

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF JUNE 28, 2017**

**Executive**

- On June 9, 2017, we held our Fourth Annual Stakeholders Meeting, with the theme this year of *From Promise to Progress*. Rather than focus on several months of transformation news, including the sale of hospital revenue bonds, we focused on MetroHealth's mission. We stressed the importance of lifting all members of the community and highlighted the stories of people affected by MetroHealth. We addressed social justice issues with our audience. We reminded our audience that we're going to be here for everyone, no matter what happens in DC or what happens to health care. And we reminded everyone that MetroHealth's transformation is about much more than just buildings.
- On May 9 MetroHealth priced \$945 Million Series 2017 Bonds rated "Baa3"/"BBB-"/"BBB-." The Series 2017 financing provided MetroHealth with a flexible financing structure for the Transformation Project, including a portion of funded capitalized interest on the new money bonds, delayed amortization and a debt service reserve fund supported by a letter of credit, from Cuyahoga County. Due to a strong order period and favorable market conditions, yields were reduced 2-7 basis points throughout the curve resulting in an All-in True Interest Cost of 4.99% with an average life of 28.4 years and a final maturity in 2057.
- On June 16, Senator Portman and his team visited MetroHealth to officially launch the [Office of Opioid Safety](#), which will open internally July 1. The first of its kind in Northeast Ohio, the office will be open to the public this fall.
- The MetroHealth System's main campus hosted a roundtable discussion with fellow Northeast Ohio health care executives and congressional representatives on May 11. I was joined by Dr. Toby Cosgrove, President & CEO of The Cleveland Clinic; Tom Zenty, President & CEO of University Hospitals; Dr. David Perse, President & CEO of St. Vincent Medical Center; and Tim Jarm, President & CEO of the Center for Health Affairs.
- MetroHealth has again received reverification from the American College of Surgeons as a Level I Adult Trauma Center and Level II Pediatric Trauma Center. This reverification takes place every three years, with MetroHealth being verified continually for the past 25 years.
- Our 1,700 nurses are the heart and soul of MetroHealth and, during National Nurses Week, we hosted several events to recognize the many contributions our nurses make each and every day. These events included an awards ceremony, special shopping days, nursing research day poster displays and several "blessing of the hands" events. We can't thank our nurses enough for what they do for our patients each and every day.
- Congratulations to Craig Richmond on being named to Becker's Hospital Review 2017 list of "150 Hospitals and Health System CFOs to Know" and I am truly humbled and honored to have again been nominated to Modern Healthcare's list of the "100 Most Influential People in Healthcare."

## **Chief of Staff**

- The Best in Class Leadership Experience kicked off in May. As The MetroHealth System evolves through transformation, this two-day experience will serve as a strategic initiative designed to create a learning organization; to develop and strengthen our current leaders; and to recruit, develop, and retain new leaders, giving MetroHealth a competitive advantage in the Cleveland health care market. Our goals include:
  - Creating a shared language and understanding of what successful MetroHealth leadership looks like and the expectations;
  - Introducing nine leadership competencies to which leaders will be measured;
  - Level set behavioral expectations for leaders; and
  - Enhance accountability on all levels.
- In partnership with Tri-C, 16 employees graduated from the STNA training program, which was held on MetroHealth's main campus. This program provided an opportunity for career advancement for employees while maintaining their employment with MetroHealth.
- The Northeast Ohio Area-wide Coordinating Agency (NOACA) is a key partner for our campus transformation planning effort, and we met with them to discuss participation in a *Gohio commute* campaign to help employees save money, reduce area traffic congestion and protect air quality.
- In collaboration with Clinical Informatics and the Epic Care Team, the Patient and Family Advisory Council redesigned the After-Visit Summary (AVS) for ambulatory clinic visits. A redesigned, more patient friendly AVS launched in April at all ambulatory clinics to improve understanding of discharge information for patients.
- On April 11, Patient and Family Advisors and patients in the Trauma Survivor Network participated in a panel discussion for first-year medical students at Case Western Reserve University School of Medicine as part of the annual Physical Disabilities session.
- The Beryl Institute invited a Patient and Family Advisor from The MetroHealth System to present at its newly launched Patient Experience Grand Rounds webinar. On June 1, Raman Krimpuri, Patient and Family Advisory Council Co-Chair, represented The MetroHealth System and presented *Empowering Patients and Families to Make a Difference*.
- Arts in Medicine, in partnership with Compass Services and Dr. Jennifer Hanrahan, presented the personal journeys of three HIV/AIDS patients for the Med/Peds residents in Scott Auditorium.
- Another successful eight-week visual art residency with the Cleveland Print Room in our School Health program partner schools culminated in exhibitions of the students' work throughout the city. Artwork from Walton, Scranton, John Adams and Lincoln-West students was featured at an exhibit at the Print Room, which was attended by more than 400. Additional artwork from Lincoln-West's Global Studies students was featured as part of the Slavic Village Development Corporation's Rooms to Let.

