

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF OCTOBER 26, 2016**

**Executive**

- As always, there's been a lot of activity within our halls since we last met. Aside from providing great patient care both at our main campus and satellite locations, I'm so very happy to share with you the news that MetroHealth is the proud recipient of a \$2.6 million grant from the National Institute on Disability, Independent Living and Rehabilitation Research. This grant designates MetroHealth as a Spinal Cord Injury Model System and a national leader in spinal cord injury care and rehabilitation - only 14 centers nationwide have received this funding.
- For the ninth consecutive year, the Comprehensive Stroke Center at MetroHealth has earned the American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Gold Plus Achievement Award for performance and quality, with its second consecutive Target: Stroke Honor Roll Elite Plus recognition.
- It's no surprise that the entire country is plagued by an opiate addiction epidemic. The impact this terrible disease has had on the lives of the victims' families, friends, and the community in general is astronomical. The death rate is alarming: seven people died from drug overdoses in Cuyahoga County in one day alone, prompting the county's medical examiner to issue a public health warning. Fifty-two drug overdose deaths occurred in August, the highest number in any given month for the county. MetroHealth's emergency room physician and medical director of Project DAWN, a community-based overdose education and naloxone distribution program, is being featured in a CNN five-part series on the epidemic. The program titled *Heroin: The Poisoning of America* follows the rise in access to heroin, the highly toxic synthetic opioid, fentanyl, and the deaths linked to them. Dr. Papp's segment, titled *One Doctor's Crusade Against Heroin*, focuses on her dedication in getting naloxone into the hands of addicts and law enforcement.
- On October 18, Carole Rendon, U.S. Attorney General for the Northern District of Ohio, hosted a *Major Hospital Systems and The Opioid Epidemic* roundtable featuring Akram Boutros and the presidents of Case Western Reserve University, Cleveland Clinic and University Hospitals to discuss collaborative educational, clinical and public policy solutions to address the opioid crisis.
- The American College of Healthcare Executives held an educational video conference at MetroHealth titled *ACHE of Northern Ohio – The State of Healthcare – Connecting the Chapters*. This unique conference connecting two CEOs from across the country - Akram Boutros from Cleveland and David Castillo, CEO of LA County Hospital in California - provided the platform for each to give their perspectives on the differences in healthcare policy, delivery, challenges and reimbursement. Participants included ACHE chapter members from both Cleveland and California as well as staff from both institutions.
- And last but certainly not least, please join me in congratulating Maureen Dee, who received the Distinguished Alumni Award from the Jack, Joseph and Morton Mandel School of Applied Social Sciences at Case Western Reserve University. Maureen was recognized for her work in the community and inducted into the newly established Mandel School Hall of Achievement. Congratulations Maureen!

## **Chief of Staff**

- MetroHealth was recognized for the 13<sup>th</sup> year by NorthCoast '99 as a great workplace for top talent in Northeast Ohio. Additionally, MetroHealth received a Special Category Award for Compensation. This award recognized MetroHealth's innovative *Think Tank*, which personally incentivized winning employees, as well as provided funding to the winning projects.
- MetroHealth held its annual Employee Appreciation event in September. Food trucks were sent to the main campus and many of the larger off-site locations. MetroHealth leadership was able to show its appreciation and gratitude to employees working all shifts and locations.
- Department of public safety established a Memorandum of Understanding for police jurisdiction with the Brecksville Heights Police Chief and Prosecutor.
- Collaboratively worked with Dr. Bernie Boulanger to contribute to the Republican National Conference: After Action Report. The report was shared with the City of Cleveland and the US Secret Service.
- Partnered with the MetroHealth Foundation to obtain full funding from Fifth Third Bank for the Empowering & Strengthening Ohio's People (ESOP) Healthy Finances Series, a program designed to educate and assist employees in managing their personal finances.
- Arts in Medicine partnered with the Cleveland Museum of Art to present Stories ARThe Best Medicine. From September 17 - October 8, storytellers from MetroHealth's HIV/AIDS community worked with performance and teaching artists and 2016 Creative Workforce Fellow, Ray Caspio, to find, craft and perform their unique stories inspired by the Cleveland Museum of Art's collection.
- Schwarz Rounds provides an opportunity for MetroHealth employees to come together to share experiences and the impact of certain events. On September 26th Arts in Medicine (AIM) presented a performance of *In the Storm* (a look at the impact of gun violence through the eyes of MetroHealth's caregivers) It was created from interviews with physicians, nurses, surgeons, clergy, social workers, police, EMS, Life Flight and media relations.
- Overall, MetroHealth's average Star Rating is 4.8 (out of 5.0) stars.
- Trauma Recovery Services has had direct contact with 497 survivors, made 415 peer visits and completed 362.5 hours of counseling and support since January and held 20 support groups focusing on brain injury, amputee and trauma recovery.
- Close to 90 MetroHealth employees and family members and students from Lincoln-West School of Science and Health participated in Employee Service Day on Saturday, September 10. Service Day focuses on projects to beautify and support our community. This year's projects included assisting with preparation for the West 25th Open Street event, outdoor cleanup at the homes of two seniors in Old Brooklyn and cleanup at a community garden.
- Twelve volunteers started as ambassadors at MetroHealth Cleveland Heights Medical Offices, MetroHealth Parma Medical Offices and Ambulatory Surgery Center, and MetroHealth Brecksville Health & Surgery Center.
- A task force has been created in collaboration with nursing to focus on improving the inpatient HCAHPS scores in the med/surg units. Weekly meetings have been occurring, improvement initiatives have been implemented, and Patient Experience CARE Champions are participating in the Purposeful Hourly Rounding observations and audits of their peers.

