

THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF MARCH 22, 2017

Executive

- I shared with the staff the exciting news about our campus transformation and partnership with Cuyahoga County that will save us millions of dollars every year. I expressed my sincere thanks to both Mr. Budish and Mr. Brady and their staff for their extraordinary efforts and attention to this important agreement. I am grateful to Craig Richmond, Chief Financial Officer; Jane Platten, Assistant to the CEO, special projects; and Gigi Benjamin, our counsel from Calfee, Halter & Griswold, for their leadership in developing this proposal. The transformation is the largest investment in our neighborhood and the city's West Side, the health of Cuyahoga County, and all of its residents that MetroHealth has made in its 180-year history.
- Several members of the government relations staff and I met with the Ohio Department of Medicaid leadership to discuss MetroHealth's health policy priorities. I also joined other Ohio hospital presidents in Washington, DC, to discuss AHCA challenges and solutions with Senator Portman and Representatives Tiberi, Renacci, Latta and Jordan.
- MetroHealth employees don't stop being heroes just because they've reached the end of their shift or walked out the door to enjoy a weekend. Just ask Sean Lawson, an X-ray technician whose compassion and caring ways brought him to the scene of a fiery car crash on I-90 in January. Sean could have easily kept traveling as so many others did, but instead he stopped and grabbed the victim by the jacket and dragged him to safety. Although Sean says he was just in the right place at the right time, victim Antonio Wainright will tell you it was a miracle. For his heroic efforts and for expressing the MetroHealth values in such a profound way, Sean was presented the Presidential Challenge Coin. The Presidential Challenge coin is presented to "people who are an extraordinary example of our mission." The story received national attention and was aired by ABC World News Tonight. Congratulations to Sean and a speedy recovery to Antonio.
- Becker's Hospital Review has released its 2017 edition of the 150 Great Places to Work in Healthcare 2017, and certainly not to our surprise, MetroHealth has made the list. The list recognizes organizations committed to fulfilling missions, creating outstanding cultures and offering competitive benefits to its employees.
- MetroHealth has established an Office of Opioid Safety to promote opioid safety through education, advocacy and treatment. The office, led by our own Emergency Department physician Dr. Joan Papp, is the first of its kind in Northeast Ohio and will offer educational opportunities for providers and the community. Former U.S. Attorney for the Northern District of Ohio Carole Rendon commended both MetroHealth and Dr. Papp in our efforts to curb the nationwide opioid crisis.
- Our Cleveland Metro Life Flight unit and the sheriff's offices in Erie and Lorain counties have teamed up to present the Project Lifesaver Program, protecting individuals at risk for wandering away, including those with cognitive conditions such as dementia and severe autism. If you'd like to learn more about Project Lifesaver, please visit our transformation blog at <http://www.metrohealth.org/blog/>.
- MetroHealth will have a major presence at this year's TeamSTEPS National Conference in June. Several of our employees will either lead panel discussions or present poster research to more than 600 health care professionals attending the conference.

- Please join me in congratulating Dr. Boulanger, recently named by Case Western Reserve School of Medicine as Senior Associate Dean. Adding to his current duties, Dr. Boulanger will also oversee the planning, assessment and implementation of the school's teaching and research programs at MetroHealth and serve as professor of surgery at CWRU.
- Congratulations also to Drs. Patrick Catalano and John Kirwant, who will co-lead a study on childhood obesity and its link to mothers' fitness and nutrition level prior to conception. They received a five-year \$5.5 million grant from the National Institute of Child Health and Human Development of the National Institutes of Health.
- And congratulations to MetroHealth's Autism Assessment Clinic, which was awarded a two-year \$210,000 grant from the Elisabeth Severance Prentiss Foundation. MetroHealth's clinic is the only autism assessment clinic on Cleveland's West side.
- The state of Ohio has awarded MetroHealth and the May Dugan Center a \$545,363 grant to create a Trauma Recovery Center that will provide crisis intervention to trauma victims of crime. The TRC will have a full-time trauma recovery support specialist based at MetroHealth and will allow victims access to the May Dugan counselors. Ohio is only the second state in the nation that will have a network of TRCs.
- And while it seems like only yesterday that MetroHealth celebrated the opening of its community emergency departments, we have already marked our one-year anniversary and are proud to announce that we have provided care to more than 29,000 patients during the first year of operation at both the Cleveland Heights and Parma satellites.

