

**THE METROHEALTH SYSTEM  
REPORT OF THE PRESIDENT AND CEO  
TO THE BOARD OF TRUSTEES  
REGULAR MEETING OF JULY 26, 2017**

**Executive**

- For the fourth consecutive year MetroHealth has received HealthCare's Most Wired Award. The annual Most Wired survey is designed to measure the level of IT adoption in U.S. hospitals and health systems and serve as a tool for hospital and health system leadership to map their IT strategic plans.
- MetroHealth has received the American College of Cardiology's Platinum Performance Achievement Award. We are one of only 193 hospitals nationwide to receive the honor.
- We have also achieved full accreditation from the American College of Surgeons National Accreditation Program for Breast Centers.
- MetroHealth is organizing our growing innovation and intellectual properties pipeline under Karim Botros, as Chief Strategy and Innovation Officer.
- Dr. Nabil Chehade met with CMS Administrator Seema Verma to discuss hospital outpatient department matters. He also participated in a hospital regulatory relief meeting that was attended by Ohio Representatives Joyce Beatty, Bob Gibbs, Jim Jordan, Jim Renacci, Steve Stivers and Pat Tiberi.
- MetroHealth staff met with the District Director for senator Rob Portman to provide feedback on the Senate's draft Affordable Care Act repeal and replace bill. Employees discussed the importance of maintaining Medicaid, investing in primary care, reliable patient transportation services and helping Americans access affordable drugs.
- MetroHealth is preparing to welcome approximately 10,000 CareSource patients transitioning their primary care from the Cleveland Clinic in September.
- We signed a contract with the Center for Community Solutions for the Community health assessment report, as requested by the Community Engagement Committee of the board. The preliminary report, which includes the first two phases of the study, data analysis and gap analysis, is due September 13.

**Chief of Staff**

- Meds to Beds Program continues to grow in servicing patients prior to discharge from the hospital. June was another record month with 180 patients (673 scripts), which is a 6 percent increase from January.
- Our MTM (Medication Therapy Management) service continues to develop and expand, providing needed clinical services for patients and profit for MetroHealth.
- Our Mail Order Pharmacy continues its consistent ramp-up. June was another record month with 1,002 prescriptions mailed to patients. Growth is in non-MH-employee plans.
- The Department of Public Safety implemented an internal process for becoming a MetroHealth police officer. This opportunity, which is open to all MetroHealth employees, generated interest among several current exemplary employees. We have identified our first candidate from within MetroHealth.
- The OHA Hospital Improvement Innovation Network invited Jennifer Lastic to highlight MetroHealth's achievements in Patient and Family Engagement in a webinar on July 13th. Jennifer explained how MetroHealth achieved three key CMS metrics in the area of Patient and Family Engagement. Susan Kiedio, MetroHealth Patient and Family Advisor, shared her story and her work on the Quality Board of Trustees.

- The June/July 2017 issue of Institute for Patient-and Family-Centered Care Pinwheel Pages featured The MetroHealth System Patient and Family Advisor (PFA) video. This video highlights the accomplishments of PFAs at The MetroHealth System and is used as a recruitment tool for prospective PFA candidates.
- The newest visual art exhibit in the Arts in Medicine Gallery was installed. *“Thirty”* features the digital artwork of 30 ninth-grade students from Cleveland Metropolitan School District's Facing History New Tech High School. Each student was assigned one of the 30 articles found within The Universal Declaration of Human Rights. Each piece of art features the student's image, images related to their article, and their objective essay response to their article all woven together using Photoshop CS6. The poignant exhibit has sparked inspiring responses from staff and visitors.
- Trauma Recovery Services provided volunteer support at the inaugural Resiliency Run held on June 11<sup>th</sup>. The event, which is focused on survivors and benefits critical care programs, was held to honor the resilience and strength of patients and their families. Funds raised will augment essential care and services to those who come to MetroHealth for trauma, burn, stroke and other critical care needs.
- In collaboration with the Ohio Attorney General’s office, Trauma Recovery Services launched the Victims of Crime Advocacy and Recovery Program (VOCA) on April 10. To date we have screened 1,163 patient victims and offered services to 364. Two hundred ninety-nine victims have consented to VOCA support and services, which represents an 82 percent consent rate.
- More than 80 high school and college students are participating in the MetroHealth Summer Student Volunteer Program from June through August. Volunteers are assisting in a variety of roles to enhance the patient and family experience throughout MetroHealth.
- Food Service is performing state improvements, which include reworking the entire patient menu by sampling the menu items each day to assure that the menu is full of quality items. MetroHealth’s Patient Experience Board Committee participated in some of the sampling last month.
- Environmental Services conducted three job fairs in the community that resulted in more than 340 initial interviews and 100 follow-up interviews. The result will be roughly 30 new entry-level, diverse employees beginning their careers at MetroHealth.