## **System Dyad**

- Throughout the month, the Dyad continued to work with the Service Lines, Hospital Operations, Ambulatory Network and nursing leadership on the 2017 budget. Headcount investments and staffing models have been the key components in the finalization of next year's budget.
- The Dyad led a half-day retreat with the Ambulatory Network Triad. The discussion centered on how to improve efficiencies in operations and in the leadership structures throughout the network. Several models were presented for further evaluation. As requested, the Triad developed a model for review and reaction by mid-October. Further refinement is now underway.
- The Dyad continued its oversight of the organizational initiative "Achieve Service Center (core) Improvement in Adult Primary Care." Weekly meetings are held with the operational champions.
- A Service Line Strategy Retreat was conducted on September 29. The Service Lines presented and received valuable feedback from Dr. Boutros. The Service Lines have grown rapidly in both their day-to-day operational capabilities, as well as in developing their long-range strategies.
- ACGME (Accreditation Council of Graduate Medical Education--the accrediting body for our residency and fellowship programs) conducted a "CLER" site visit (Clinical Learning Environment Review) on October 4 and 5. The surveyors were complimentary in their post-visit debriefing with our senior leaders and indicated no major shortcomings with our program. Many thanks to Dr. Abdulla Ghori, and Marcie Becker and their team for the leadership they provided to our residents and our medical staff in order to successfully pass this review.
- COO Dan Lewis was interviewed by the Sun Messenger regarding the expansion of services at our Lyndhurst satellite. The Lyndhurst site is now open and has been quite successful in its first month of expanded operations.
- Service levels in our Main Contact Center have seen a dramatic improvement this month. There has been a significant drop in abandoned calls and a significant rise in the number of calls answered within 60 seconds. These improvements have put us on track to deliver on our year-end service commitments. Jennifer Fragapane and her leadership team are clearly moving the Center in the right direction.
- Dan Lewis attended media training with Elizabeth Allen and her team of communications experts.
- Dr. Boulanger attended the Department of Otolaryngology Retreat.
- The Dyad, along with Michael Stern, chaired the inaugural meeting of the Operations Leadership Committee. This meeting replaces the previous, much larger monthly Management Meeting. In this new format, administrative and clinical leadership have been combined into one integrated meeting to enhance collaboration and communications throughout the System. Our goal for this meeting is to be business oriented and metric driven.
- The Dyad welcomed and assisted with the onboarding of Ed McFeaters, our new Senior Director of Support Services.
- The Dyad announced a new leadership structure for Perioperative Services across The MetroHealth System.
- Dr. Boulanger was a speaker at the Celebrate Tremont event, at which MetroHealth was the presenting sponsor.
- Brian Yorke is the new Service Line Administrator for Essential Services, which include Pathology, Pharmacy, Radiology and Emergency Services. Brian will report to Senior Vice

President and Chief of Staff Michael Stern for the first three areas, and to the Dyad for Emergency Services.

- Dr. Boulanger interviewed candidates for the position of Chair of Neurosciences at CWRU.

### **Service Line News**

#### **Adult Health and Wellness**

- The Service Line has identified primary care leads for the former HealthSpan sites in Bedford, Cleveland Heights and Parma. They are still looking for a lead in Rocky River.
- The Brecksville site and the Discount Drug Mart in North Royalton have opened.
- The direct admission process was implemented for patients from Express Care and Primary Care to the CDU at Parma and Cleveland Heights.
- The Service Line is continuing to expand the Medicare wellness effort and training.