Chief of Staff

- In January we launched an overtime improvement initiative that focused on reducing premium pay hours while maintaining and improving service levels. Baseline: 2.41 percent OT (163 OT FTEs). In the last six weeks we have averaged 1.5 percent OT (< 100 FTEs), which has greatly reduced expenses to MetroHealth.

Essential Services Service Line

Pharmacy

- Mail Order Pharmacy had significantly increased volume due to CLE Care. 2016 Average: 100/month; Jan/Feb 2017: 550/month. 2017 growth to continue.
- Improved turnaround time for the review of high priority Emergency Department orders from 3-minute average to 2-minute average for February.
- Pathology Residents Drs. Hope Hastings and Dennise Otero Espinal were selected to present their cases at the Cleveland Society of Pathologist "Interesting Slide Seminar" meeting (CCF 2/15/17).
- Our Employee Experience section conducted seven resiliency programs that were attended by more than 200 employees.
- Partnered with United Way and Empowering & Strengthening Ohio's People (ESOP) to offer free tax preparation resources to employees.
- Since the inception of the Lincoln-West School of Science and Health at MetroHealth, 85 percent of students are still in the program. We anticipate the program will continue to grow in the fall by enrolling 78 10th graders and promoting 55 current 10th graders to 11th grade.
- Nineteen employees were selected for the STNA Training Program. This program, in partnership with Tri-C, targeted front-line employees from EVS, Food Services and Porters.

- MetroHealth is one of two finalists selected for Outstanding Achievement in Patient Engagement and Education for Patient and Family Advisory Councils. The winner will be announced at an awards luncheon in Baltimore on May 4.
- Dr. Sara Laskey was appointed to the Executive Board of The Beryl Institute, a global independent collective of healthcare professionals focused on improving the patient experience.

System Dyad

- Ambulatory leadership changes were successfully implemented to optimize clinical operations and provide consistent and reliable care delivery for patients. Further enhancements to the Ambulatory Care delivery model continue to be under review.
- Dan Lewis and Karim Botros met with the CMO and COO of the Einstein Medical Center to discuss what led our drive to establishing Service Lines as an operating, go-to-market model.
- The Dyad welcomed Dean Pamela Davis to the February 24th Council of Chairs meeting.
- The Dyad made weekly or biweekly visits to the satellites.
- Dan Lewis attended the Brecksville Chamber Gala on February 18th, where he accepted the Chamber's Business of the Year Award for MetroHealth.
- The first phase of the new MyMetro Program was launched on March 8th. The program will develop a new patient-centered access model that is integral to MetroHealth's care delivery process. It is based on the work that was outlined in a momentum session last March.

Service Line News

Adult Health and Wellness

- The Service Line's visit volume had a 20 percent-plus year-over-year growth.
- MedTapp will share a \$1.5 million grant to create a statewide cardiovascular collaborative.
- A telemedicine program was established to support the satellite CDUs.

Ambulatory Operations

- In the month of February, outpatient visits were 6 percent favorable to budget.
- Ambulatory's new leadership model, which focuses on a single-site leader responsible for all clinical and administrative operations, went into effect in late January and is driving transformation of efficiency and performance at all sites.

Cancer Care

- The Cancer Care Research team doubled its Clinical Trial Accrual in 2016. Six Cancer Care physicians have investigator-initiated clinical trials implemented in 2016.
- The Service Line significantly improved its Physician Satisfaction for Access score. In the category of "urgent appointment as soon as needed," the "always" response increased from 76.7 in 2015 to 96.3 in 2016.
- The Second Annual Cancer Care Symposium is scheduled for September 22, 2017. The topic will be Cancer Screening and Prevention.

Emergency Department

- Three MetroHealth community Emergency Departments exceeded budget by 7 percent.
- The Emergency Department, in combination with Cardiology and Neurology, has exceeded its targets for the treatment of acute MI and stroke: 97 percent of eligible stroke patients received thrombolytics within 60 minutes and 71 percent within 45 minutes, which is better than other Joint Commission comprehensive stroke centers. In addition, 100 percent of our eligible acute MI patients receive catheterization treatment within 90 minutes and our average time from initial medical contact to catheterization is 69 minutes, which is better than the national average of 72 minutes.

