

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 28, 2016**

Executive

- MetroHealth experienced a great loss with the sudden passing of Joseph Carter, MD, Chair of the Department of Otolaryngology. MetroHealth paid tribute to this great physician and gentle man with a memorial service in Scott Auditorium. Dr. Carter's wife, Alison, and children were in attendance and so very touched by the service. Dr. David Stepnick has been appointed interim Chair.
- MetroHealth is everywhere... on land and in the air!
 - We recently announced MetroHealth's partnership with Mercy Health to provide coverage and availability to hospitals and first responders needing emergency air medical transportation services across the eastern part of Ohio. Through this partnership, Mercy Health will transition services from Life Flight's Milan base near Sandusky to a new base location at the Toledo Executive Airport in Wood County. The airport is centrally located to better serve both east and west communities.
 - MetroHealth Brecksville Health and Surgery Center celebrated its grand opening with a VIP reception and Employee Open House. 300 guests attended the VIP reception including Senator Tom Patton, Representative Marlene Anielski, Mayor Jerry Hruby of Brecksville and Mayor Sam Alai of Broadview Heights, along with several Brecksville city council members and the entire Chamber of Commerce board. 1500 community members attended the Saturday open house, which featured 90 MH staff and 16 departments with information tables. The Brecksville Emergency Department and medical offices are officially open for business; MH Lyndhurst opened on September 21 also with a Grand Opening Reception.
- Congratulations to Craig Richmond, who received the *Smart Business* 2016 Smart 50 Award, which recognizes Northeast Ohio's top executives for ability to effectively build and lead savvy organizations.
- The Lincoln-West School of Science and Health welcomed its first students to the LW-MetroHealth campus on September 6. Students were welcomed by MetroHealth staff in a rousing "clap in" in the Rammelkamp Atrium. Forty five 10th graders are on campus every week on Tuesdays, Wednesdays and Thursdays. Eighty 9th graders will be on campus one Friday a month with their first visit on September 23. The school has garnered quite a bit of attention, as a group from Tacoma, WA, which included representatives from two health care systems, a technical college, a university and the Tacoma City school district, visited MetroHealth to study the development of the first school embedded in a hospital in the U.S.
- MetroHealth welcomed Lt. Governor Mary Taylor, who visited MetroHealth to learn about how the overall system supports public health and medical excellence in Cuyahoga County. Dr. Papp shared information with the Lt. Governor about Project DAWN and its impact on residents and families who are fighting addiction.
- Welcome Dr. Nabil Chehade to MetroHealth as Senior Vice President of Population Health. Dr. Chehade will be the key leader as MetroHealth transforms its clinical and operational approach to population health, a key element of our Transformation.

Chief of Staff

- Our MetroHealthy Rewards program continues to expand with more than 3,900 participants. MetroHealthy mini-fairs were held at 14 satellite locations where over 300 employees were screened. We launched an updated MetroHealthy SharePoint site to feature its growth and program offerings.

