

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF JANUARY 25, 2017**

Executive

As the world prepares for the inauguration of our 45th President, many important matters are on the minds of Americans. At the forefront is health care and the Affordable Care Act (ACA). U.S. Senator Sherrod Brown convened a roundtable at MetroHealth to discuss actions by Congress that could result in 900,000 Ohioans potentially losing their health insurance. Senator Brown was joined by leaders from MetroHealth and other area health care systems who outlined the consequences that repeal of the ACA without a viable replacement plan could have on patients, health care and the economy. Additionally, J.B. Silvers made a personal appearance on CNN Newsroom with Carol Costello to talk about what may happen if the ACA is repealed. His opinion pieces were published on MarketWatch and in the New York Times and can be viewed by clicking on these links: <http://www.marketwatch.com/story/im-a-former-health-insurance-ceo-and-this-is-what-obamacare-repeal-will-do-2017-01-02> and https://www.nytimes.com/2017/01/17/opinion/the-gops-health-care-death-spiral.html?_r=0.

I've always said it's the people at MetroHealth who make the difference – MetroHealth employees helped make the 2016 Employee Giving Campaign a huge success by giving \$520,253.51 to support research, medical education and assistance to patients and co-workers in need. The total amount includes more than \$115,000 raised through three challenge grants during the last six weeks of the year, and their generosity also contributed to the more than \$9.7 million in charitable contributions that MetroHealth received in 2016.

The Smart Business *Who to Watch* represents an exciting and talented group of people who are strong leaders with an ability to set goals, develop plans and get things done. I am honored to have made that list this year.

Crain's Cleveland Business selected our campus transformation plans as the top health care story of 2016. We also made the top-ten cut because of our HealthSpan relationship, which ranked as Crain's second most newsworthy health care story with our trauma care ranking the ninth most popular story.

Four MetroHealth employees – Drs. Ben Li and Joanna Brell, Brian Rentschler and Tracy Carter were invited to attend "Making Health Care Better: Community Oncology" at the White House on January 11. The conference participants discussed prevention, treatment, research, disparities, survivorship and patient engagement.

PBS NewsHour spent the better part of a day at MetroHealth, including an interview with Dr. Boutros on the Affordable Care Act (ACA). The nine-minute story, which ran on Monday, January 9, focused on the history of the ACA and its implementation and future as president-elect Donald Trump prepares to take office. MetroHealth was mentioned during the story, which also used video footage of our facility.

Also in the news, the Elisabeth Severance Prentiss Center has been named to U.S. News and World Report's list of the nation's best nursing homes and our rehab floor was named to its annual honor roll.

Chief of Staff

- Employee Experience facilitated and co-facilitated the following presentations:
 - Mindfulness and Contemplative Meditation groups at main campus (15 participants). Facilitated Five Stages of Grief Series – Sessions 4 and 5 (9 participants).
 - Co-facilitated Mindful Awareness Seminar Series for professional staff, residents and physicians (38 participants). Presented with Dr. Robert Smith the Resiliency Program "The Power of Thank You" (45 participants).
- The MetroHealth System Patient and Family Advisor program has been involved in more than 70 committees, projects and speaking engagements. Collectively, PFAs logged more than 400 volunteer hours in 2016.
- More than 70 volunteers helped with *Cookies and Cocoa with Santa* at MetroHealth's Old Brooklyn Health Center on December 3. Over 200 children and their families enjoyed games, crafts and refreshments and had photos taken with Santa (aka James Campbell, MD).
- The second exhibit in the Arts in Medicine Gallery was installed in December and features the paintings of Cleveland Arts Prize winner and MetroHealth employee Michelangelo Lovelace. The artwork depicts a visual documentation of urban life as experienced by Lovelace.
- Trauma Recovery Services hosted the annual *We've Got You Covered* holiday potluck in December. Over 15 volunteers helped fill 81 comfort care bags for trauma patients and their families.
- Trauma Recovery Services held an ICU Discharge Class Development Meeting with multiple departments to finalize the agenda for the piloted 2017 ICU Discharge Class of Families & Caregivers.
- Food Service Director Patty McClain and Chef Steven McGowan passed all of the requirements to become Lean Green Belts.
- Logistics and Food Services have implemented new processes to improve the patient experience in the emergency department. Hot meal trays are now passed by a Food Service Aide at meal times and more comfortable beds have been installed.
- The Logistics Department collaborated with nursing to create a better process to organize, gather and distribute durable medical equipment. The result of the project has made equipment more accessible and available to patients each morning, reducing patient wait times.

