

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO TO THE
BOARD OF TRUSTEES
REGULAR MEETING OF JUNE 22, 2016**

Executive

May and June were definitely busy months for MetroHealth with the very successful GALA2016 taking place on May 21, followed by the Third Annual Stakeholders Meeting on June 9. More than 350 community partners and stakeholders attended the annual meeting to hear about MetroHealth's accomplishments and future plans. The meeting opened with videos from Senators Sherrod Brown, who praised MetroHealth for its work to oppose a roll back of Medicaid called Healthy Ohio, and Rob Portman, who praised MetroHealth for its work to combat opiate addiction and its support of the upcoming RNC.

The following new initiatives were announced:

- **CLECare**, an HMO in partnership with Medical Mutual of Ohio. [Learn more.](#)
- **The Lincoln-West School of Science & Health**, which will combine a traditional high school curriculum with hands-on, interactive learning in a hospital setting. [Learn more.](#)
- **Select Direct**, a health offering designed to improve access and result in a significant reduction in costs for employers and individuals. [Learn more.](#)

The audience learned about MetroHealth's far-reaching presence, growing to 26 facilities with three (soon to be four) emergency departments, care delivery presence in Cleveland public schools, correctional facilities, at community organizations, and in nursing homes and federally qualified health centers. Ninety seven percent of Cuyahoga County's residents are now just a 10-minute drive or less from great MetroHealth care. The audience was also provided with updates on MetroHealth's Transformation plans, highlights from last year, and an update on MetroHealth's involvement in several community initiatives, including:

- MetroHealth ended 2015 with \$29.8 million in operating income, our fifth straight year of operating in the black. We delivered care more than 1.1 million times.
- The newly expanded Critical Care Pavilion (CCP) will open in July. Two new floors will include 85 of the most modern intensive care rooms in the region, along with the most advanced Ebola Treatment Center in the United States.
- The expansion of emergency services delivered by the only hospital system in Cleveland with a verified Level I Adult Trauma Center. Negotiations with HealthSpan in 2015 laid the groundwork for new EDs in Cleveland Heights and Parma. "Without our expansion, those former urgent care centers would have sat empty. Ill and injured people would have had to travel farther and wait longer for their care," Dr. Boutros explained. This year, MetroHealth also started providing care to 40,000 former HealthSpan patients.
- A fourth ED will be added this year when Brecksville Health Center opens as a new "bedless hospital" offering imaging and laboratory services, emergency care, surgical care, facilities for primary and specialty care, and a short-term observation unit.

- The rebuilding of the main campus will boost the economy of Cleveland’s West Side and ripple across the region, creating jobs and pumping millions of dollars into the local economy.
- New [pharmacies](#) at the Broadway and Middleburg Heights health centers, with more to come.
- Three [walk-in clinics in Discount Drug Mart](#) stores.
- In the three years that ended on December 31, 2015, we hired 604 additional employees. That doesn’t count the hundreds of construction jobs our CCP expansion added, or the additional 400 employees hired this year from former HealthSpan locations. This also includes our commitment to diversity: 32 percent of the nurses hired were from under-represented minorities and 69 percent of the managers and physicians hired were diverse. Today, no MetroHealth employee earns less than \$12 an hour.
- A gun violence prevention program in collaboration with the City of Cleveland, the Boys and Girls Clubs of Cleveland and the Northern Ohio Trauma System.
- The rebuilding of Thomas F. McCafferty Health Center, home to our [Pride Clinic](#).
- Plans for a supported housing program for employees, aiming to move 500 MetroHealth families to the West 25th Street neighborhood.
- The [First Year Cleveland covenant](#) – a commitment to reducing the infant mortality rate in Cleveland and Cuyahoga County.
- A Nurse Family Partnership program, which sends nurses into the homes of high-risk pregnant women and new moms to help their babies stay healthy.
- The creation of a fresh fruit and vegetable stand at MetroHealth Medical where patients, employees and residents can shop.