- Preparing for the launch of Healthy Finances Series with Empowering and Strengthening Ohio's People, offered as a Lunch 'n' Learn session once a month for 10 months.
- The Labor & Relations staff collaborated with both AFSCME and OPBA unions to obtain ratification of the union contracts.
- The new art collection for the MetroHealth Brecksville Health and Surgery Center was installed and embodies the theme of connecting community. The collection aims to engage patients, staff and family members with their neighborhood, its natural surroundings, Northeast Ohio and beyond.
- In addition to our art therapy services in outpatient medical oncology, we have added art therapy services in outpatient radiation oncology, available on Mondays from 9-11 a.m.
- Through the generosity of the Char and Chuck Fowler Family Foundation, LAND studio installed whimsical, plastic creations by Cracking Art in the OROC Hope and Healing Garden outside the Cancer Center. The 15 colorful, oversized animals include 2 sparrows, 3 meerkats and 10 frogs, and will brighten the days of patients and staff through February. They'll be joined by 17 additional animals that will be placed around the main campus.
- The MetroHealth System hosted The Beryl Institute Regional Roundtable, attracting national leaders in patient experience. The welcome was presented by Jason Wolf, President of The Beryl Institute, and Sara Laskey, MD, VP, Office of Patient Experience.
- HUMM, a real-time feedback platform is being piloted at four ambulatory sites: Bedford, Middleburg Heights, Parma and West Park. All primary care patients receive a tablet containing seven questions following their visit. The feedback tool takes an average of 15-20 seconds to complete.
- EMMI programs continue to educate our patients regarding their Sleep and GI procedures and follow up on their ED discharge information. Emmi has expanded to include population health with nearly 8,000 programs being sent to hypertensive patients. Over 41,600 programs have been sent since January. Emmi is in the process of expanding to diabetic management/population health, hospital discharges and planned inpatient stays.
- Star ratings will be posted on our external website for three months. This includes publishing a monthly provider StarCard, prompting providers to review their ratings and comments. Discussions regarding ratings and reviews at the department and/or service-line level have been initiated. Overall, MetroHealth's average star rating is 4.8 (out of 5.0) stars.
- We launched Patient Navigators in August of 2016 at the Brecksville, Cleveland Heights and Parma locations. The navigators are responsible for proactively managing the patient experience in the ambulatory setting, and include accessing services, conducting service recovery and way-finding.

System Dyad

- Our Stroke Center was recertified by The Joint Commission after its surveyors conducted a comprehensive two-day survey on August 8 and 9.
- Due to its size and complexity, the Family Care Service Line was split into two new service lines: Adult Health and Wellness, and Women and Children's Health and Wellness.
- The Dyad approved the hiring and training of over 30 resources to answer phones and schedule patients for the HealthSpan integration. A separate Contact Center for the former HealthSpan sites was developed and is now functioning at a high level in our Parma location.
- The Mercy HealthSpan TSA agreement continues to be brought to closure. The Integration Team has done a tremendous job in a limited amount of time.
- The System Dyad participated in RFP reviews for physician compensation.

Service Line News

Adult Health and Wellness

- Hospital Medicine is now included in the Adult Health and Wellness Service Line.

Cancer Care

- The MetroHealth Wig Salon has provided 37 wigs for our patients year-to-date through August.
- The OROC (OutRun Ovarian Cancer) healing garden officially opened in July for patients and guests; the construction of the garden was fully funded through philanthropy.
- To expand Gynecologic Oncology Services, Dr. S. Singh deploys to Cleveland Heights in mid-September.

Emergency Department

- The Emergency Department successfully began its operations in Brecksville.

Heart & Vascular

- Heart and Vascular is now providing cardiology coverage, including cardiac echoes and stress tests five days a week at Brecksville.

Neuro-Musculoskeletal

- Ben Roitberg, MD, from University of Chicago has been recruited as our new Neurosciences Chair.
- EMG services are now fully integrated into a single, combined PM&R/Neurology service, and Neurology has been moved into the outpatient plaza to be in the same location as PM&R.
- We established a Spinal Cord Injury Center of Excellence and has been awarded a Spinal Cord Injury Model Systems grant of \$2.26 million over five years. We are now one of 14 Centers federally designated as a Spinal Cord Injury Model System Center. *“NIDILRR awards SCI Model Systems Center grants to institutions that are national leaders in medical research and patient care and provide the highest level of comprehensive specialty services, from the point of injury through rehabilitation and re-entry into full community life. Grants are awarded in five-year cycles (current cycle is 2011-2016).*

Specialty Care

- The Specialty Care Service Line worked to provide new endoscopy services for Neighborhood Family Practice.
- To provide an opportunity for Infectious Disease to increase volumes and to align the clinic and service line specialties, the Infectious Disease Outpatient Program was moved to the Med Specialties Pavilion.
- A plan was developed to pilot a new Diabetes Management Team at Broadway in order to proactively manage patients with HBA1C > 9percent through a team-based approach with Adult Health and Wellness, Pharmacy, Informatics and Quality.