Heart & Vascular

- Heart & Vascular saw a volume growth of 18 percent in February as the Service Line continued to develop a regional presence at Parma and Cleveland Heights.
- Dr. Greg Isaac was hired as a cardiac hospitalist to provide inpatient coverage and allow the division to increase patient access.
- The Service Line partnered with Marketing and Communications on a successful campaign to increase coronary calcium screenings in the community, which resulted in 159 patients being tested.

Neuro-Musculoskeletal

- Phone management was significantly improved from a year ago when the abandonment rate was approximately 60 percent with a service level of about 25 percent. Current abandonment rates are approximately 2 percent and service levels over 80 percent.
- Laurel Beverley, MD, (Orthopedics) and Heather Rainey, MD, (PM&R) were named Co-Directors of the Sports Medicine Center of Excellence.

Specialty Care

- The Service Line's volume growth continued with an 11 percent increase in February, which was driven by expanded deployment.
- Dr. Stanley Ballou (Rheumatology), in collaboration with the Lupus Foundation of America, received ODH grant funding for \$240,000 to increase lupus training in Northeast Ohio.
- Dr. John Carter (Pulmonary Medicine) was hired to expand MetroHealth's Sleep Medicine program. Dr. Carter has experience with both pediatric and adult sleep studies.
- Dr. David Crowe (Interim Chair, Dermatology) published the textbook, "Deadly Dermatologic Diseases: Clinicopathologic Atlas and Text."

Surgery

- The Weight Loss Surgery and Weight Management Center has achieved the Comprehensive Center accreditation under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, a joint program of the American College of Surgeons and the American Society for Metabolic and Bariatric Surgery.

- The Surgical Service Line continues deploying to the ambulatory sites, including planning for the opening of Brecksville's Ambulatory Surgery Center.
- Surgical visits were significantly above budget in January and February, and phone abandonment rates were less than 4 percent.

Trauma, Critical Care, Burns

- The Service Line continues to work on a comprehensive Regional Trauma Strategy to maintain market share through partnership opportunities.
- At the first NOTS Board Meeting, committees were established and Dr. Claridge was appointed Medical Director.

Women and Children's

- Outpatient visits are above budget year-to-date in February for both Obstetrics/Gynecology and Pediatrics.
- The Epic Stork Module was successfully launched in Obstetrics/Gynecology on February 25th.
- MetroHealth's Nurse Family Partnership Program received \$500,000 from the state for home visits for obstetrical patients.
- A joint Maternal Fetal Medicine Fellowship with University Hospitals was approved by ACGME.
- Ambulatory Operations participated in many community events, including the "National Read Across America Day" at Broadway Health Center to celebrate Dr. Seuss's birthday. Brecksville staff participated in the Vial of Life Pilot and the Senior Helpers' Lunch and Learn. And the Brooklyn Clinic employees participated in the Vial of Life Program and the Tobacco Cessation e-referral program.
- Lakewood has officially closed and pediatric services were successfully transferred to West Park.
- Discount Drug Mart North Royalton expanded its hours to match the other locations and is now open seven days a week effective March 1.
- The YMCA partnership at the Galleria is scheduled to open April 1.
- WIC offices will be opening at Bedford and Parma Snow Road in February/March.
- The self-check-in kiosk has been installed and is in operation in Outpatient Pavilion 1. This allows patients to check in with less wait time, which should increase patient satisfaction.

Campus Transformation

- MetroHealth issued a Request For Qualifications for the Master Architect and Engineer of Record for the New Hospital on February 22, 2017. A Pre-Proposal Meeting for those interested in this RFQ was held in Scott Auditorium on March 3, 2017. The Statements of Qualification are due March 23, 2017.
- MetroHealth issued a Request For Qualifications for the Construction Manager at Risk for the New Parking Garage on February 8, 2017. Five Statements of Qualification were received on Monday, March 13, 2017. The Selection Committee is in the process of reviewing, scoring and ranking the submittals to determine those candidates eligible for the next phase of the selection process.
- CCP Vertical Expansion – Work continues on the new elevators to be completed in April 2017.

- Towers 10C was renovated with new painting, flooring and light fixtures to accommodate the relocation of Cancer Care patients.
- Select Labor and Delivery rooms have been renovated to support an expanded mid-wife program.
- OBC North tower elevator modernization – work is underway to upgrade elevator equipment and controls.