- The annual Pastoral Care Conference titled *Rejection, Ostracism and Social Exclusion: Causes and Consequences* was held on May 18 and 19. Sue Klebold, mother of Dylan Klebold, who was one of the two Columbine shooters presented to 215 attendees.
- The annual Food Drive, held April 24<sup>th</sup> through May 5<sup>th</sup>, raised over \$37,000 and we collected 2,000 pounds of food. All donations were sent to the Cleveland Food Bank for its Harvest for Hunger annual campaign.
- More than 100 MetroHealth volunteers attended the annual Volunteer Celebration Luncheon on April 25 during National Volunteer Week.
- MetroHealth hosted 35 high school seniors during May for senior projects in departments related to their career interests.
- Three teams of KeyBank employees volunteered at MetroHealth during KeyBank's annual Neighbors Make the Difference Day on May 24<sup>th</sup>.
- The Support Services Department successfully launched enhancements to the retail food operation by bringing in New York Bagels and upgrading our coffee service to Starbucks.
- Dr. Jerome Kleinerman (past Chairperson, retired 1995) has been elected to the MHS Hall of Honor.
- The Meds to Beds Program continues to grow servicing inpatients being discharged from the hospital. May was another record month with 173 patients (657 prescriptions), a 65 percent increase over January. Volume has more than doubled since 2016.

### **System Dyad**

- The Provider Compensation Redesign Process continued with Integrated Healthcare Strategies as a partner. Planning meetings with various physician committees were initiated.
- With Dr. John Sedor's departure in July, the System Dyad appointed John Chae, MD, as Interim Vice President of Research for The MetroHealth System effective July 1. Dr. Sedor has served The MetroHealth System for nearly three decades.
- Dr. Bernard Boulanger provided the welcoming remarks at the EMS Awards Luncheon held on the main campus on May 23. Dan Lewis attended the event in support of the EMS teams in the communities.
- The System Dyad participated in the Commission on Cancer Accreditation Survey by attending the Program Leadership Meeting.
- As Karim Botros begins to focus full time on strategic initiatives, the System Dyad appointed Kim Bauchens, RN, MSN, to Interim Service Line Administrative Director of the Adult Health and Wellness Service Line until a permanent replacement is found. Kim will partner with Dr. Kathryn Teng as Clinical Director.
- Dr. Boulanger attended the "Miracles of Recovery Breakfast" to support Dr. Joan Papp, who was being honored for her work to combat the opioid epidemic.
- The System Dyad has begun the Chief Quality Officer search with the assistance of Witt-Keiffer Advisors.

## Service Line News

### Adult Health and Wellness

- MetroHealth WIN (Walk-in Now) pilot was initiated the beginning of April at the Rocky River and Buckeye Health Centers.
- After opening on April 3<sup>rd</sup>, the downtown YMCA location saw over 100 visits in its opening month.
- Our Bedford/Lee-Harvard providers participated in the Community Partner Fairhill Group for depression in senior caregivers.

### Ambulatory Operations

- State Road Family Practice has seen 6,871 patients to date, which is 15.3 percent over projected volume. Three of its providers (Matt Frantz, MD, and CNPs Donna Lanza and Jennifer Tessman) were recognized as 2016 MetroHealth Top Provider Communicators.
- The downtown YMCA location, which opened on April 3<sup>rd</sup>, has seen over 100 patients, the majority of whom are seeking to establish themselves with a primary care provider (as opposed to urgent care visits).
- The School Health Program increased its visit volumes for the 2016-2017 academic year with 2,067 visits, which is almost double the visits from the 2015-2016 academic year.
- MetroHealth Broadway was recognized by Better Health Partnership, earning a Gold Star Recognition for outstanding improvement in crucial care measures for patients living with diabetes and high blood pressure. Awards were presented on June 16<sup>th</sup> at the City Club of Cleveland.
- The WIC Program received positive results and comments (four recommendations and no corrective actions) on its WIC Management Evaluation from the Ohio Department of Health. The evaluation commented on the “stellar performance” of the past three on-site reviews.
- The Brecksville location expanded urology services to a full day (previously one-half day a week), completed the deployment of neurosurgeon Dr. Ben Roitberg and successfully transitioned from a contracted contact center to MetroHealth’s network service center. In addition, it entered into a partnership with the Brecksville/Broadview Heights School System to provide medical support (physicians and nurses) to the school system.
- The Ambulatory Network participated in the following community events:
  - Parma Snow Road and State Road Family Practice participated in the Diversity Walk in Cleveland and in Career Day at Greenbriar Middle School in Parma Heights.
  - The School Health Program is hosting a Book Drive at our main campus to collect books for students who are seen at one of our 13 school sites. Beginning in August, children seen in the clinic will have the opportunity to take a book home with them.
  - In May, a stroke awareness representative was on site at Parma Snow Road to answer questions and reach out to patients.

