

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF DECEMBER 21, 2016**

Executive

Welcome everyone to December, the holidays and, to this, our last, board report of 2016! This is the time of year to reflect on our accomplishments, which are many, and focus on our future – which is bright! Thank you for your support of MetroHealth throughout the past year and I thank you in advance for your support in years to come.

From Cleveland.com to Fox 8, all eyes were on MetroHealth as we announced board resolutions to pursue the issuance of \$1.25 billion in debt to build a new hospital and transform our main campus – on our own merits. The news was well-received by the staff, community and organizations throughout the county. News of the MetroHealth Transformation was widely and accurately reported in local and national media, including:

- Crain’s Cleveland Business, including a very favorable editorial supporting MetroHealth’s plans
- The Plain Dealer
- Cleveland.com
- IdeaStream
- Local television and radio
- Becker’s Hospital Review
- Kaiser Health News
- In addition, an email news blast to community stakeholders regarding the Transformation had a 33.5 percent open rate, compared to a standard open rate of 17-18 percent for health care e-news.

We also congratulate our BOT member Mitchell Schneider as a recipient of the 2016 Medical Mutual Pillar Award for Community Service. The Pillar Awards honor organizations of all types and sizes that make outstanding contributions to their communities.

MetroHealth, through Gilbane, has been selected as one of the winners of the prestigious 2016 Build Ohio Award for work done on our Critical Care Pavilion vertical expansion project. In addition, our Brecksville facility has received architectural recognition and is our first LEED-certified building.

And finally, congratulations to our own Karim Botros, who was named to the Becker’s Hospital Review list of “29 Hospital and Health System Chief Strategy Officers to Know.”

Chief of Staff

- Radiology is now offering mobile PET/CT scans at our Parma location on Friday afternoons. The staff has performed 185 scans since we rolled out the new program for coronary calcium scoring CTs in support of Cardiology’s efforts to boost coronary calcium screening in at-risk populations.
- MetroHealth has obtained a successful review of the SDCU Lab by the National Ebola Training and Educational Center.
- We’ve expanded the Meds-to-Beds Program to the outpatient Cancer Center clinic patients.
- Human Resources partnered with the Employee Assistance Program and the Benefits department to host the Empowering & Strengthening Ohio’s People (ESOP) Healthy Finance Series, which was presented by ESOP and funded through Fifth Third Bank.

- The MetroHealthy Rewards Program is the recipient of the Gold Level Healthy Ohio Worksite Award from the Ohio Department of Health. This is our first time as a Gold Level recipient.
- The annual Employee Recognition Dinner honoring 300+ employees achieving milestone anniversaries of 20, 25, 30, 35, 40 and 45 years of service was held in November.
- Approximately 7,400 Giant Eagle holiday gift cards, valued at \$25 each, were distributed to all employees to thank them for their service to The MetroHealth System.
- Employee Hardship Fund: In conjunction with the MetroHealth Foundation, the Employee Assistance team conducted 104 initial financial assessments. Forty employees qualified for assistance through the fund; 24 of the 40 employees received financial aid totaling \$21,686.
- The success of MetroHealth's Patient and Family Advisor (PFA) program was featured nationally by the [Institute for Patient- and Family-Centered Care](#) (IPFCC) and [The Beryl Institute](#).
- The Patient-Centered Medical Home Quality Committee at J. Glen Smith and the involvement of Dr. Joseph DaPrano and Brenda Metzger, PFA, were featured in the Institute for Patient- and Family-Centered Care October newsletter.
- MetroHealth volunteers were recognized for reaching milestone years of service at the annual volunteer awards breakfast on November 30. Among the honorees was Tina Galaida, who was recognized for 25 years of volunteer service in long-term care and the Auxiliary. Sally Laskey received special recognition for the beautiful blankets she crochets at her home in Arizona and sends to Trauma Recovery Services for distribution to trauma patients. The 88 volunteers who were recognized at the event have collectively provided a total of 345 years of service to MetroHealth.
- A new volunteer placement designed to help ensure an exceptional patient experience in the Critical Care Pavilion started in November to provide hospitality and way-finding assistance to visitors and non-clinical support to patients on the intensive care floors.