### **System Dyad**

- The System Dyad kicked off operational planning for the onboarding of new CareSource patients.
- The System Dyad is overseeing the move of its primary care services from the Lee-Harvard Health Center to the Bedford Health Center and its dental care services to the clinics at Broadway, OBC and MetroHealth Medical Center. In preparation for the move, the dyad met with the City Councilman and a representative from the Mayor’s office. With the additional services available at Bedford, we will enhance our customer service and be better able to serve the needs of the community.
- Dr. John Chae was appointed Interim Vice President of Research with the departure of Dr. John Sedor.
- Dr. Bernard Boulanger participated as a member of the 2017 Keynote Health Care Executive Panel for Crain’s Health Care Forum held on June 21<sup>st</sup> at the Northeast Ohio Medical University in Rootstown.
- The MEDTAPP (Medicaid Technical Assistance and Policy Program) grant was suddenly terminated by Ohio Medicaid as of June 30, 2017. The System Dyad executed a transition plan for MetroHealth personnel who were supported by the grant.

### **Service Line News**

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

- Visit volumes were 1.9 percent favorable to 2017 budget with a growth of 9.6 percent over 2016.
- The Center for Behavioral Health recruited three new psychiatrists to join its team.
- A web-based provider scheduling system, Q-genda, is being piloted with 100 providers from Primary Care and Express Care. The system populates complex schedules based on patterns/rules

which automatically sync to mobile devices. This could lead to major provider and staff efficiencies within our system.

- MetroHealth has partnered with Recovery Resources to integrate primary care services into its location.

### **Emergency Department**

- The Emergency Departments at Cleveland Heights and Parma exceeded budget by 9.5 percent, and Brecksville admissions were 31.7 percent positive to budget.
- Life Flight air was over budget by 46.4 percent and Life Flight ground was over budget by 4 percent.

### **Neuro-Musculoskeletal**

- The Service Line has recruited one rehab psychologist, one senior neuro-critical care intensivist and one physiatrist.
- The Service Line began participation with the MyMetro project for Hand and Upper Extremity.
- Speech Therapy was expanded to our Cleveland Heights facility and Neurosurgery was expanded to our Brecksville and Westlake facilities.
- The Service Line developed an interdisciplinary team to review the Optimization of Pain Management Patients (management of patients on Opioids) throughout the system.
- The Zubizarreta House was officially donated to MetroHealth.

### **Specialty Care**

- The Specialty Care Service Line completed the integration of Heart & Vascular and the restructuring into four multispecialty Centers led by physician/administrator dyads (Cardiovascular & Pulmonary, Digestive Health, Skin Health and Chronic Disease Management).
- To provide improved access and expanded service offerings, the Dermatology and Plastic Surgery operations were relocated from Pepper Pike to the Beachwood Health Center.
- The Service Line implemented new complementary and alternative medicine offerings at the Parma Digestive Health Center including Reiki and Integrative Health visits.
- The Service Line recruited Dr. Jagmeet Dhingra in the Division of Nephrology and Dr. James Persky in the Division of Vascular Surgery.

### **Surgery**

- The Brecksville Ambulatory Surgery Center is now fully operational.
- Service Line providers and leadership participated in Brecksville's Home Days.
- The Service Line commenced an initiative to improve OR start and turnover times.
- MetroHealth ORs delivered 99 operations on 7/19/2017 – a hospital record for any day.

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

- To increase the quality of care and to improve throughput and efficiencies, the Service Line opened its surgical stepdown unit in July.
- The Service Line is planning to cohort neurocritical care patients to better serve this patient population.

### **Women & Children's**

- Outpatient volumes in OB/GYN have exceeded budget for the first six months of the year.
- Three pediatric physicians received academic promotions from Case Western Reserve University: Dr. Maroun Mhanna was promoted to Professor of Medicine, and Drs. David Bar-Shain and Hulya Bukulmez were promoted to Associate Professors of Medicine.