### **Cancer Care**

- Our cancer center received the Health System Excellence Award for 2016 from the American Cancer Society East Central Division.
- MetroHealth Cancer Center Retreat 2017 was held in May. This group (one of four teams) focused on the following areas as they work to improve the Cancer Care Center going forth in 2017 and 2018: patient flow, "single locale" multidisciplinary cancer care, provider-provider communication and enhancing technology interface.
- A new medical oncologist from University of Pittsburgh Medical Center will join MetroHealth's Cancer Center in the coming academic year. Additionally, MetroHealth welcomes a newly recruited radiation oncologist from Ohio State University.
- Dr. Susan Sharpe, one of our surgical oncologists, was awarded the Mary Hellerstein Junior Faculty Professional Development Award from Case Western Reserve University School of Medicine to enroll in the Association for Academic Surgeon's 28th Annual Fundamentals of Surgical Research Course in October.

### **Neuro-Musculoskeletal**

- The Neuro-Musculoskeletal Service Line continued to perform well with respect to phone statistics. Physical Medical and Rehabilitation ranked first in monthly ACD reports for The MetroHealth System, showing great improvement as compared to September 2016.
- The service line, in collaboration with Dr. John Wilber and Dr. Ben Roitberg, has recruited two orthopaedic trauma surgeons, one neuro-critical care intensivist and one physiatrist.
- The Department of Physical Medicine and Rehabilitation ranked fifth in the nation in National Institutes of Health funding.

### **Specialty Care**

- The new Rheumatology Ankylosing Spondylitis clinic opened at Brecksville and saw its first international patient seeking treatment. The clinic offers comprehensive personalized care for patients with spondyloarthritis.
- Cardiology implemented a new purchasing strategy for EP implants which yielded run-rate savings of \$50,000 in the first month.
- Palliative Care expanded its consultative services to patients at St. Augustine/Holy Family Hospice.

### **Surgery**

- The Brecksville Ambulatory Surgery Center opened on June 5<sup>th</sup>.
- Operational efficiency was initiated through major block schedule revisions (ambulatory cases deployed to ambulatory sites).
- New plastic surgeons and colorectal surgeons were hired.

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

- The Service Line continues to work on a comprehensive regional trauma, critical care and burn strategy to maintain market share through partnership opportunities. Its outreach team includes trauma surgery, burn surgery and Life Flight.
- To improve throughput, efficiencies and quality of care for patients, the Service Line is planning for a surgical step down unit beginning in July.
- The Service Line is celebrating 25 years as a verified Level I Trauma Center. The American College of Surgeons recently provided it with official notification that it passed its Level I verification with no deficiencies.
- To benefit patients and families of the trauma, burn and critical care units, several staff from the service line organized the inaugural Resiliency Run held on June 11th. It was a great success with approximately 275 runners/walkers who joined to help raise funds. Many trauma survivors also participated, which was wonderful to see.

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

- The Service Line's market share increased by 0.8% in 2016 in a shrinking market.
- A night nurse practitioner for Foster Care was hired, and new nursing managers were appointed in Labor & Delivery and in outpatient Obstetrics/Gynecology.

### **Campus Transformation & Facilities Management**

<u>Work Order Type</u>	<u># Issued</u>	<u># Completed</u>	<u>Completion Rate</u>
Service Requests	15,508	14,689	83%
Preventive Maintenance	26,338	25,936	98%

- 30% overall increase in total Work Order Volume expected in 2017
- Facilities managed 78 utilities interruptions YTD with minimal impact to hospital operations. These interruptions included flooding and restoration, a major motor failure, power outages and one fire.
- Support of Brecksville and Community Hospitals and other Construction Management Departments managed projects.
- Vacancy rate currently at 10.2%. YTD two replacement staff hired.
- 10 Surveys have occurred to date – All discovered issues were addressed and re-surveyed with success.
- Selection of Executive Architect and Engineer is proceeding well. Four excellent finalists presented in 2-day-long sessions. Final selection and contracting is expected in June.

