Music therapy services expanded beyond the Trauma ICU to include the SICU and MICU. We are also developing our music therapy internship program.
- Installation of new artwork in the refurbished Burn Unit is complete. The collection embodies our core themes of hope, healing and community and reflects the relevant themes of transformation and journey.
- Volunteers began to offer hospitality rounding in the Cancer Care Center for patients undergoing treatment. In addition, volunteers were recruited and trained for the March opening of the Wig Salon, a program of the American Cancer Society that will be located in the Cancer Care Center. Volunteers will help women undergoing cancer treatment select free wigs.
- Year-end 2015 survey reports have been completed. Most HCAHPS scores achieved improvement, with "Rate Hospital" showing a 2.4 percent improvement in top box scores, exceeding the industry improvement rate of 1 percent.
- EMMI, a multimedia educational tool, has been introduced and implementation efforts are in progress for the Emergency Department, Gastroenterology, and Neuro MSK. EmmiEngage has been "live" in the Sleep Clinic for nearly eight weeks. Initial results indicate programs are viewed and patients appreciate the additional information.

## **System Dyad**

- Dr. Connors would like to thank the Board for its many kindnesses to him in his role as Chief Medical Officer and Chief Clinical Officer. He is happy to continue to serve the institution as Chief Quality Officer and will be updating the Board in the future about changes in the quality structure and performance.
- MetroHealth is actively involved in preparation for its visible role at the Republican National Convention. The health care working group meets every other week to plan how we will meet the health care needs of participants at the Republican National Convention.
- An agreement was reached with E&Y to utilize a process that they call Workout to jump start the integration of Health Span into MetroHealth. The goal is to develop and integrate improved centralized templates and scheduling processes to enhance access through our Service Center.
- Dan Lewis greeted members of the Mercy Health System and the Lorain City Schools when they met here to learn about our School Health Program as they initiate one in their area.
- Dan Lewis was a guest speaker at ACHE's February meeting titled "Talent Management for Bench Strength." Dan shared his experience and perspective on talent management in successful organizations from the perspective of both a former HR leader and from his current COO position. Over 75 people were in attendance at this meeting held at the Case Western Reserve University School of Medicine.
- Cancer Care's 77-TREAT phone number is improving patient access. February 2016 had a 1.5 percent abandonment rate.
- The Family Care Service Line has exceeded 2016 budget in both volume and revenue performance. Primary Care leads have been selected for each ambulatory location and recruitment continues for primary care, behavioral health and women's health providers.
- February outpatient volumes in the Specialty Care Service Line were 8 percent favorable to budget with 1,400 more visits than prior year. Specialty Care also successfully recruited specialists and developed plans to redeploy existing staff in order to expand coverage to the new HealthSpan sites beginning in April, which greatly improved access.
- Weight Management and Wound Care Center directors were hired and trained.
- Ambulatory TeamSteps is underway – various disciplines of staff from all of the satellites created a curriculum specifically designed to train ambulatory clinical staff.
- Ambulatory Operations has created new initiatives: Mother Nurture Project (encouraging moms--providing information about healthy breast feeding habits and family friendly practices); Oral Health Update/Remodel (flooring project completed in the dental clinic with the addition of five new dental chairs); and Self-Serve Check-in Kiosk in Internal Medicine (installed to decrease wait times and increase patient satisfaction).
- The following Hospital Operations services exceeded budget for the month of February: Cancer Care (25.0 percent), Pediatric Surgery (23.1 percent), Vascular (6.4 percent), ENT (5.4 percent), General Surgery (5.5 percent), and Ophthalmology (16.5 percent).
- The following Hospital Operations services exceeded budget in hospital discharges for the month of February: Cancer Care 11C (65.4 percent), Rehab-Brain Injury R18N (20.0 percent), Rehab-PMR R17N (38.9 percent), Surgery 8C (6.1 percent), Trauma 7B/7C (7.3 percent), and Stepdown 10B (35.3 percent).