System Dyad

- Dan Lewis presented the State of MetroHealth at the November 10 luncheon meeting of the Middleburg Heights Chamber of Commerce, which included the Berea and Brook Park chambers.
- Dr. Boulanger participated in ongoing discussions regarding the future of NOTS.
- Dr. Raymond Hong was appointed to the new position of Medical Director of Access. He will form a dyad partnership with Jennifer Fragapane to lead our Patient Access initiatives.
- Dr. Boulanger welcomed the Cuyahoga County Fire Chiefs at their annual meeting hosted by MetroHealth on November 16. MetroHealth demonstrated our capabilities and commitment to the EMS departments from 58 communities.
- The Dyad participated in the onboarding of Dr. Ben Roitberg (Chair of Neurosurgery) and Ed McFeaters (Senior Director of Support Services), the General Practice Dentistry site visit meeting with the accreditation officials reviewing the program and the selection process for the MyMetro (access model) provider compensation review vendors and worked with the Service Lines to finalize 2017 budgets and oversee the changes in the Ambulatory Network.

Service Line News

Adult Health and Wellness

- Medicare Adult Wellness Visits have increased from 58 completed visits in 2015 to 2303 completed visits as of November 2016. During the same period, compliance rates for Medicare AWWs have improved to 85 percent.
- The Pediatric Dentistry and General Practice Residency Programs were reaccredited.

Cancer Care

- Cancer patients will move into a rehabilitated unit (10C) with private rooms on December 21.
- Dr. O'Brien had an abstract accepted at the American Society of Hematology.
- Community Outreach submitted a grant to Susan G. Komen for the BREAST/Amigas program.
- On December 21, 11C Oncology moves to 10C, providing a more positive experience for oncology patients. A dedicated team, certified in cancer care, will provide emotional support, physical comfort, and communication and education in addition to coordination and continuity of care. Medicine patients will no longer intermingle with oncology patients and more private rooms will be available.

Emergency Department

- Joan Papp and Kristen Hess, representing Emergency Medicine and Life Flight, won a combined \$300,000 in MetroHealth's Think Tank Challenge.
- MetroHealth's four emergency departments combined to outperform volume expectations.

Heart & Vascular

- The service line continued to experience strong volumes with office visits 43 percent above budget and non-invasive, EP and cardiac cath procedures all above budget and prior-year performance.
- The coronary calcium scoring screening program, a collaboration between Radiology and Heart & Vascular, has tested 185 patients at MetroHealth since April at the nation's lowest price of \$40.
- MetroHealth received awards from the American Heart Association's Get With The Guidelines program: Gold-Plus in Heart Failure, Gold Plus in Mission Lifeline and Gold in Atrial Fibrillation (only two in the nation).

Neuro-Musculoskeletal

- The service line continues to monitor the satellites and deployments. Brecksville's Neurology, Pain Anesthesia and EMG are full while PM&R is 70 percent full and ramping up nicely.
- The phones for PM&R and Neurology continue to improve with service of 87.2 percent and abandonment rate of 2.1 percent.

Specialty Care

- The Parma, Cleveland Heights and Brecksville facilities continue to grow with office visits 24 percent ahead of budget.
- The Digestive Health Center at Parma expanded its providers to include gastroenterology, colorectal surgery, surgical oncology, integrative care physicians and advanced practice providers. It can now provide team-based care to patients.
- Infectious Disease physician Dr. Ann Avery received a grant from AIDS United on Implementing Suboxone in HIV primary care.

Surgery

- The surgery service line created the Perioperative Executive Committee as a governing body for perioperative services across the System; it continues to deploy surgeons and ambulatory cases into the community. Parma's Ambulatory OR is now open five days per week.
- The site visit for the Bariatric Center of Excellence is scheduled for January 16, 2017.

Trauma, Critical Care, Burns

- The Trauma, Critical Care and Burns service line continues to work on a comprehensive Regional Trauma Strategy to maintain market share through partnership opportunities. This strategy has contributed to favorable volume outcomes.
- The Burns Service is working on a proposal for an employee pilot laser program.