## Legal

- Finalization of closing of issuance and sale of bonds and assistance in addressing post-closing matters.
- Continued involvement in management group and cybersecurity consultant to assess risks and opportunities to enhance protections. Participation in tabletop exercise of breach events.
- Continued participation in Medical Staff's review and revisions to the Medical Staff Bylaws and finalization of revised Bylaws and Rules and Regulations.
- Finalization of project with IS to update Record Retention Schedule, minimize data storage costs and secured County approval.
- Continued attention to Campus Transformation professional service and construction contracting issues.
- Continued evaluation of legal issues and models to support diversity and inclusion goal criteria.
- Continued attention to regulatory issues relating to an application for waiver of site neutrality rules for extraordinary circumstances for ambulatory network site.
- Attention to matters pertaining to the donation of the Zubizarreta House.
- Development and sponsorship of Risk Week (June 19-23) including various educational presentations.

## Nursing

- Nurses Week was celebrated May 8-12 with the theme "Nursing: The Balance of Mind, Body, and Spirit." Events were well-attended throughout the week, especially the Nurse Excellence Awards. Winners included:
  - Rising Star-Ellen Guthrie, RN-NICU
  - Preceptor/Mentor-Kelley Tomaro, RN-Oncology Clinic
  - Transformational Leadership-Connie Eggleston, RN-NICU Nurse Manager
  - Above & Beyond-Steven Matis, RN-7BC
  - Community Excellence-Mary Ellen Lawless, RN-Weight Loss Surgery/Management
  - Career Achievement-Beth Bucholz, RN-9BC
  - Nursing Team-Jill Molnar & Cristina Sanders, APRNs-Internal Medicine Diabetic Group Clinic
  - APRN Excellence-Robert Grabowski, APRN-Life Flight
  - Magnet Nurse-Rebecca Treiber, RN-7A
  - LPN Excellence-Sandra Spokas, LPN-Pediatric Clinic
  - Friend of Nursing-Randel Riley, Outreach Assistant-TB Clinic
  - Trauma Award-Valerie Walunis, RN-7BC
- Theresa Hannu, Associate CNO for inpatient nursing, met with the offices of Senators Portman, Brown and Renacci and Representatives Gibb and Fudge in Washington for American Nurse Executives Advocacy Day. Topics included:

- ACA reform and our commitment to our Medicaid population and preservation of Medicaid expansion as our top priority as a public health system.
  - Request funding for Title VIII Workforce Development Program, investing in the pipeline of RNs and APNs to ensure access to health care. Title VIII strengthens nursing education and funds institutions educating nurses to practice in underserved communities.
  - Supporting Title VIII Nursing Workforce Reauthorization Act, ensuring Nursing Workforce Development programs have current federal authorization necessary for funding in future fiscal years.
  - Join their Nursing Caucus: Bipartisan educates on issues impacting the profession and how nurses are transforming America's health.
- The Advanced Provider Training in Neurocritical Care Program (i.e. Neuro Boot Camp) was held on May 23-24, 2017.
  - Theresa Hannu presented at the national TeamSTEPS conference held in downtown Cleveland June 14-16.

### **Finance**

- Enrollment on Wheels RV participated in 18 events, servicing 220 community members in May. There were 11 events on the West Side and seven on the East Side. We also continue to assist Cuyahoga County with enrollment in the Medicaid Redetermination Program. From January-May 2017, we rendered 1,069 services to our community, seeing 635 members from within the RV.
- CGS (Medicare auditors) were on site at MetroHealth April 17th through April 27th to perform an audit of the 2014 Medicare Cost Report.
- On May 22<sup>nd</sup>, RSM presented the 2016 audit results for Select Assurance Captive LLC to the Audit Committee of the Captive. RSM issued an unqualified opinion for this, the first year of operation.

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

- The Department of Operational Research and Analytics (DORA) collaborated with Physician Enterprise to consolidate and streamline analytics/reporting functions by launching new databases, tools and automation efforts.
- Department of Disruptive and Radical Experimentation (DARE) designed and initiated an online Emotional Intelligence (EI) "Community of Practice" for leaders and staff interested in developing their Emotional Intelligence. There are 40+ self-selected members who now access articles on EI, who participate in conversations and events that build EI skills in practice.
- Results Management Office (RMO) Lean Six Sigma (LSS) Institute has created self-learning online modules for Lean methodology modules and tools to be added to the enterprise online training system. The LSS Institute also has established supplemental in-person training to practice and refine several important business improvement skills.