#### **Cancer Care**

- MetroHealth Cancer Center recently hosted two community outreach events at Sagrada Familia Church and the Cleveland Heights satellite with over 500 participants.
- Individualized survivorship care plans have been implemented for cancer patients with breast, gynecologic and gastrointestinal cancers.
- The Cancer Center Service Line held its inaugural Cancer Care Symposium on September 30 with a focus on Survivorship. Dr. Vivian von Gruenigen (Summa Health), Dr. Guilherme Oliveria (University Hospitals) and Yoshihiro Ishikawa (Yokohoma City University School of Medicine) were the guest lecturers.

#### **Emergency Department**

- In its first full month of operations, Brecksville's Emergency Department had a strong visit volume.
- Emergency Medicine physician Joan Papp, M.D., is being honored for her work on the U.S. Attorney's Heroin and Opioid Task Force. Dr. Papp is also the Medical Director of Project DAWN, a community-based overdose education and naloxone distribution program.

#### **Heart & Vascular**

- Revenues for outpatient procedures exceeded target, and revenues for clinic visits were 15 percent above target driven by strong demand.
- Surgical volumes were above target in volumes.

#### **Neuro-Musculoskeletal**

- September's volumes and finances are showing inpatient discharges, OR cases, office visit check-ins, and interventional spine are above budget.
- During the third quarter, the Neuro-Musculoskeletal Service Line researchers were awarded \$8.7 million in grants (over \$7 million with full indirects).
- The Service Line is carefully monitoring its deployments to Brecksville and Lyndhurst.

### **Specialty Care**

- The Specialty Care Service Line achieved favorable volume, revenue, and FTE performance. Outpatient visits and endoscopy procedures were favorable. A 2% staffing efficiency to budget was achieved through restructuring and increased deployment to Brecksville, Parma, and Cleveland Heights.
- The Digestive Health Center saw continued development using four patient and consumer focus groups to align the strategy with community need. The Integrated Center at Parma is now performing more than 200 procedures per month. This includes deployment and the co-location of four specialties.
- A plan was developed to relocate Pepper Pike Dermatology to the Beachwood Health Center and to set up an Eastside Skin Health Center in 2017, which would include integration with Primary Care and Surgical Specialties and the provision of medical, surgical (Mohs), and cosmetic services.

### **Surgery**

- The Service Line is awaiting the Bariatric Center of Excellence site visit.
- The Surgical Care Service Line has assumed responsibility for OR direct reporting and the Perioperative Executive Committee.
- The deployment of ambulatory cases to the satellites (off Main Campus) is in the planning stage. They are working towards overnight stays in Parma's CDU in conjunction with ED leadership.

### **Trauma, Critical Care, Burns**

- The Service Line has increased Emergency General Surgery and Acute Care OR volumes which have contributed to achieving budgeted OR cases for the month of September.
- In an effort to market our Burn service, a letter on our soft tissue and complex wound care services was sent to area orthopedic, general surgery and emergency department physicians.
- The Service Line is working on a comprehensive plan with Burns, Plastics, Dermatology and ENT in order to provide laser care services at Brecksville.

### **Women and Children's**

- Obstetrics volumes for August 2016 exceeded budget.
- MetroHealth's new Nurse Family Partnership received \$560,000 from the Ohio Bureau of Maternal and Child Health to fight infant mortality with targeted programming for first-time mothers.
- The service line welcome Dr. Bryan Hecht to MetroHealth, who plans to develop the Reproductive Endocrinology Program, which will be located at Parma.
- Pediatric volumes for August 2016 exceeded budget.
- Allergy Services will be expanding with the addition of Dr. Pamella Abghari.
- Brian Rentschler is the new administrative leader for the Women and Children's Service Line.

### **Ambulatory Operations**

- Ambulatory Operations visit volume was favorable to target for September with a total of 113,781 visits against a target of 103,122. This 10.3 percent favorable variance was due to steady performance of the new expansion sites and the opening of our Lyndhurst site.
- The expansion sites of Parma Snow Road, Cleveland Heights, Bedford and Rocky River successfully passed their Joint Commission survey, which was required within six months of opening.
- Brecksville's Primary and Specialty Services opened as scheduled on September 12.
- Overall performance improvement initiatives are actively under way with a focus on: 1) service line support and satisfaction, 2) consistent performance throughout the network on process and accountability, and 3) agile and proactive leadership.

### **Strategy and Business Development**

- The Integration/Execution Team opened the Lyndhurst Health Center and the retail clinic in the North Royalton Discount Drug Mart.
- Strategy and Business Development has executed a Memo of Understanding for the Brecksville expansion while continuing to meet and develop an execution plan for strategic partnerships.
- The Team is following up on initiatives from the Strategy and Competitive Positioning Retreat held in August.