Women and Children's

- The Women and Children's Service Line is transitioning ambulatory cases to the satellites to increase organizational efficiencies; they exceeded expectations in both pediatric and obstetric visits.
- As part of MetroHealth's new Nurse Family Partnership which received grant funding, the service line is on track to begin the obstetrics visits in January.
- A pediatrician specializing in child abuse was hired to improve care for one of Cleveland's most vulnerable populations.

Ambulatory Operations

- Westlake is the most favorable satellite and, year-to-date, the only satellite location where every department (primary and specialty care) is favorable to budget with a 2016 growth of 36 percent. McCafferty will surpass 2016 budget expectations, currently 11 percent favorable year-to-date.
- Discount Drug Mart North Royalton opened October 3rd and sees patients four days a week. A new provider has been hired for ExpressCare, enabling the site to expand its schedule. The site is the first of its kind to be paired with an existing practice, State Road Family Practice.
- The existing Discount Drug Marts continue to see growth in patient volumes (Independence, Parma Heights and Olmsted Falls).
- Ambulatory Operations participated in many community events including Crocker Santa House sponsorship by Westlake; Toys-4-Tots drive and Reach Out and Read Program at McCafferty; MedWorks Health Fair at Cleveland Heights; toy drive outreach to support PSE, Ortho, ENT, Surgery, Dermatology and the Child Life Program; walk-in flu vaccine access at all sites; and Cuyahoga County Public Library health talks in September, October and November at the Strongsville and North Royalton locations.
- Self-check-in kiosks are being installed in the Outpatient Plaza, Pediatrics and Obstetrics/Gynecology to improve patient satisfaction by reducing patient wait time. The go-live date is end of year.

Strategy and Business Development

- MetroHealth has achieved significant market share growth throughout the year – see attached.

Nursing

- The Department of Nursing and CWRU's Frances Payne Bolton School of Nursing have partnered to offer a Neurocritical Care Training Program for Advanced Practice Registered Nurses and Physician Assistants. The first program will take place May 23-24. Didactic, simulation and cadaver training will be provided by faculty at Case Western Reserve University and clinical staff from MetroHealth Medical Center. Day 1 focuses on content that includes anatomy/physiology, neurocritical care management, neuropharmacology, neuroimaging and best practice guidelines. Day 2 provides on-site training in the MetroHealth Simulation Center with highly trained staff to provide group and individual instruction on complex patient management, placement of invasive lines and monitoring devices, suturing and communicating with interdisciplinary teams. High fidelity, interactive simulation systems and cadaver models will be used to provide realistic, hands-on training. Thank you to Molly McNett, PhD, RN, CNRN, Director of Nursing Research, who was instrumental in helping put this together.

- The Critical Care Pavilion TeamSTEPPS Action Council held its first meeting this past month. The purpose of the Council is to address issues that may impact patient safety, satisfaction, experience, efficiency and employee satisfaction. The Council is interprofessional and consists of clinical nurses, residents, attendings, a nurse manager, Associate CNO Theresa Hannu, Dr. Claridge, Kevin Ortner and others.

Finance

- Craig Richmond was recently elected to serve as a Director on the HealthComp Foundation Board. This new Foundation will support the mission of The Center for Health Affairs, which is a leading advocate for the 34 Northeast Ohio hospitals. Craig was also featured in the recent HealthLeaders Media CFO Exchange Insight Report on The Value-Based Curve. Craig discussed the importance of new transformative operating structures that are necessary to deliver value-based care.
- Enrollment on Wheels RV participated in 20 events, servicing 117 community members in November. There were 12 events on the West Side and 8 on the East Side. We continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program. From January-November 2016, we rendered 1,515 services to our community and saw 935 members in the RV.
- The MetroHealth System recently upgraded our core Lawson applications (Human Resources, Supply Chain, Accounts Payable, Payroll and General Ledger) to Version 10. At the same time we transitioned to a Hosted Application arrangement with Infor, commonly referred to as the “cloud.” In a hosted application structure, the software does not reside on hardware at MetroHealth but is hosted on hardware maintained by Infor, and employees access it through a secure Internet access.
- Our external audit partner RSM US LLP was onsite October 17 through November 11, completing its interim fieldwork related to our 2016 year-end audit. No issues or findings came about from this fieldwork.