A recording of the Annual Meeting is available [here](#).

MetroHealth published its first-ever digital annual report, available exclusively on line. The report included a link to the 2015 Community Report, which features 40 pages covering our programs for and with the community. The Community Report can be downloaded and printed for those preferring hard copies.

It was indeed an honor for me to be invited to be a featured speaker in the New England Journal of Medicine Catalyst’s live webcast event on June 2. The event was titled **NEJM Catalyst Announces Live Web Event on Leadership: Translating Challenge to Success**.

Congratulations to CFO Craig Richmond, named as one of Becker’s 150 CFOs to Know in Health Care; Craig has also been recognized by Smart Business magazine as one of Northeast Ohio’s 2016 Smart 50 top executives.

Congratulations also to Dr. Christopher Brandt on being named president of the Association for Surgical Education.



Chief of Staff

- In preparation of the Republican National Conference (RNC), we have reviewed and updated internal operations plans and the hospital command centers processes. In addition, our team has been working with CLE for Emergency Operations Center staffing and Train-the-Trainer activities. We have collaborated with local hospitals to develop an RNC Patient Surge Plan which is currently being reviewed by USSS.
- In continuous efforts to maintain a high level of security for our patients and staff, metal detectors were installed at Main Campus Emergency Department. As an added measure of safety, all patients transported by ambulance are hand-wanded before entering our emergency room. This is one of several measures implemented in preparation of our RNC Hospital Emergency Preparedness.
- In our continuing effort to attract and maintain talented staff, the team participated in several Community/Outreach Events including:
 - El Barrios Career Program – conducted a presentation on interviewing skills;
 - Merrick House Job Fair – Adult Education Program;
 - MetroHealth Transgender Job Fair; and
 - Spring Minority Nurse Recruitment and Networking Event
- Initiated the application process for MetroHealth to become a Certified Military Talent Employer.
- Q1 Scores for HCAHPS (inpatient) were up in key domains including Rate this Hospital, Recommend, Nurse Communication, Doctor Communication, Cleanliness, and Discharge Communication.
- Complaints and Grievances have increased 16% as compared to Q1 of last year. Patient volume increased from 7% in 2015. The top five areas of complaints again include ability to reach an operator and long waits on hold.
- Dr. Laskey was a featured speaker at the Crain's Cleveland Business 'Women of Note' Summit, the IHTT conference and the GHALI regional conference of HFMA.
- The EMMI patient education tool has been initiated in the ED, GI, and Sleep Medicine and is now available via the MyChart system.
- National Trauma Survivors Day was celebrated on May 18 with a reception for caregivers and survivors. Johanna Orozco, former patient and advocate for victims of domestic violence, was the keynote speaker.

System Dyad

- A Strategic Service Line Retreat was held earlier this month to review progress in the first year of development and operations of the seven Service Lines. Presentations were made on market share strategies, a review of survey data on participants' views of working in this new structure, and how more collaboration and communication is necessary. Each Service Line had shared their strategic plans. We have made significant progress over the past year.
- The Dyad met with the Dean of CWRU Dental School to build on our ongoing relationship and to enhance our shared commitment to the community we serve.
- The Dyad is providing active oversight to ensure the successful integration of the former HealthSpan sites into our core delivery and business models
- The May volumes for the new Parma, Cleveland Heights, Bedford, and Rocky River sites met target and are generally running at or above budget through early June.
- Given the year-to-date budget performance, an increased focus on productivity standards for all positions including those in direct clinical care are now reviewed before being approved; this includes any new or replacement positions.

- Work progressed on our Spectrum of Services model which details how we will provide services, deploy staff, and maximize each facility within The MetroHealth System.
- A search for a new Chair of Otolaryngology was initiated.
- Dr. Tom Collins was appointed Medical Director for Cleveland EMS. Dr. Collins will retain a title of Medical Director for Professional Affairs at MetroHealth and continue to work in the Main Campus Emergency Department.