### **Nursing**

- Molly McNett, PhD, RN, CNRN was awarded a Presidential Citation from the Neurocritical Care Society for her work as co-chair of the Guidelines Committee, a member of the research committee and for her service as reviewer and editorial board member for the Neurocritical Care Journal. Dr. McNett was presented with this award at the Neurocritical Care Society annual meeting in Baltimore on September 16, 2016.
- Several nurses were nominated for the March of Dimes Ohio Nurse of the Year Awards: Kathleen Rizer, MSOL, BSN, RN, NEA-BC; Director of Nursing, Heart & Vascular and Oncology; Kimberlee Legarth, BSN, RN, CMSRN; Nurse Manager, Orthopedics; LaShawn Hicks, MSN, RN; Nurse Manager, Lee Harvard; Sandi Hoch, BSN, RN, CBE-Child Birth Education; Stephen Sibilski, ADN, RN- Clinical Nurse, Middleburg Heights; and Melissa Kline, MSN, RN, NEA-BC-Vice President and Chief Nursing Officer. Winners will be announced at the awards luncheon on Friday, December 9.
- MetroHealth's Sexual Assault Nurse Examiner (SANE) program was recently awarded a \$159,000 grant from the Ohio Victims Assistance Act and the federal Victims of Crime Act grant programs. The funds are provided to eligible crime victims' assistance programs operating in public and non-profit agencies throughout the state of Ohio. Dollars will be used for training of current and future SANE nurses and expenses related to the program.

### **Finance**

- Craig Richmond recently delivered a keynote presentation at the National Healthcare CFO Summit on October 17. His presentation was focused on and titled: *Moving Past Thinking Outside the Box: Let's "DoIT."*
- Craig Richmond was the moderator of a panel discussion focused on "Improving the Health Status of the Community" at the Global Center for Health Innovation on September 29. This

was a joint program presented by the Northeast Ohio American College of Healthcare Executives (ACHE) and Healthcare Financial Management Association (HFMA).

- Enrollment on Wheels RV participated in 15 events, servicing 94 community members in September. There were eight events on the West Side and seven on the East Side. We also continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program.
- From January-September 2016, we rendered 1152 services to our community, seeing 703 members within the RV.
- The MetroHealth System had a successful Go-Live event the weekend of September 16-18. MetroHealth went live in the cloud to upgrade our core Lawson applications (Human Resources, Supply Chain, Accounts Payable, Payroll and General Ledger) to Version 10. We have processed our first payroll in the cloud successfully and are underway with our first month-end closing.
- Our external audit partner RSM US LLP, will soon be here to begin interim fieldwork related to our 2016 year-end audit. RSM is scheduled to be onsite October 17-November 11.

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

- MetroHealth's Center for Disruptive and Radical Experimentation (DARE) hosted a consultation and inquiry session with a national consultant and writer Dr. Jon Burroughs and several MetroHealth senior leaders regarding innovation and radical transformation in healthcare.
- The Department of Operations Research and Analysis (DORA) deployed Version 1.0 of a Dyad Executive Dashboard comprised of newly created key performance Indicators (KPIs). The interactive design allows data to be grouped and filtered by any combination of service line and ambulatory site needs. This release will help DORA to optimize the value of the ongoing investment in the growing Enterprise Data Warehouse.
- The Results Management Office (RMO) has designed and will teach a course in Lean Six Sigma (LSS) methodologies to physicians receiving a fellowship. This course is a requirement for Accreditation Council for Graduate Medical Education (ACGME) accreditation. The current cohort of staff members trained in LSS is expected to produce more than \$1 million annually in either cost savings, revenue increases or both.

### **Information Technology (IT)**

- Our Enterprise Resource Planning System (ERP) which includes software for Supply Chain, Finance, and Human Resources was upgraded to the latest version (V.10). We also moved all of the current ERP data from our datacenter at Old Brooklyn Campus to Amazon's Web Services platform, which is the host for Infor/Lawson's Cloudsuite. This type of setup is known as cloud computing. Over the next several months, the organization will be utilizing additional applications for the three areas mentioned above.
- As part of MetroHealth's ongoing security assessments and improvements, Information Services (IS) recently conducted a penetration test with our partner, Hurricane Labs, to evaluate the security of the Systems IT infrastructure by safely trying to exploit vulnerabilities. These vulnerabilities may exist in operating systems, service and application flaws, improper configurations, or risky end-user behavior.