Department of Integration and Transformation (DoIT)

- Department of Disruptive and Radical Experimentation - DARE partnered with the Population Health Institute in the consolidation of patient care teams of care coordinators, social workers and patient navigators to integrate efforts across the continuum of inpatient and outpatient care.
- Members of the DORA (Department of Operations Research & Analytics) team tied for first place in the 2016 Think Tank Challenge. Their win earned them funding for the creation of a comprehensive treatment and analytics program to combat the opioid dependency crisis.
- During the past year RMO (Results Management Office) has increased the users of the enterprise work management software by a factor of four by working with multiple departments to help standardize processes, increase efficiency and improve transparency.

Information Technology (IT)

- The Office 365/SharePoint project has started the planning phase with the first deliverable (tentative implementation timelines) due by December 23. This project will replace our current email system, GroupWise, and update our SharePoint file management system.
- Epic hardware is in the process of being upgraded for the next EPIC software upgrade scheduled in May 2017. The upgrades are necessary to stay current with Epic’s release of major versions of its electronic health record. The upgrade will allow MetroHealth to take advantage of the new features and functionality and provide for optimal maintenance of the system.
- Vendor Neutral Archive (VNA) went live on November 10. The new VNA system will allow us to better manage our data storage for the enterprise and reduce our annual overall spend. Currently, real time images from Fetal Monitor Application (R4) are going to VNA. Historical images from R4 are being migrated to VNA. As of last week, 74 percent of images have been migrated. Also planning for migration of images from the cardiology system (McKesson) to VNA.

Legal Office

- Renegotiated continuation of Foster Care Program Services Agreement with Cuyahoga County.
- Negotiated and finalized lease for 911 Dispatch Center in Cleveland Heights.
- Preparing for Information System roll out in conjunction with Supply Chain Department.
- Participated in advocacy and education activities regarding new HOPD rules in the 21st Century Cures legislation.
- Renegotiated contracts with the Cuyahoga County Board of Developmental Disabilities (to continue RN care coordinator services and dental services).
- Updated standard Affiliation Agreements form to improve process for onboarding students.
- Work on MetroHouse legal issues to prepare for donation of real estate and other legal aspects of the project.
- Development of guidelines and processes for internal investigations in connection with Department of Justice rules.
- Participation in management group working with cybersecurity consultant to evaluate risks and plans.

External Affairs

- On December 13, President Obama signed the 21st Century Cures Act, which will benefit MetroHealth financially due to two provisions:
 - Hospital readmissions reduction formula, which will reduce readmission penalties for hospitals with high percentages of Medicaid and/or fragile patients; and
 - Outpatient department payments (HOPD), which will “grandfather in” MetroHealth’s Brecksville Health & Surgery Center to maintain facility fee charges.
- Dr. Boutros met with John McCarthy, outgoing director, and Barbara Sears, incoming director, for the Ohio Department of Medicaid. The top agenda item was 2017/2018 MetroHealth policy and funding priorities, especially as they relate to Medicaid.
- Cuyahoga County Council approved The MetroHealth System Year 2017 budget, which included continuation of the County's \$32.4 million levy support and the annual adoption of The MetroHealth System's Joint Purchasing Policies and Procedures Resolution.
- Facilitated Project DAWN to receive \$12,000 in new funding from Cleveland City Council and secured a \$100,000 commitment and a pledge to consider additional support from the ADAMHS Board for 2017.
- To provide more appointment scheduling options, Digital Communications and Information Services have developed a simplified open scheduling process online allowing patients to choose from a listing of primary care providers/locations for new or follow-up visits without using MyChart (which displays only providers seen in the past); will launch by year end.
- Based on online and in-person research and incorporating the Change is Healthy brand identity, we are developing a more contemporary, simplified metrohealth.org home page which will launch by year end.
- We continue to update and consolidate hundreds of pages of clinical content on web pages, written to optimize search results and accurately reflect customer preferences; to be completed by year end.
- Digital Assets recognized MetroHealth at the eHealthcare Leadership Awards during the 2016 Health Care Internet Conference held in Las Vegas in November; awards include Platinum Award for website - "Best Patient Access & Convenience," and the Silver Award for 2015's "Online Annual Report."
- Video vignettes from MetroHealth supporters addressing MetroHealth’s value to the community were completed in December; to launch on transformation website in 2017. They include Margaret Mitchell, President & CEO – YWCA Greater Cleveland; Eric Gordon, CEO – Cleveland Municipal School District; and Deborah Read, Managing Partner – Thompson Hine.
- In April, MetroHealth launched a campaign focused on keeping people well and out of the hospital. An Advertising Tracking Study was commissioned to measure the impact over time. From wave 1 to 2, there