Surgery

- The Service Line applied for the Bariatric Center of Excellence.
- Plastic surgeon Dr. David Rowe joined MH and brings local volume business with him.

Trauma, Critical Care, Burns

- Emergency General Surgery and Acute Care volumes continue to increase through August.
- The multidisciplinary Poly-Trauma Clinic, where patients are seen by several providers during the same visit, opened on September 7.

Women and Children's

- A new allergist and two new obstetric/gynecologic physicians were welcomed to MetroHealth, and a reproductive endocrinologist is scheduled to begin in September.
- We experienced significant increase in the number of deliveries while outpatient volumes for the obstetrics/gynecology and pediatrics exceeded expectations.

Ambulatory Operations

- Independence Optometry has completed its transition to Brecksville.
- Discount Drug Mart North Royalton is scheduled to open in early October and will be paired with State Road Family Practice.
- MetroHealth participated in many community events including:
 - MH Brecksville's Open House
 - Southeast Rocks Festival (50 free health screenings were conducted)
 - MH Buckeye's clothing drive (provided 145 grocery bags of clothing to families in need)
 - MH Lee Harvard's collection of school supplies (Robert Jamison/Moses Cleveland School)
 - Cuyahoga County Public Library Talks (Parma Heights, Strongsville, North Royalton and Brook Park locations).
 - Middleburg Heights continues to provide health screenings every other month at the Middleburg Heights Community Center and hosts a monthly Cleveland Food Bank/American Assistance sign up for the SNAP program (provides resources for area food pantries and information regarding housing and utility assistance).
 - The team is currently working to offer flu vaccines at the Brecksville Community Center.

Strategy and Business Development

- Strategy and Business Development has integrated legacy HealthSpan sites into MetroHealth EMR.
- The Strategy and Competitive Positioning Retreat with the Executive Team was held in August.

Nursing

- The Nursing Enterprise completed its annual Nurse Satisfaction Survey in June. The enterprise met Magnet requirements. Our current areas of focus are based on unit-level scores, which include staffing and resource adequacy, Nurse Manager leadership and support, and RN-to-RN interactions.
- Next steps include implementing a task force comprised of Nurse Managers, Directors of Nursing and Senate Representatives; evaluating best practices and ideas for implementation; regular feedback to CNO Council, Integrated Nurse Manager Council, and Nurse Senate; and creating a system-wide action plan. Our next survey is scheduled for May 1-21, 2017.

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, the related energy plant and parking garage. The team continues to support the System's discussions and negotiations with the County.
- Work continues on the new elevators in the CCP Vertical Expansion to be completed in January 2017.
- The Emergency, Lab, and Imaging Departments at Brecksville opened in August; the Primary and Specialty Care Departments opened in September. ODOT continues work on the I-77 interchange.
- Work on the OPP Cancer Care Healing Garden is complete.
- Work at Lyndhurst is complete with the first date of patient activity on September 19.
- Towers Weatherproofing – The remedial work to repair the window and precast concrete joints will be completed in October.
- Beachwood Parkway Medical Center – The new exterior, illuminated pole-mounted sign is complete along I-271 just south of Chagrin.
- Facilities Management took over facility responsibilities for three former HealthSpan buildings (Cleveland Heights ED and Medical Office; Parma ASC, ED and Medical Offices; and Bedford Medical Offices) and one leased medical office floor in Rocky River.

Finance

- Craig Richmond presented at the Northeast Ohio Healthcare Financial Management Association (HFMA) Provider/Payer Conference in July. He spoke about how to create value through collaboration of providers and payers.
- Enrollment on Wheels RV participated in 23 events, servicing 108 community members in August. There were 13 events on the Westside and 10 on the Eastside. We also continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program. From January-August 2016, 974 services were rendered to our community, seeing 609 members within the RV.
- The MetroHealth System has been working diligently to upgrade our core Lawson applications (Human Resources, Supply Chain, Accounts Payable, Payroll and General ledger) to Version 10. Together these applications are the core of our financial reporting. This new version will allow us to take advantage of product enhancements and tighter integration between modules. MetroHealth went live in the cloud the weekend of September 16-18.
- The 2017 capital and operating budget process is underway. Continued improvements have been made to the budget cycle this year, primarily through transformational cost management within labor and non-labor. Our cost management focus will be driven by continued efficiency gains in our productivity, processes and operations. This streamlined approach is scheduled to be completed throughout the month of September.

