

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 27, 2017**

Executive

- In January, The MetroHealth System's Parma and Cleveland Heights locations will become community hospitals, which is a big step for MetroHealth. These community hospitals will be designed for patients requiring shorter hospital stays. With the opening of these two community hospitals, 80 percent of county residents will be within a 15-minute drive of a MetroHealth location.
- MetroHealth negotiated an affiliation agreement between The MetroHealth System and the Case Western Reserve University School of Dental Medicine.
- Zubizarreta House, our first fully accessible facility for out-of-town spinal cord patients, welcomed its first guest in August. Kim Erisman Anderson received groundbreaking surgery that will allow her to use her hands and trunk for the first time since suffering a spinal cord injury from a car accident at the age of 17.
- I am proud to announce that the System has received the American Heart Association's Get with the Guidelines Heart Failure Gold Plus Quality Achievement Award for implementing special quality improvement measures for the diagnosis and treatment of heart failure patients.
- The MetroHealth System is once again being recognized by the Employers Resource Council as one of Northeast Ohio's 99 Best Places to Work ... for the 14th time!
- Chairman of Neurosurgery, Dr. Ben Roitberg, is transforming how brain surgeons and others are preparing for surgery through next generation virtual reality technology now offered at MetroHealth. MetroHealth is the first hospital in the nation to use virtual reality technology to practice brain surgery and other operations on specific patient cases in preparation for the actual operation.
- Please join me in welcoming Cheryl Forino Wahl to MetroHealth as its first senior vice president and chief ethics and compliance officer. Cheryl joins MetroHealth with 20 years of experience in health care and will report to me and the Audit & Compliance Committee of the Board.
- MetroHealth held its Employee Appreciation Events throughout our facilities during the week of September 18th.

Chief of Staff

Human Resources

- MH Emergency Management Staff presented at CASE Medical School's Annual Pandemic Tabletop Exercise with other subject matter experts. Informed the next generation of physicians and advanced practice nurses of challenges in dealing with a high-consequence infection. As Ohio's only Ebola Treatment Facility, and partnering with the ODH, the MetroHealth team presented two workshops addressing laboratory biosecurity considerations and how to properly ship high-consequence pathogens (total of 40 participants).
- Employee experience has organized/conducted the following sessions:
 - Debriefing for Inpatient Oncology Department (27 participants)
 - Bibliography and Wellness Lunch and Learn (31 participants)
 - Contemplative and Mindfulness Meditation (31 participants)
 - Resiliency Training for Prentiss Center – "Science of Happiness and Three Good Things" (19 participants)

- Best in Class - MetroHealth Leadership Development sessions continue with the September session dedicated to Directors.
- Employee Engagement Survey will launch mid-late September, and Competency Assessment will launch in October.
- Organized five MetroHealthy Mini Wellness Fairs including fairs at MetroHealth satellites and main campus. A total of 175 employees were screened for blood pressure, cholesterol, glucose and BMI, and counseling was provided based on results.
- Participated in the Minority Nurse Recruitment and Networking Event hosted at MetroHealth. Our Manager of Talent Acquisition was one of the speakers at the event. Fifty-four external RN candidates attended this event along with 19 current employees interested in a nursing career. Fifteen nurses have already started the interview process. We are waiting on completed applications and values scores on an additional 10 attendees. Once they have passed their values assessment, they will be scheduled for interviews.

Essential Services

- Both graduating Pathology residents passed the ABP credentialing examination, both parts, AP and CP, on the first attempt.
- Meds to Beds Program continues to grow in servicing patients prior to being discharged from the hospital. Pharmacy continues to achieve new high volume marks each month. August was a 154% increase over January's totals. (1,007 vs 397)
- Mail Order Pharmacy continues to grow. August was another record month with 1,050 prescriptions mailed to patients, nearly double the volume of January (531).

Office of Patient Experience

- On September 5th, Arts in Medicine hosted the *See Me* Zinefest at MetroHealth Medical Center in partnership with the Cleveland Foundation. A part of the annual Cleveland Book Week, the Zinefest was the only event hosted on the Wst Side of Cleveland. MetroHealth employees and guests created pages for a zine, which is a non-commercial publication with a twist. *See Me* was a cultural competency event about expressing who you are and understanding others; especially those who seem different to you. Zine pages from the event will be displayed at the Museum of Contemporary Art and compiled to create our own publication.
- On July 19, Arts in Medicine led a presentation, *Exploring the Intersection of Behavioral Health and Creative Expression*, for the Northeast Ohio Hub of the Mental Health & Addiction Advocacy Coalition. Panelists included MetroHealth's Sara Laskey, MD, VP Chief Experience Officer; Linda Jackson, Director, Arts in Medicine; Kathleen Davis, MSN, RN, Director School Health Program; Art Therapy Studio Executive Director Shannon Scott-Miller, MAAT, ATR-BC; and Kulture Kids Director of Operations Kristan Rothman. The panel explored the artistic response to behavioral health needs through the lens of Arts in Medicine's partnership and work with the School Health Program and Art Therapy Studio.
- Over 125 Volunteers have been recruited to expand the hours of the Infant Comforter program. Volunteers will now provide coverage daily between 6:30 a.m. and midnight.
- The Humm feedback system was rolled out to six inpatient med/surg units. This is a multidisciplinary effort between nursing, EVS, food services and patient experience.
- Over 75,000 patient surveys have been received from the ambulatory medical practices since the beginning of the year. This is a 300% increase over last year's total survey volume. We continue to move towards reaching our goals in all patient experience areas.