Facilities Management

- 16,173 work orders were issued (up by 28,345 or 51.5% over 2015); 15,080 were completed or 93.2 percent; and 2017 work-order volume expected to exceed 105,000 ('16 total was 83,289).
- Developed new procedure for managing water leaks; to date, 54 leaks have been identified and 38 have already been addressed.
- Facilities managed 42 utilities interruptions YTD, with minimal impact to hospital operations. Included flooding and restoration, a major motor failure and power outages.
- Karen Dethloff was again selected to participate in the American Society of Healthcare Engineering (ASHE) Recognition Task Force, a team that reviews member accomplishments for award of Senior and Fellow status, special awards for exemplary professional achievements and scholarships.

Nursing

- We have officially partnered with Cleveland State to offer on-site MSN- and BSN-completion courses at MetroHealth. CSU will send school of nursing faculty to teach courses at MetroHealth for our staff who enroll in these programs. The first cohort will start in late spring/early summer.
- Law changes for Advanced Practice Registered Nurses (APRNs effective April 4, APRNs will experience changes in practice including a less restrictive exclusionary formulary, elimination of the Certificate to Prescribe and less restrictive modifications to the Standard Care Agreement and collaborative arrangements with physicians/podiatrists). Education regarding these changes is being completed throughout the organization.
- The Nurse Family Partnership (NFP) is now seeing clients and has hired four nurses to serve the community, with plans to hire four additional nurses. The nurses undergo extensive training and a week of extensive education at the national office in Denver, Colorado. Target areas in Cuyahoga County are those exhibiting a high infant-mortality rate and poor pregnancy outcomes. The NFP is free to the patient and strictly voluntary. The NFP program has demonstrated a generational impact on client families. More information can be found at <http://www.nursefamilypartnership.org/>

Finance

- The Enrollment on Wheels RV participated in 14 events, servicing 91 community members in February. From January-February 2017, we rendered 353 services to our community, seeing 182 members.
- The bond offering team, which consists of underwriters/investment bankers, financial advisers, feasibility consultants, attorneys and staff has been working diligently since the first of the year. The offering is now expected to be priced in late April and close in early May. Meetings with the rating agencies are scheduled at MetroHealth the week of March 20.
- Our external audit partner, RSM US LLP, concluded February 24 for fieldwork related to the 2016 year-end audit for The MetroHealth System, including Single Audit work related to our Federal Awards, a report on

Compliance, The MetroHealth Foundation and Select Assurance Captive LLC. RSM US LLP will issue its report to the Audit Committee on March 22 at the regularly scheduled meeting.

Department of Integration and Transformation (DoIT)

- The Department of Disruptive and Radical Experimentation (DARE) designed and facilitated an accelerated mission-creation process for the new Population Health and Innovation Institute (PHII). PHII team members and key stakeholders created their mission along with providing input to the institute's vision during a 3-hour afternoon meeting.
- The Department of Operational Research and Analytics (DORA) recently designed, developed and launched a new reporting package to enhance visibility and accountability for overtime payroll spending in support of the institution's current expense control initiatives.
- The Results Management Office (RMO) produced an internal communication series describing many of its recent successes in training and implementing Lean Six Sigma processes in the system. That series has resulted in a surge of requests from various areas of the organization for their own LSS training.

Information Technology (IT)

- Planning and preparation for the deployment of Microsoft Office 365 has been completed. In mid-March we began the launch of Microsoft Outlook, replacing our GroupWise and core Microsoft Office Applications (Word, Excel, PowerPoint, Access, One Note) with Office 365, Version 2016. This effort will upgrade and significantly enhance our email communication capabilities and will allow us to integrate our email, phone and video conferencing systems. The rollout will be in small groups and will run through August 2017. Training and support will be provided for all staff. This effort continues to lay the foundation of our unified communication technology strategy.