Department of Integration and Transformation (DoIT)

- Baldwin Wallace University and MetroHealth's Department of Operational Research and Analytics (DARE) team co-designed and branded a Masters of Public Health (MPH) graduate education degree program to be taught at MHS for employees of MetroHealth. The inaugural class cohort is comprised of 19 MetroHealth employees.
- The Results Management Office (RMO) has created an Introduction to Project Management curriculum, hosted by Learning and Development as an educational resource for those employees seeking to improve their business management and productivity skills.

Legal Office

- Assistance in preparation of Application to CMS for MetroHealth's ACO to become a Track Three model and to contract with skilled nursing facilities (SNFs) to enable MetroHealth to participate in CMS' SNF 3-Day Rule Waiver.
- Continued work with Cleveland Clinic and University Hospitals in re-working and negotiating the NOTS Agreement.
- Development of new processes and written documentation for affiliations between MetroHealth and medical, nursing, technical and other schools.
- Continued cooperation with CWRU regarding the day-to-day operations under the Affiliation Agreement, including HR matters, research-related inspections and IP commercialization.
- Assistance in preparation and process regarding several Board of Trustees projects requiring RFPs.
- Review of responses to RFPs for Insurance Broker and for Actuary services due to expiration of existing contracts, conduct interviews and continue selection process.
- Continued work with management team in assessing Transformation financing alternatives and related issues.
- Assistance in the finalization and execution of contract with the Cleveland Metropolitan School District for the establishment and operation of a health sciences high school at MetroHealth.

External Affairs

- MetroHealth dedicated the renovated fifth floor suite in its Lyndhurst Health Center with a VIP community reception, hosted by Dan Lewis, COO, and Dr. Brendan Patterson; a blessing by Chaplain Jim Kulma; and remarks by Mayor Patrick Ward. The health center officially offers general surgery, hand, neurosurgery, occupational therapy, orthopaedics, plastic surgery, podiatry, radiology, spine care and urology and ear, nose and throat.
- MetroHealth Prime sponsored Grandparents Day at the Zoo on Sunday September 11. The event drew 5,438 people, of which 522 were seniors/grandparents.
- On September 10, Elizabeth Allen spoke at the Ohio Women's Leadership Summit: Beating the Odds, which showcased the power and potential of women. The summit was sponsored by Senator Sherrod Brown (D-OH) and held at the Global Center for Health Innovation.

Foundation and System Philanthropy

- The Alcoa Foundation made a grant of \$25,000 to support mammograms for BREAST/Amigas program. Since 2005, this program has screened nearly 6,200 and educated more than 35,000 women. The program reduces barriers by providing free, culturally sensitive bilingual education, clinical breast exams, mammograms and patient navigation services in convenient and trusted community locations. Alcoa has provided nearly \$100,000 in support of this initiative since 2013.
- The MetroHealth Foundation has received a \$10,000 gift from a patient to support the STRIDES Program. Under the leadership of Dr. Eileen Seeholzer, this program was designed to provide the foundation for addressing obesity through behavior change. The gift will help support the publication of a STRIDES manual and an on-line version of the program.
- The Ohio Department of Health recently notified MetroHealth that our Nurse Family Partnership (NFP) Program will receive all of the Ohio Maternal Infant Early Childhood Home Visiting (MIECHV) funds (\$560,000) allocated for Cuyahoga County. Funding will support the enrollment of 140 first time, low-income moms-to-be in the NFP program. This is the first time that Cuyahoga County has received Ohio MIECHV funding.