System Dyad

- Trauma's Reverification Site Visit was on December 8 and resulted in MetroHealth's passing as a Level I Adult and Level II Pediatric facility with no deficiencies.
- Service level performance in the Network Service Center continued to deliver dramatic improvements through the end of December. Over 80 percent of the calls are now answered within the first 30 seconds. This performance exceeds the year-end target of 80 percent within the first 60 seconds. The Service Center will expand the scope of the departments for which it schedules to include specialty areas and additional ambulatory locations.

- The Dyad worked with the Ambulatory Triad Leadership Team to determine the best way to announce and roll out a leadership restructure of their operations. The goal is to have a more efficient leadership structure with clarity around responsibilities and to achieve an overall better patient experience. A schedule of events and timelines was established.
- The Dyad launched a new process for the management of provider clinical productivity.
- A new NOTS agreement was executed with UH, CCF and MetroHealth as the participating institutions.
- Dr. David Stepnick accepted the position of Chair of the Department of Otolaryngology, Head and Neck Surgery (ENT); he served as Interim Chair since mid-August 2016.

Service Line News

Adult Health and Wellness

- MetroHealth's Prentiss Center was recognized nationally as a top-100 Skilled Nursing Home.
- The Service Line significantly grew Medicare Annual Wellness Visits in 2016.

Cancer Care

- Cancer Care's operating income exceeded budget by over 5 percent for 2016.
- Cancer Care OR cases increased by 6.82 percent year over year.
- A dedicated Cancer Care inpatient floor was opened on December 21, 2016.

Emergency Department

- Cleveland Metro Life Flight's team became a Certified Project Lifesaver Agency.
- A one-stop appointment scheduling workflow in MetroHealth's community emergency departments was implemented to improve patient satisfaction. The goal is to ensure patients have a follow-up appointment with the appropriate provider/service before leaving.

Heart & Vascular

- Sanjay Gandhi, M.D., was named President Elect of the Ohio Chapter of the American College of Cardiology.
- MetroHealth received the American Heart Association's Get With The Guidelines Gold Plus Heart Failure Award for the fourth consecutive year.
- MetroHealth also received the American Heart Association's Get With The Guidelines Gold Award in Atrial Fibrillation; MetroHealth was one of only two awarded this honor in the country.

Neuro-Musculoskeletal

- The Service Line continues to carefully monitor the satellites and deployments. Brecksville's Neurology and EMG (new faculty) are full, while PM&R is 85 percent full and ramping up nicely with new faculty.

Specialty Care

- Ronnie Fass, M.D., Director of Gastroenterology and Hepatology, was named Editor-in-Chief of the Journal of Clinical Gastroenterology.
- Nora Singer, M.D., Rheumatology, received \$950,000 in funding from the

- Arthritis Foundation to research juvenile rheumatoid arthritis treatments.
- The department of Dermatology achieved a successful accreditation of its four Mohs Surgery Labs by the College of American Pathologists.

Surgery

- The Surgical Service Line has fully deployed Otolaryngology (Head & Neck Surgery, ENT); the clinic and OR were moved to Parma.
- The Service Line is preparing for the Bariatric Center of Excellence site visit on January 16, the opening of additional capacity at Parma's ASC, the opening of Brecksville's ASC and the Hybrid OR.

Trauma, Critical Care, Burns

- The 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.
- Emergency General Surgery services have continued to increase, contributing to favorable surgical volumes.
- The Service Line is planning for a surgical step-down unit to increase the quality of care delivered for patients and to improve throughput and efficiencies.
- To improve throughput, the Service Line is collaborating with Geriatrics to provide consultation services to patients 65 and older.

Women and Children's

- The Service Line worked with the Regional Infant Mortality Collaborative to identify and reduce modifiable causes of death in the first year of life.
- The Service Line exceeded 3,000 deliveries in a declining market, which positively impacted the Nursery, NICU volumes and ancillary services volumes.