### **Ambulatory Operations**

- The Pepper Pike Center officially closed on June 16<sup>th</sup>. All of its services were transitioned to the new location in Suite 206 at the Beachwood Health Center.
- Parma Snow Road successfully kicked off its Weight Watchers Program with 25 employees participating.
- Parma Snow Road hosted the Parma Community Advisory Council Meeting. MH Parma staff then represented the organization in the City of Parma's Fourth of July Parade. In addition, MH Parma is now a drop-off location for the "Supplies for Success Drive."
- MH Brecksville hosted the Lupus Foundation for an evening of education and Dr. James Campbell presented the results of the Senior Health HTN Project as a poster presentation at a National Geriatrics Conference.

### **Community events**

- The OB/GYN Clinic at main campus collected 175 books for donation to the Cuyahoga County Library.
- Representing MetroHealth, Tani Martin and Zhanna Makris gave out scholarships for academic merit and career preparedness to Normandy High School students during their high school ceremony.
- Cancer Care participated in the Relay for Life and helped to make the event a success through its fundraising of \$3,956.53 (highest achievement to date).
- The Women & Children's Service Line provided gynecological assessments for the Cleveland Heights Community Outreach event held on June 24<sup>th</sup>.
- The Cancer Care Service Line conducted a health fair in Cleveland Heights and provided cancer screenings, including colorectal cancer and head and neck cancer, to more than 250 community participants.
- Participated in Brecksville Home Days and the Parma Fourth of July parade.

### **Facilities Management**

#### **• Work Volume through June**

<u>Work Order Type</u>	<u># Issued</u>	<u># Completed</u>	<u>Completion Rate</u>
Service Requests	18,531	17,297	82%
Preventive Maintenance	31,525	29,411	86%

- Facilities managed 87 utilities interruptions YTD with minimal impact to hospital operations. These interruptions included Included flooding and restoration, a major motor failure, power outages and one fire.
- Oversaw the rebuilding of an emergency generator at The Prentiss Center.
- Installed two new Air Handler Units; one on the roof of Business Services, one for Human Resources.
- Developed a new procedure for managing water leaks. To date, 65 leaks have been identified and 55 have been addressed.

### **Legal**

- Continued attention to Campus Transformation professional service and construction contracting issues.
- Worked to finalize donation of Zubizarreta House.
- Conducted RFP process for real estate and construction counsel and broker for Owner Controlled Insurance Program.
- Overseeing various new patent applications from the cardiac research group and the SIM Center.

## **Nursing**

- Linda Boseman, Pediatric Nurse Practitioner, was featured in Cleveland Magazine's Faces of Caring. This feature is produced annually by the Greater Cleveland Nurses Association to highlight the amazing work that nurses do in Northeast Ohio. Linda was also honored at a dinner in early June.
- Eighty seven percent of eligible nurses participated the annual Nurse Satisfaction Survey, with over 50 areas having 100 percent participation. Results improved from 2016 with 60 percent of unit-level scores and 62 percent of Magnet reported scores above benchmark, exceeding Magnet expectations. Results are being presented to nursing leaders and staff.
- Nursing will be hosting two events to promote and increase diversity among our nursing staff. On July 27, we will host leaders and members from local chapters of The National Association of Hispanic Nurses, The Cleveland Council of Black Nurses and The Philippine Nurses Association of America. This event will focus on networking and relationship building. On August 29, we will host a minority recruitment event. Last year, we had more than 100 attendees participate in the minority recruitment event and are looking forward to the same turnout this year.

## **Finance**

- Enrollment on Wheels RV participated in 29 events, servicing 120 community members in June. There were 17 events on the West Side and 12 on the East Side. We continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program. From January-June 2017, we rendered 1,275 services to our community, assisting 755 members from within the RV.
- Finance leaders are participating in the Best in Class Leadership Training Sessions, leading a two-hour session on fundamental financial acumen designed for all MetroHealth leaders.
- Accounting and Treasury have worked with Hospital Bond Counsel to develop a new and improved Financial Reporting Matrix to ensure that Continuing Disclosure requirements are fulfilled in a timely and efficient manner for all issuances.
- Internal Audit continues to work with process owners and management to monitor and validate the timely completion of Management Action Plans (MAPs). Internal Audit is currently tracking 50 MAPs previously issued reports. To date 35 MAPs have been completed; no MAPs are past due.