Service Line News

Cancer Care

- The Cancer Care Service Line established and collected its first cancer specimens for the IRB-approved MetroHealth Cancer Center Tissue Repository, linked with relevant clinical data via REDCAP. It also successfully integrated two satellite infusion centers and cancer clinics.
- Three members of the Division of Surgery now serve on the Surgical Steering Committee of a national cancer trial group, ECOG-ACRIN.
- The Healing Garden was completed. Supported by the MHCC VAC Foundation (MetroHealth Cancer Care Vision Advocacy Council), the garden was created for the enjoyment of our patients receiving chemotherapy in our infusion center.

Family Care

- In addition to continuing the implementation and training around the expanded Medicare Wellness Visits Program, the Family Care Service Line is recruiting primary care, behavioral health, and women's health providers. The primary care leaders for each ambulatory location have been selected, and volume, revenue, and profitability performance through May 2016 has exceeded budget.

Specialty Care

- The Specialty Care Service Line achieved 10% growth in core outpatient volumes compared to prior year to continue the year-to-date trend. (Growth is driven by improved efficiencies in scheduling, new provider access, and new service offerings).
- New site volumes have continued to rise with more than 500 specialist visits and 156 endoscopy procedures. As planning continues for the integrated Digestive Health Center at Parma, five specialties have committed to co-locating at the site to provide comprehensive care for patients with GI conditions.
- Through departmental collaborations and the analysis of data and provider clinical schedules, 10 to 15 sessions per week of patient-facing time were added.

Surgery

- ENT, Oral Surgery, Plastic Surgery, Ophthalmology, General Surgery, and Urology have a 10% overall growth year-to-date.
- The Surgery Center plans to apply for the Bariatric Center of Excellence by the end of July.
- Lyndhurst is continuing to progress with an anticipated completion date of September 2nd.

Heart & Vascular

- The Heart and Vascular Service Line initiated its Electrophysiology Clinic at our new Parma and Cleveland Heights locations. Dr. Torres began her clinic in May and quickly filled her panel with new patients; to ensure meeting the patients' needs, additional clinic time is being considered.
- To meet the growing demand, additional Heart and Vascular services are planned for expansion to Cleveland Heights and Parma.

Trauma, Critical Care, Burns

- The Trauma, Critical Care, Burns Service Line is preparing for the CCP/IPU move which includes a simulation to assure a smooth transition for the July 6 opening.

Ambulatory Operations

- McCafferty Clinic was awarded the Better Health Partnership Gold Star for Achievement and/or Improvement for 2015.
- MH Brunswick partnered with St. Ambrose Catholic School to provide sports physicals onsite for middle school CYO players/students.
- MH Middleburg Heights hosts the monthly Cleveland Food Bank/American Assistance sign-up for the SNAP program, which provides resources for food pantries in the area and information regarding housing and utility assistance.
- MH sites continue to meet ACO/Quality measures surrounding blood pressure, tobacco, and depression screening to improve wellness outcomes.
- Planning and project groups are working collaboratively to prepare for Brecksville's August opening.

Neuromusculoskeletal

- The Neuromusculoskeletal Service Line has improved its therapy volumes through improved PM&R telephone-scheduling performance. For the February–April time period, the abandonment rate decreased from 37.8% to 3.7% and service level improved from 15.8% to 77.3%.
- The Neuromusculoskeletal Service Line's deployment map of providers to locations (Parma, Cleveland Heights, Middleburg Heights, and Brecksville) is 80% complete. The deployment strategy co-locates operative and non-operative providers into the community to more effectively serve the broader neuromusculoskeletal population and increase referrals for elective surgical procedures.

Essential Services Dyad

- The MetroHealth Pharmacy Team launched a new program for medication delivery for patients being discharged from the hospital. When a patient is ready for discharge a pharmacy staff member will review discharge medications with the patient. The prescription(s) are then filled at our pharmacy and hand delivered to the patient's hospital room before they leave. In just a short couple weeks, we have filled over 200 prescriptions. This service helps ensure medication compliance and reduces readmission rates due to medication adherence. Additionally, the service greatly enhances the overall patient experience.