were statically significant increases in attributes being measured. The trend has continued through wave 3 of the study, and key results follow:

- MetroHealth's overall reputation rating skews positive and is improving. With a six-point increase since April, 26 percent now consider MetroHealth's reputation to be excellent.
- While still higher than other area hospitals, MetroHealth's avoidance has improved (declined) by five percentage points since the baseline survey.
- Top 2-box scores (*9s & 10s on a 10-point scale*) show statistically significant increases *above baseline* scores on seven attributes:
 1. (+ 11) Primary care doctors located throughout Cuyahoga County
 2. (+ 08) Committed to improving my health
 3. (+ 07) Known for wellness and preventive care
 4. (+ 07) Best primary care physicians in my community
 5. (+ 07) MetroHealth doctors listen to your needs
 6. (+ 07) Partnering with MetroHealth will keep me healthy
 7. (+ 06) MetroHealth has a lot to offer people like me
- MetroHealth launched a new community magazine-style newsletter, *SimplyWell (print and online)* focused on helping people maintain a healthy lifestyle. The first quarterly edition mails in December to more than 50,000 households in Cuyahoga County communities and emailed to another 100,000 consumers county-wide (metrohealth.org/simplywell).
- MetroHealth will publish its first Trauma Outcomes Report by year end. The report highlights our expertise/solid outcomes; describes the experience and teamwork our Trauma Center has established over the past couple decades; helps the community understand the breadth and depth of our trauma program; and provides an opportunity to engage with referring emergency medicine personnel, fire, EMS and civic leaders.

Foundation and System Philanthropy

- MetroHealth's Arts in Medicine program will benefit from two grants, totaling \$220,000. The first grant from The Sam J. Frankino Foundation is a general operating grant for the program and the second from The Char and Chuck Fowler Foundation will support expansion of our therapy programs as well as a fellowship program in Arts in Medicine.
- Gilead Sciences has made a second grant in support of MetroHealth's FOCUS program. Under the direction of Drs. Ann Avery and Melissa Osborn in the Department of Infectious Disease, FOCUS integrates HIV and Hepatitis C testing into routine care throughout The MetroHealth System. This grant, of over \$420,000, compliments Gilead's initial grant of \$316,000 in 2015.
- Participation in the MetroHealth Employee Campaign has been strong, with nearly \$425,000 in generous support received to date. This year, three longtime donors and volunteers – Bob and Marti Vagi from Broadview Heights and MHF Board member Tim King – issued a \$15,000 matching gift challenge to employees resulting in \$19,000 in support over two weeks.
- The MetroHealth Foundation elected three new members to its Board of Directors: Jonathan Pressnell, Principal, Blue Point Capital Partners; Clarke Smith, Chief Strategy Officer, Brandmuscle and; Dr. Sherrie Dixon-Williams, the immediate Past President of MetroHealth's Medical Staff; Chair, Medical Hall of Honor Selection Committee; pulmonary critical care specialist and Associate Professor of Medicine at Case Western Reserve University School of Medicine. We are also so pleased to welcome Maureen Dee as an ex-officio member, representing The MetroHealth System Board of Trustees.