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

- The Results Management Office (RMO) continues to guide and facilitate Lean process improvement projects across the System. In June the RMO was engaged by three new departments to help them achieve a planned financial benefit of approximately \$100,000 annually. RMO is currently leading or facilitating more than 50 projects across more than 20 departments with the collective opportunity available from all of these projects being in excess of \$8 million.
- Department of Operational Research and Analytics (DORA) members embarked on a major effort in concert with IS, Finance, Budget and Accounting teams to replace core enterprise analytics software with the goal of improving systems integration, data integrity and analytical capabilities.

## **Information Technology (IT)**

- On June 24, the Information Service Department upgraded the Electronic Medical Record system, Epic, to version 2015. Epic 2015 introduced new enhancements and features to help improve the system from a clinical, financial and operational perspective. More specifically, Epic 2015 provides additional reporting capability to meet new Meaningful Use Requirements. As part of the Epic 2015 upgrade, aging and obsolete hardware was replaced.
- On June 24, along with the Epic 2015 upgrade, Epic's LGBTQ (Lesbian, Gay, Bisexual, Transgender, Questioning) tool was introduced. The LGBTQ tool improves care for sexual and gender minorities. It helps identify patients in sexual and/or gender minorities and collect more complete, accurate medical histories for these patients.

## **External Affairs**

- The RTA Board approved the establishment of a Bus Rapid Transit (BRT) System along W. 25<sup>th</sup> Street. The board also authorized a funding application being submitted to the Federal Transit Administration (FTA). RTA noted that MetroHealth's sponsorship of the W. 25<sup>th</sup> Street route will strengthen the FTA application and help facilitate improved public transportation along the corridor.
- The government relations team helped coordinate grassroots and grassroots advocacy as part of a successful effort to preserve Medicaid Expansion in its current form in the state of Ohio.
- MetroHealth leadership met with Director of Medicaid, Barbara Sears, and Director of the Office of Health Transformation, Greg Moody, to talk about the importance of protecting MetroHealth in the state budget process and future policy deliberations.
- A delegation from MetroHealth attended a bipartisan "Save Medicaid, Save Lives" rally in the statehouse in Columbus to demonstrate support for keeping Medicaid Expansion.
- MetroHealth's CEO Akram Boutros sent a letter to Ohio Governor John Kasich encouraging him to retain provisions in the budget most beneficial to Ohioans on Medicaid. We also continue to educate Congress on how important Medicaid is to patients. Ohio health care leaders, led by Dr. Boutros, sent a joint letter to Senator Rob Portman, stating that the currently proposed Better Care Reconciliation Act is "not an acceptable replacement for the ACA and will do more harm than good for low-income communities and the providers that serve them."
- New partners in the "Know the Risks" Campaign include Cleveland Indians and America's Essential Hospitals.

## **Foundation and System Philanthropy**

- Theresa and Wayne Mosley have generously provided for MetroHealth in their estate plans, with a commitment directed to our Area of Greatest Need Fund. Mrs. Mosley serves on the Family Advisory Council through the Office of Patient Experience.
- The Visiting Nurse Association (VNA) has confirmed its role as Title Sponsor of the upcoming MetroHealth Medical Hall of Honor dinner and celebration on October 28, 2017 at Aloft Cleveland Downtown.
- The Abington Foundation and The Reinberger Foundation have made grants totaling \$85,000 in support of the Lincoln-West School of Science & Health. Both foundations are strong supporters of MetroHealth, contributing nearly \$370,000 since 2009.
- The CardinalHealth Foundation recently contributed \$35,000 to MetroHealth in support of the Office of Opioid Safety, under the leadership of Dr. Joan Papp.
- An anonymous donor has made a generous estate commitment in support of the Alfred Cyril Pinchak Research Endowment.
- The 19<sup>th</sup> annual Gannon Memorial Golf Tournament to benefit MetroHealth will be held on Monday, September 11, 2017 at Manakiki Golf Course in Willoughby. The tournament will begin at 11 a.m. with a shotgun start. Proceeds from the outing will benefit MetroHealth's Level 1 Adult Trauma and Comprehensive Burn Centers. For more information about the tournament including sponsorship opportunities, please contact Scott Hamilton, Director of Corporate Giving, at 216-778-5178 or [shamilton@metrohealth.org](mailto:shamilton@metrohealth.org).