Legal Office

- Continued assistance with management team, Board and Transformation Financing counsel in financing process including negotiations of arrangements with underwriters; meetings with financial adviser, underwriters and counsel concerning plan of finance and timeline. Lead on preparation of Appendix A and related information for bond financing and draft Official Statement. Assistance in negotiations with County regarding Transformation plan of finance.
- Continued participation in Medical Staff's review and revisions to the Medical Staff Bylaws.
- Continued work with IS and all departments to update Record Retention Schedule to provide flexibility in accessing records and minimizing data storage costs.
- Continued assistance upto improve Policy Management at MetroHealth, including proposals for a new approval and archiving process and review of existing policies.
- Finalized contract negotiations with certain strategic vendor partners.

External Affairs

- The Ohio Department of Medicaid proposed a new rule that could affect the reimbursement and dispensing of 340B drugs. With testimony, grassroots advocacy and a meeting with Medicaid Director Barbara Sears, MetroHealth was able to delay a harmful rule from going into effect.
- Welcome to Michael Dalton, MetroHealth's new state government relations director.

- Dr. James Misak provided Medicaid expansion testimony to the Ohio House of Representatives Finance Subcommittee of Health and Human Services.
- Government Relations staff met with top Cleveland Heights and Parma elected officials and received support for our facility expansions in their respective cities.
- A team comprised of finance, IS, David Kaelber and the web worked together to eliminate the 7-day hold put on all appointments made on line for both open scheduling and direct scheduling. The entire process took less than two weeks and will allow patients to schedule an appointment seven days out, something that would previously require a phone call.
- MetroHealth earned two national media stories: ABC World News Tonight picked up the story of MetroHealth employee Sean Lawson who rescued a person from a burning car, and CBS Evening News aired a story on Dr. Joan Papp and her work with naloxone.
- Chemistry, based in Pittsburgh and Atlanta, has been selected as MetroHealth's new advertising agency. Chemistry will continue the positive momentum from the Change is Healthy campaign and increase our digital presence. Look for a new campaign to launch the end of May.
- Capital funding was approved for a new website platform and rebuild of the site, which will greatly enhance the user/patient experience and customize interactions with visitors. The new site will be up and running in 12 months.
- The Community Health Advocacy team presented MetroHealth's community engagement work at the Association for Community Health Improvement (ACHI) annual conference in Denver, CO. ACHI is an arm of the American Hospital Association.
- The MetroHealth and County-lead "opioid" project is scheduled to launch April 5. This is a public service campaign designed to generate awareness about the risks of opioids because 4/5 of the heroin deaths in Ohio are rooted in opioid abuse. The campaign is funded with \$500,000 pro bono from local media and advertising firms. MetroHealth is leading the way among hospitals with a \$25,000 contribution.

Foundation and System Philanthropy

- Optics Incorporated and Dr. and Mrs. Edward Mansour made generous contributions totaling \$15,000 to the William E. Cappaert, MD, Endowed Lecture in Ophthalmology. Dr. Elisa Bala is leading this effort, with a goal of \$100,000. Since the beginning of the year, \$21,000 has been raised.
- This year's annual fund and digital appeal are focused on MetroHealth's Faces of Resilience. In the first quarter, we have shared the story of trauma survivor, Nan Reilly, in her voice as well as that of her physician, Dr. John Como. To date, these appeals are pacing 450 percent ahead in support compared to last year.
- MetroHealth will celebrate the generosity of Miguel and Denise Zubizarreta at the opening reception of Zubizarreta House on Thursday, March 23, 2017 from 5 to 7 p.m. at the house, located at 3111 Broadview Road. Please RSVP to Nordeen Kronika at 216-778-5760 or nkronika@metrohealth.org.
- Get ready to lace up those running shoes and join us for the 8th annual Hy-5 to benefit MetroHealth. The race will be held on Saturday, May 13, and begin at 9 a.m. at Hyland Software. This year's Hy-5 is also part of the "12 Months of November" a year of events honoring the work of the late Mort November and his lifetime of philanthropy. For more information, please contact Kate Brown at 216-778-7509 or kbrown@metrohealth.org.
- The Foundation and System Philanthropy Department welcomes two new staff members to its team. Beth Darmstadter will join MetroHealth as the Director of Individual Giving. Scott Hamilton will join MetroHealth as the Director of Corporate Giving, having served as Assistant Dean for Advancement and External Affairs at Cleveland State University's Cleveland Marshall College of Law. Kathy Plummer has accepted the position of

Director of Foundation Giving, having served as MetroHealth's Associate Director of Foundation and Corporate Relations since 2009.