Ambulatory Operations

- Ambulatory Operations participated in many community events, including:
 - the Brunswick site adopted a family in need over the holidays and provided them with over \$1,000 in gifts, including gift cards, for their Christmas dinner.
 - State Road and Parma Phoenix hosted food drives for their local community pantries.
 - Bedford participated in Toys for Tots and held a monthly Diabetic Education Class for patients.
 - Lee Harvard collected and donated hats and gloves for children and the Food Bank videotaped a segment in their waiting room, which will air on PBS.
 - Buckeye, Broadway, McCafferty and main campus staff organized large community events including Toys for Tots, Reach Out and Read book distribution and holiday experiences including Santa, caroling and family photos.

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 also continues to support the system's discussions and negotiations with the finance team's funding consultants.

- Supply Chain and the Transformation team are in the process of evaluating developer proposals to design, build and operate the proposed new parking garage.
- CCP Vertical Expansion: Work continues on the new elevators, scheduled to be completed in February 2017.
- Brecksville Health Center: The MetroHealth construction program is complete.

Other Current Construction Activity

- Towers 10C was renovated with new paint, flooring and light fixtures to accommodate the relocation of Cancer Care patients.
- Four select Labor and Delivery rooms are being renovated, including one to include a whirlpool tub to complement the mid-wifery program.
- Work is underway to upgrade elevator equipment and controls in the OBC North tower elevator modernization.

Facilities Management

- Facilities Management received \$110,000 in rebates for our Electrical Demand Response Program in 2016.
- There were 83,348 Facilities work orders generated system-wide during 2016, which is up by 51.5 percent over 2015; Facilities Management ended the year with a 98.2 percent completion rate.
- Facilities initiated \$1,760,541 in capital repair and replacement projects during 2016.
- Facilities Management supported over 157 Methods of Procedures (MOPs) that required utilities shutdowns or other disruption to operations during the CCP addition project, cutting most MOP downtime in half minimally impacting operations in the ED and OR.
- Facilities managed work related to 118 utilities interruptions with minimal impact to hospital operations.

Nursing

- Nursing Research has 42 active research projects and 29 publications, both record-setting stats for the department. In addition, we completed 27 presentations at regional and national conferences.
- The BSN rate increased to 68.5 percent, surpassing our goal of 68 percent. Another 11.1 percent are enrolled in a BSN program. We are well on our way to reaching an 80 percent bachelor's prepared nursing workforce by 2020.
- We increased certified nurses to 25.3 percent or 422 nurses. This was an increase of 95 nurses, the largest number we have ever had in one year!

Finance

- Enrollment on Wheels RV participated in 19 events, servicing 88 community members in December. There were 11 events on the West Side and eight on the East Side. We also continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program.
- From January to December 2016, we rendered 1,679 services to our community within the RV, seeing 1,023 members.
- In September 2016, The MetroHealth System successfully upgraded our core Lawson/Infor applications (Human Resources, Supply Chain, Accounts Payable, Payroll and General Ledger) to Version 10. In December, the organization implemented the first set of new modules designed to improve the operating efficiency of these core business functions.

- External audit partner RSM US LLP, will be onsite January 16 through February 24 for fieldwork related to the 2016 year-end audit for MetroHealth, The MetroHealth Foundation and Select Assurance Captive LLC.

Department of Integration and Transformation (DoIT)

- Department of Disruptive and Radical Experimentation (DARE) began facilitating a project within the main campus emergency department to help ED patients waiting for admission better understand the continuity of their care prior to being moved to a hospital room.
- Results Management Office (RMO) worked with the Office of Compliance to evaluate certain monthly audit processes and identified opportunities to increase the efficiency of those processes through standardization and automation.
- Department of Operational Research and Analytics (DORA) collaborated with RMO on the above audit project by designing and creating an automated approach, which will result in decreases in the time required to conduct the audit processes.
- RMO has been championing Lean Six Sigma methodology, a vital business management skill, for MetroHealth with planned annualized benefit from projects conducted by the 2016 trainees in excess of \$1 million.