## **Information Technology (IT)**

- The Censitrac Instrument & Tray Management System went live at the Main Campus Operating Room and Central Sterile Supply departments on June 6<sup>th</sup>. The implementation of this software and supporting hardware provides essential management of all instruments and trays used across The MetroHealth System.
- Information Services deployed technologies that enabled a MetroHealth presence in the Jewish Family Services Association. New computer hardware was installed and changes to our Electronic Medical Record application were made to allow patients to be seen at this site.

## **External Affairs**

- The American Hospital Association, American Medical Association and AARP are visiting various cities to discuss the implications of the American Health Care Act (AHCA). Dr. James Misak represented MetroHealth at the June 15 Cleveland press conference.
- Dr. Boutros and CFO Craig Richmond visited members of the state legislature and the administration to advocate for protecting financing support to MetroHealth's Medicaid patients. MetroHealth has the highest percentage of Medicaid patients among all adult hospitals in the state.
- On May 15, Cleveland Heights City Council unanimously approved MetroHealth's Detailed Development Plan and request for a Conditional Use Permit to construct the new Community Hospital at the Cleveland Heights Medical Offices.
- The Ohio Senate released its version of the budget on June 12<sup>th</sup> with \$75 million in cuts to hospitals. The House and Senate will debate the budget the last week of June, passing it on June 28<sup>th</sup> and sending to the Governor for his signature by June 30<sup>th</sup>.
- The Fourth Annual Stakeholder's Meeting was, by any measure, a smashing success. Two key metrics: 13% increase in attendance, with an 11% increase in non-MetroHealth attendance, and 86% message retention. Guest comments include:
  - ❖ "I must say that that annual meeting was one of the best – if not THE best – organized and executed annuals I have ever attended."
  - ❖ "As a veteran television producer, I have to point out that the video and all the supporting visuals were just incredible."
  - ❖ "I have been to a hundred annual meetings and this was by far the best."
- Published 2016 system annual report and a brochure "A Strategic Plan for a Healthier Community" in early June. Both were distributed at the annual meeting and will be used extensively with potential donors, new employees and community members.
- Will launch a re-branded community newsletter "From Promise to Progress-MetroHealth Update" in July.

- Change is Healthy v2.0 will be launched on June 26. The campaign includes TV, digital (30% of media buy), outdoor and a small presence on radio. The campaign will run through year end.
- MetroHealth won the gold (top) award for “Best Outdoor Creative” at the Hospital Marketing Association awards on June 6. We also won gold Aster awards, which recognize outstanding work in health care marketing for the “2016 Change is Healthy” campaign and the MetroHealth Select website design.
- Opioid Campaign: Briefed Ohio’s 2017 Opiate Conference in Columbus; expanded distribution to Cleveland Indians, Rock ‘N Roll Hall of Fame, Gordon Square, CCF Opioid Forum 5/25, MetroHealth campus, and the Detroit-Shoreway Health Fair.
- The Pride Clinic celebrated its 10<sup>th</sup> anniversary at the Urban School on May 25 and announced its expansion into a Pride Network.
- The Farm Stand reopened June 20 in the Outpatient Pavilion.

### **Foundation and System Philanthropy**

- Citizens Bank has made a second generous grant of \$25,000 to support MetroHealth’s Food as Medicine program. MetroHealth is partnering with The Greater Cleveland Food Bank to address nutrition-related illnesses by linking patients, doctors and nutritionists with supplemental food to promote health, prevent illness and facilitate recovery. Dr. Henry Ng is providing leadership for this initiative.
- Cook Medical Group is continuing to support MetroHealth’s Gastroenterology Fellowship program with a grant of \$25,000. The organization made its initial grant in 2015.
- The Craig H. Nielson Foundation has supported MetroHealth’s spinal cord injury (SCI) efforts since 2010 and recently renewed this commitment with a grant of \$170,030 to fund our SCI Fellowship program.
- The MetroHealth Medical Hall of Honor Committee announced its 2017 inductees:
  - Robert C. Bahler, MD
  - Alfred F. Connors, Jr., MD
  - Alvin A. Freehafer, MD
  - Jerome I. Kleinerman, MD
  - John H. Lowman, MD
  - Mark A. Malangoni, MD
  - Anthony S. Tavill, MD
  - John A. Toomey, MD

We will celebrate the honorees and their families during an induction dinner on Saturday, October 28, 2017. The event will be held at the Aloft Cleveland Downtown, 1111 West 10<sup>th</sup> Street, Cleveland, OH, 44113. Tickets and event sponsorships can be purchased online at <https://www.metrohealth.org/2017-hall-of-honor> or call Kate Brown at 216-778-7509.