Nursing

- Molly McNett, PhD, RN, CNRN, Director of Nursing Research, was appointed as an associate editor of the Journal of Neuroscience Nursing and to the editorial board of Neurocritical Care, the peer-reviewed scientific journal of the Neurocritical Care Society. She is the first nurse to serve as an editor at this prestigious journal.
- We received a \$5,000 research grant from the Agnes Marshall Walker Foundation for a study investigating cerebral perfusion pressure measurements in the ICU (Primary Investigator: Dr. McNett) and a \$3,000 certification grant from AORN for educational materials/training to support OR nurses in obtaining their certification (awarded to Dr. McNett, contributors included Kathy Glaser, RN and Mike Friend, RN).
- Staff completing three sets of training on Vocera (communication device), monitors (new cardiac monitors), and simulation. Simulation training is interdisciplinary and includes nurses, physicians, respiratory therapy, and support staff.

Campus Transformation

- The Transformation Executive Team continues to work on the development, refinement, and cost modeling for the most recent plan, prioritizing the new hospital tower construction and the related energy plant and parking garage.
- CCP Vertical Expansion: Exterior masonry, curtain wall, and interior wall framing are complete; gypsum board installation is 99% complete; painting is 95% complete; HVAC ductwork and piping, lighting, and elevator renovations are 100% complete. The temporary loading dock is in use. Activation planning meetings with the departmental stakeholders continue. SouthPoint Road will be re-opened to two-way traffic on June 22. The Conditional Certificate of Occupancy was issued June 10. Punch list activities are in process. Average daily workforce is 90 persons.
- Brecksville Health Center: exterior masonry, and with the exception of the MRI suite, the interior concrete slabs are complete; interior metal stud wall framing and gypsum board installation is complete; roofing is complete; painting and flooring continue throughout and in sequence; elevator work is 90% complete; exterior metal panels and glazing is 90% complete. ODOT continues work on the I-77 interchange and Rt. 82 road-widening project. The project is on schedule for the construction substantial completion date of July 1. Average daily workforce is 100 persons.
- Main Campus Refresh Initiative: Renovations to the Ortho Clinic in OPP 3, first floor is 98% complete.
- Protective Services expansion and renovation: Additional work for completion of new control room consoles now in process. Final construction will be completed on July 11.
- OPP Cancer Care Healing Garden – Second phase in the plaza is 95% complete.

Finance

- The MetroHealth System and Medical Mutual introduced CLECare which is a new HMO insurance product that uses a population health focused integrated delivery network centered on MetroHealth's expertise.
- The Revenue Cycle is proud to announce that on behalf of The MetroHealth System, we are the first in the nation to be awarded the Health Financial Management Association (HFMA) Early Adopter Patient Financial Communication Recognition for the second consecutive time.
- The MetroHealth System is one of only six healthcare systems and the only essential hospital on a national advisory panel participating in the federal Department of Health and Human Services "A Bill You Can Understand" Design & Innovation Challenge.
- Enrollment on Wheels RV participated in nine events, servicing 107 community members in May. There were six events on the Westside and three on the Eastside. We also continue to partner with Cuyahoga County to assist them with enrollment in the Medicaid Redetermination Program.

Department of Integration and Transformation (DoIT)

- The DoIT Leadership Team, **Ronald Fountain, Aaron Loyd, Rehan Waheed, and Pamela Ziss**, co-presented '*Avoiding Insanity by Disrupting the Status Quo – Let's "DoIT" Together*' at the annual education conference of the Northeast Ohio Healthcare Financial Management Association.
- Results Management Office (RMO) earned an honorable mention from Workfront, the leading provider of cloud-based enterprise work management solutions, for the deployment of our project management tool across several high impact departments.
- RMO continued its effort to train key individuals on the Lean Six Sigma Process Improvement Methodology and helped with process mapping to reinforce a culture of continuous improvement in several departments.