Information Technology (IT)

- In coordination with the Office of Patient Experience, IT reporting migrated from Press/Ganey to our new patient survey vendor, NRC. IT reporting improved and streamlined our deliverable by reducing the number of extracts from 12 to three, pulling all surveys from a single data source and eliminating manual computer operator steps.
- MetroHealth continues to make progress with implementing new modules for our Enterprise Resources Planning System (ERP). These new modules include Strategic Sourcing, creating a more automated and streamlined process for sourcing qualified suppliers, obtaining quotes and bids, reviewing and awarding contracts and maintaining this information within a centralized repository; the Cash and Treasury module enables us to eliminate numerous manual entries and to streamline monthly bank reconciliations; the Financial Close module will help us eliminate paper and to digitize support for financial transactions.

Legal Office

- Continued to assist the management team, Board, and Transformation Financing counsel in financing process including participation in selection of underwriters, negotiations of arrangements with underwriters; kick-off meeting with financial adviser, underwriters and counsel concerning financing plan and timeline. Preparation of documentation and information for bond financing.
- Continued participation in management group working with cybersecurity consultant to evaluate risks and develop solutions and plans going forward.
- Participation in medical staff's review and revisions to the Medical Staff Bylaws.
- Working with IS and all departments to update Record Retention Schedule to provide flexibility in accessing records and minimize data storage costs.
- Assisting in project to improve Policy Management at MetroHealth, including proposals for a new approval and archiving process and review of existing policies.
- Continued participation in advocacy and education activities regarding new HOPD rules in the 21st Century Cures legislation.

- Continuing work with Captive Manager and insurance consultant in connection with potential for expanding lines of insurance for Select Assurance Captive.

External Affairs

- Selected Global Prairie to prepare a strategic communications plan for the Transformation, which is scheduled for completion in 30 days.
- Endorsement video update:
 - Posted: Representative Marcia Fudge, Eric Gordon, Deborah Read
 - Ready to post: John Corlett, Margaret Mitchell, Rev. Otis Moss, Brian Zimmerman
 - In final edit: Jeff Ramsey, Zulma Zabala
 - Awaiting edits: Kevin Kelley, Ronn Richard
 - In the queue: Brenda Kirk
- MetroHealth has agreed to a 10-year partnership with RTA to create the MetroHealth Line, which will run from downtown and past the main campus with branches serving Strongsville, Parma, Broadview Heights and Garfield Heights.
- The VIDA! Program launched in January. The four-week program will train 10 women from four local Hispanic congregations to learn and promote healthy cultural cooking practices and overall healthy living within the local Hispanic community. Yolanda Ramos of Healthy Living Kitchen (and MetroHealth's Farm Stand) serves as lead trainer. The 2017 goal is to have 24 women trained.

Foundation and System Philanthropy

- Drs. Julia Nunley and Roderick Jordan kicked off a fundraising effort to raise \$100,000 for the Drs. Earle and Jordan Endowed Lectureship in Plastic and Reconstructive Surgery with a generous contribution of over \$20,000.
- Citizens Bank contributed \$25,000 to MetroHealth's Food as Medicine Program. Under the direction of Dr. Henry Ng, in collaboration with the Cleveland Food Bank, the program will enable medical staff to write "prescriptions" for supplemental foods that promote health and facilitate recovery.
- The Harry K. and Emma R. Fox Charitable Foundation granted \$10,000 in support of the Community Advocacy Program, a partnership with the Legal Aid Society of Greater Cleveland. The Fox Foundation has been a supporter of MetroHealth since 1990, contributing nearly \$220,000.
- The Callahan Foundation made its third consecutive grant to MetroHealth's School Health Program. Since 2014, the Foundation has provided over \$85,000 in support.
- The PNC Foundation renewed its commitment to the Reach Out and Read program at MetroHealth's Broadway Health Center with a grant of \$25,000.
- The Samuel H. and Maria Miller Foundation contributed \$25,000 to the Building for the Future fund in recognition and support of MetroHealth's Transformation.
- Mr. and Mrs. Florencio E. Yuzon of Amherst made a first gift of \$25,000 to MetroHealth in honor of Dr. Nora Singer and her work in lupus research.