## **Nursing**

- Nursing Research continues to increase the number of publications, presentations and research studies. There was a 15 percent increase in publications, a 23 percent increase in presentations and a 26 percent increase in research studies.
- RN turnover was the second lowest of the past five years and half of the national average.
- 64 percent of our nurses have worked at MetroHealth 10 years or longer.
- 64 percent of our nurses have a bachelor's degree or higher. Having a Bachelor of Science in nursing [BSN] degree has been associated with lower mortality rates, lower failure to rescue, fewer hospital-acquired conditions and fewer medication errors.
- We saw an 11 percent increase in the number of certified nurses combined with a BSN; specialty certification can further enhance patient outcomes.
- National Nurses Week will be celebrated at MetroHealth during the week of May 9-13. The theme is Culture of Safety: It Starts with You. Our awards ceremony will be on Tuesday, May 10, at noon in Scott Auditorium. You are all invited as we honor the extraordinary work that our nurses do every day.

## **Campus Transformation**

- CCP Vertical Expansion: Exterior masonry 90 percent and curtain wall 85 percent complete; interior wall framing 98 percent complete; gypsum board installation 50 percent complete; HVAC ductwork and piping 75 percent complete; permanent HVAC to be operational at end of April; all 85 pre-fabricated patient headwalls delivered; elevator renovations 50 percent complete; pre-fabricated mechanical piping racks 95 percent complete; temporary scaffolding and weather enclosure is being removed; on schedule for the construction substantial completion date of June 1; average daily workforce 220 persons.
- Brecksville Health Center: Exterior masonry 98 percent complete; interior concrete slabs complete except for MRI and CT suites; interior metal stud wall framing 85 percent complete; gypsum board installation 65 percent complete; HVAC ductwork 100 percent complete; exterior wall framing complete; roofing 90 percent complete; ODOT has begun the I-77 interchange and Rt. 82 road-widening project; elevator work 50 percent complete; exterior metal panels and glazing 60 percent complete; access and perimeter roads are complete with first course of asphalt pavement; retention basins complete; on schedule for the construction substantial completion date of July 1; average daily workforce 100 persons.
- The ED Renovation project: Final phase construction completed and the facility is open.
- The Main Campus Refresh Initiative: Renovations to the Ortho Clinic in OPP 3, first floor, have commenced. Dental Clinic flooring replacement will be completed this week.
- OPP Cancer Care Center Healing Garden – First phase in plaza commenced. Second phase to start in spring 2016.

## **Finance**

- A Labor Management Oversight Council was established with the purpose of establishing productivity target thresholds, evaluating variance improvement plans for departments under productive, reviewing and or revising individual department targets, and reviewing and approving all staffing requests.
- Kronos Workforce Analytics, our labor management solution/technology, has been implemented across the entire Health System. Reports from this solution will provide managers the productivity data they need to help support staffing requests.
- Planning is underway for a major upgrade to our Lawson/Info 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 enhance automation and drive efficiency in many of our business management functions.

## **Department of Integration and Transformation (DoIT)**

- Building upon momentum created over the last few months, DORA members have leveraged their 'super-user' training within the Advisory Board software tools to deliver rich data and information back to the institution. In particular, DORA members are providing analytical support for the Performance Enhancement Program ("PEP") which is targeted to deliver \$20M of value throughout 2016 alone.
- The Center for Disruptive and Radical Experimentation (DARE) created a process for educating HealthSpan employees on what to expect when they come to MetroHealth. Staffed patient information tables were at all three of the largest sites targeting patient retention.
- DARE introduced the "Tell Me" story campaign to promote employees sharing their stories of being change makers by helping others.
- Results Management Office (RMO) helped Strategy & Business Development successfully open two Emergency Departments (EDs) through the use of RMO's enterprise methodology and tools within four months, a first for MetroHealth. The documented plan and lessons learned in the EDs were leveraged to help standardize and improve the Brecksville effort.
- RMO has started to work on Lean initiatives across MetroHealth by helping departments map current state processes, incorporate quick wins and create plans for continuous improvement.
- RMO has plans to roll out department-level project standards to the Office of Patient Experience and Strategy & Business Development in the upcoming months, which will help coordinate projects for better alignment of resources, standardization of processes and increased visibility to current and upcoming efforts.

## **Information Technology**

- The Information Technology department installed Epic at both of our new ED locations, MetroHealth Parma and MetroHealth Cleveland Heights. Both sites are using EPIC billing and clinical applications for emergency medical treatment, radiology and pathology services.
- CoverMyMeds is a new solution that Information Technology installed enterprise-wide. Providers use the EPIC medication screen to initiate the process. All medication information is populated in EPIC and information is sent to a third party administrator that approves the medications in real time.
- The Information Technology Department is partnering with the Comprehensive Weight Management program to create a system of tools in EPIC that allow for the coordination of a patient's progress, treatment and outcomes in a comprehensive weight management program.