Information Technology

- New technology was successfully tested as a pilot to improve nursing communication on 10B. The new device called a Vocera Badge will enable the nurse call system and the Phillips patient monitoring system to communicate through one central device.

External Affairs

- MetroHealth's newest facility in Parma hosted a day of free screenings, safety tips, games, wellness tips (like how to age gracefully) a town hall and community building on June 18.
- MetroHealth opened a fresh produce stand in the Outpatient Pavilion. The stand is a collaboration with Healthy Living Kitchen, a local vendor owned by two minority women. It addresses health disparities by featuring fresh, local and seasonal fruits and vegetables in a food desert where few options exist. It is open Tuesdays, Thursdays and Fridays from 10 am to 6 pm and is open to the public, employees and patients.
- Two members of the department have been accepted to the Cleveland Leadership Center's Bridge Builders program – Maria Estes and Charles Basham. Elizabeth Allen was accepted into Leadership Cleveland's class of 2017.
- The city of Cleveland Heights authorized MetroHealth Life Flight to land in its community. This development advances the health system's regional trauma plans.
- Dr. James Misak participated in a press conference with Senator Brown to express concerns about the Healthy Ohio Medicaid Waiver proposal. Dr. Misak discussed how the proposal could disrupt coverage for Medicaid recipients and increase uncompensated care costs for providers.
- The Ohio Department of Medicaid announced funding support to local communities in an effort to combat infant mortality. First Year Cleveland will receive \$2.9M to support innovative infant mortality rate reduction programs. MetroHealth's Nurse Family Partnership program is targeted for funding support.
- Dr. James Misak and Susan Mego will present to the Joint Medicaid Oversight Committee's (JMOC) on June 16. They will highlight the health system's experiences with payment reform and innovation.
- On June 7, The House Ways and Means Committee passed *The Helping Hospitals Improve Patient Care Act of 2016* (H.R. 5273). The bill includes a provision to allow hospital outpatient departments (HOPD) that were under construction when the Bipartisan Budget Act was passed on November 2, 2015 (the "2015 Budget Act") to bill Medicare at the enhanced HOPD rates. MetroHealth's Brecksville project would be protected from the site-neutral payment provisions in the 2015 Budget Act if this bill becomes final law.
- H.R. 5273 also advances Congressman Renacci's proposal to introduce socioeconomic risk-adjustment to the hospital readmissions penalty program. The adjustment would help hospitals, like MetroHealth, that serve a disproportionate share of lower-income patients. MetroHealth will now work with Ohio Senators to encourage passage of a similar bill in the Senate.

Foundation and System Philanthropy

- AIDS United has granted \$743,302 to MetroHealth to support the training and certification of two physicians to become suboxone providers and a full-time clinical coordinator to integrate suboxone treatment of opioid use in MetroHealth's HIV primary care clinic. The clinic provides care to more than 1,500 people living with HIV/AIDS annually. Dr. Anne Avery will direct this initiative.
- MetroHealth GALA2016 and GALA AFTERDARK were a success, raising \$2.3 million. Support included \$1,037,000 in sponsorships, a generous \$1 million anonymous gift and over \$275,000 from the auctions, pre-event pop-up parties and the fund-a-need appeal. Many thanks to all board members for their support and participation.
- The MetroHealth Foundation Board of Directors held their annual meeting on June 2, 2016. Officers for the Foundation's 2016-2017 year are as follows:
 - Brenda Kirk, Chair
 - Akram Boutros, CEO
 - Kate Brown, President
 - Bill Aamoth, Vice Chair – Finance Committee
 - Joey Arnold, Vice Chair – Audit Committee
 - Linda Bluso, Vice Chair – Governance Committee
 - Tom Collins, MD, Vice Chair – Nominating and Board Development
 - Fran Dacek, Vice Chair – Outreach Committee
 - Ann Lutz, Vice Chair – Investment Committee
 - Michelle Wood, Chief Operating Officer