## **Legal Office**

- Continued attention to negotiation, documentation and closing of various real estate transactions, including acquisitions and leasing arrangements.
- Continued work with Cleveland Clinic and University Hospitals in re-working and negotiating the NOTS Agreement.
- Assistance in preparation and process regarding Board of Trustees issued RFPs.
- Continued assistance with management team in assessing Transformation financing alternatives and related issues.
- Attention to preparation of MetroHealth presentation for insurance underwriters and meetings with potential underwriters.

## **External Affairs**

- MetroHealth sponsored an event in Brecksville in late September for Falls Prevention Awareness Day in partnership with Bruegger's Bagels and the Western Reserve Area Agency on Aging. Seniors participated in a "Matter of Balance" falls prevention and home safety class and learned about the MetroHealth Brecksville Health & Surgery Center.
- Cuyahoga County's Division of Senior and Adult Services asked MetroHealth to present its Falls Prevention Program to the Cuyahoga County Senior Services Network on October 20.
- Community Health Advocate Karen Cook is working with MetroHealth's MedTAPP program to bring Diabetes Education classes to residents of CMHA properties. The classes launched the week of Oct. 10 at Quarrytown in Berea, with 19 residents enrolled for the six-week program.
- MetroHealth-branded "Berea Food Resource Guides" were distributed to residents, community-based organizations and churches serving the needy in Berea.
- MetroHealth had prime space at the WKYC Channel 3 Health & Wellness Expo, which drew 8,000 visitors on October 7. The MetroHealth Enrollment Van team was on hand to provide information and enrollment assistance.
- MetroHealth was a main sponsor of the Convencion Hispana, which drew 3,000 attendees. MetroHealth staffed a table with information, provided tours of the mobile School Health Van and partnered with Healthy Living Kitchen for a cooking demonstration.
- MetroHealth participated in ciCLEvia '16, an open streets event in the Clark Fulton area aimed at getting residents to be active. MetroHealth presented a "Matter of Balance" and provided volunteers and parking. Signs along the route included MetroHealth branding.
- MetroHealth will serve as a sponsor for Councilman Zach Reed's (Ward 2-City of Cleveland) annual Violence Solutions Forum on October 27. Walter Jones, Senior Vice President for Campus Transformation, will serve on a panel focused on a hospital's role in advancing health, economic development and workforce opportunities within communities.
- A number of Health Risk Assessments (diabetes, heart, smoking-related, breast, skin and prostate cancer risk) were recently added to the "Change is Healthy" brand campaign microsite (<http://metrohealthdoctor.org>), which encourages viewers to select a PCP and proactively manage their health
- To extend the impact of the "MetroHealth story" hologram, shown at MetroHealth's Third Annual Stakeholders Meeting, hologram viewing kiosks were installed at the Global Center for Health Innovation and in two high-traffic areas of main campus (Rammelkamp Atrium, Critical Care Pavilion Rotunda).



## **Foundation and System Philanthropy**

- The Fifth Third Foundation is providing \$15,000 in support for a new program called, *Health Finances for MetroHealth Employees*. This initiative which will allow MetroHealth to conduct 10 unique one-hour “lunch and learn” sessions followed by one-on-one financial coaching with staff from Empowering and Strengthening Ohio’s People (ESOP).
- The MetroHealth Foundation’s Generation Society welcomed two new members in September, including Drs. Craig and Kimberly Bates and an anonymous donor family, who, in total, have pledged over \$1.1 million. The Generations Society honors individuals who have made plans to support MetroHealth beyond their lifetime through a bequest, planned gift or life insurance. If you are interested in learning more about the Generations Society, please contact Kate Brown at 216-778-7509.
- The MetroHealth Citywide Baby Showers will be held during the month of October to benefit moms and their newborns who are part of MetroHealth’s Mother and Child Dependency Program. Needed new items include, diapers, wipes, baby wash, onesies, rocking seat and sleepers and board books. There are three drop dates: Tuesday, October 25 from 11 a.m. to 2 p.m., Main Campus, Cafeteria Hallway; Wednesday, October 26 from 11 a.m. to 2 p.m.; MetroHealth Middleburg Heights November Family Health Center; and, Thursday, October 27 from 11 a.m. to 2 p.m.; MetroHealth Cleveland Heights Medical Offices.
- Metro N.E.T. and MetroHealth’s Emerging Leaders will kick off their new joint program, *Sixty Minutes . . . 10 Questions*, on Tuesday, October 25 from 5:30 p.m. to 6:30 p.m. at MetroHealth’s suite in the Global Center for Health Innovation. The featured speaker will be MetroHealth Foundation Board member Linda Bluso, who will lead a discussion around leadership. For more information on this and future speakers, please contact Jessica Cartagena at 216-778-7525 or [jcartagena@metrohealth.org](mailto:jcartagena@metrohealth.org).