## **External Affairs**

- Spare a Pair, a month-long campaign to collect wool socks for Cleveland's homeless, ended in February with over 5,000 pairs of socks collected. MetroHealth partnered with Discount DrugMart, Geigers and MetroParks to collect socks at their locations and collected socks at most MetroHealth locations. Our partner, the Northeast Ohio Coalition for the Homeless, tells us that this will be the single largest donation of socks that they have ever received. The coalition will also distribute the socks to other organizations, such as Malachi Center and the Lutheran Metropolitan Ministry's Men's Shelter located at 2100 Lakeside.
- A Matter of Balance, is a MetroHealth-sponsored community program that helps prevent falls. We are piloting the program in Brecksville, where between 15 percent and 20 percent of all EMS calls are injuries from falls. The program trains community stakeholders and residents, who in turn deliver it to local residents at risk for falls. The program expands to OBC on April 1.
- Quarrytown, another MetroHealth-sponsored community program, launched a joint collaboration with Baldwin Wallace University and the Cleveland Metropolitan Housing Authority to provide residents with a free, healthy dinner prepared and served by BWU students.
- The MetroHealth scholars met for a sixth time, this meeting included a visit to the GCHI and a talk with Tri-C's EVP of Workforce Development, William Gary. The Scholars are a group of 55 students from Lincoln-West and Rhodes high schools who spend one day a month with MetroHealth to learn about career opportunities. These students will become the first class to attend the MetroHealth/CMSD School of Health & Science opening on our main campus in August.
- Year-end 2015 NRC data reported that support for MetroHealth's transformation significantly increased to 40 percent compared with the third quarter 2015. MetroHealth significantly increased in "best community health programs" and "care for those unable to pay" while overall awareness and trauma preference held steady. MetroHealth also saw a significant decline in mental health preference.
- We launched a multi-channel marketing campaign in support of the two new EDs (Parma and Cleveland Heights) and previewed the Brecksville ED opening this summer.

## **Foundation and System Philanthropy**

- The MetroHealth Foundation recently received a gift of nearly \$16,500 from the Estate of Alice Schmotzer. Mrs. Schmotzer grew up in the Old Brooklyn neighborhood and made her first annual fund gift to MetroHealth in 1993. She was a graduate of Western Reserve University, taught in both the Parma and Geauga school systems and volunteered her time and talent at MetroHealth for nearly 20 years. Her kindness and commitment to MetroHealth will be missed.
- Two generous donors – the Ira and Sherry Krasney Feuer Philanthropic Fund and The Fraida Foundation – have contributed a total of \$40,000 to the David S. Rosenbaum, MD Endowment.
- MetroHealth’s Pride Clinic recently received a grant of \$20,000 from the Gregory Ward Holmes Charitable Fund. Mr. Holmes received his care at MetroHealth and, upon his passing, his sister set up a fund to celebrate the life of her brother. Dr. Henry Ng was instrumental in working with Mr. Holmes’ sister to honor her wishes.
- Nancy Keene recently made an estate commitment to support the Foundation’s Area of Greatest Need Fund.
- March of Dimes Ohio Chapter has granted \$25,000 to support MetroHealth’s Centering Pregnancy at the Broadway Health Center. Since 2003, the March of Dimes has provided nearly \$170,000 in support for MetroHealth’s women’s health programs.
- Cook Medical Group contributed \$25,000 to support MetroHealth’s Gastroenterology Fellows Fund. This is the second grant Cook Medical has made to support this initiative.
- The countdown begins to **GALA2016** and **GALA AFTERDARK**. Highlights include:
  - Strong sponsorship support continues. Many thanks to those MetroHealth System and Foundation board members who have purchased tables and tickets.
  - The next “Countdown to **GALA2016**” pop-up event will be March 31, 2016, from 5:30 p.m. to 7:30 p.m. at Mitchell’s Ice Cream followed by one on April 14, 2016, at Society Lounge.
  - The **GALA2016** Auction will be extraordinary and will include some “once in a lifetime experiences” including exclusive tickets to the 2016 Macy’s Thanksgiving Day Parade as well as a one-week stay in a luxurious home in Cabo San Lucas. 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](mailto:jcartagena@metrohealth.org).