System Dyad

- The System Dyad participated in search committees and interviews for several key leadership positions, including Vice President of Hospital Operations, Chief Quality Officer and Director of Center for Health Research and Policy.
- Dan Lewis represented MetroHealth at July 21st Council on Competitive Luncheon. The Council is comprised of national leaders from business, labor and higher education, and its mission is to enhance U.S. productivity and raise the standard of living for all Americans. The discussion was about the nation's competitiveness challenges and opportunities to improve growth and productivity.
- The Simulation Center Welcome for a new device was held on August 23rd. The device is unique in the world and represents the most advanced VR simulation for Neurosurgery, as well as ENT/Skullbase, ophthalmology, and several other applications. MetroHealth is the first hospital in the nation to use this next generation virtual reality technology.
- Dr. Bernie Boulanger participated in MetroHealth's Inaugural Research Faculty Meeting held on September 7th. The meeting was held to begin the process of building a community of researchers working together and encouraging one another.
- The MyMetro Development Phase Kick-Off was held on September 8th. This launched the next phase of MyMetro for development, which includes finalizing the design, performing the build, testing and training to achieve implementation, helping to connect MyMetro to the overall MetroHealth Transformation.

Service Line News

Adult Health and Wellness

- Kim Bauchens (Interim Service Line Administrator during the recruitment process) has been appointed as the Service Line Administrator for Adult Health and Wellness.
- The Service Line has successfully transferred Dentistry from Lee-Harvard to Broadway and transitioned Primary Care from Lee-Harvard to Bedford.
- Primary Care services at Recovery Resources were expanded due to an increasing demand for our services.
- The Service Line opened our first MAT (Medication-Assisted Therapy) Clinic for Opioid Addiction at Parma.

Cancer Care

- July revenues and volumes in Radiation Oncology were the strongest to date in 2017.
- Surgical Oncology OR cases exceeded their July target by over 20 percent.

Emergency Department

- The Main Campus Emergency Department had another above-budget volume month at 2 percent over budgeted volumes. In addition, Cleveland Heights was 1.2 percent over budgeted volumes, and Parma was 0.4 percent over budgeted volumes.
- The average daily census at Brecksville continues to increase with an average of 23.4 patients per day, increased from 18 patients per day from a year ago.
- Life Flight Air continues to have a solid performance throughout 2016 and is 10 percent over target volume and 11 percent over actual volume.

Neuro-Musculoskeletal

- The TBI/SCI Conference was held on August 30th at the Global Center for Health Innovation. Eighty attendees from across the region had the opportunity to hear speakers presenting topics on Neurological Surgery, Orthopedics, Emergency Medicine and PM&R.

- A full-time trainer was hired for Sports Medicine, and recruitment is ongoing for a 0.5 FTE trainer.
- PM&R and Ortho are providing coverage for several area high schools.
- Niloy Bhadra, MD, PhD, an FES researcher, received a \$2 million grant from the NIH to investigate electrical nerve block technique in animal models for application in treating acute and chronic pain, CHR (retinal cavernous hemangioma) and asthma.

Specialty Care

- A physician in the Division of Pulmonary and Sleep Medicine launched a new multi-specialty Sleep Clinic in conjunction with Behavioral Health and Pediatrics.
- The Division of Gastroenterology initiated endoscopy services and an outpatient clinic at the Cleveland Heights Health Center.
- A new Urgent Consult Service was initiated to provide primary care providers with real-time access to an attending cardiologist to discuss high-acuity patients and ensure appropriate treatment and follow-up including same-day specialist appointments.

Surgery

- The OR had record August volumes.
- The Wound Clinic is now open.
- Four new physicians were onboarded (Oral Surgery, Plastic Surgery, Colorectal Surgery and Laryngologist).
- A Regional Administrator for the OR was hired.

Women & Children's

- The Service Line has implemented extended hours for the Pediatrics Walk-in Clinic at Middleburg Heights.
- A new provider for Maternal-Fetal Medicine began as the Director of the Fetal Diagnostic Center.

Ambulatory Operations

- The practice at Lee-Harvard was relocated to Bedford, with an opening date of August 28, 2017.
- MetroHealth Rocky River opened a Pride Clinic on August 3, 2017.
- MetroHealth Westlake at Crocker Park added a new PM&R provider, a new Urology APRN and Mohs surgeries.
- MetroHealth Brecksville celebrated its first-year anniversary on August 15th. It also partnered with the Brecksville-Broadview Heights School System to provide sports physicals for students.
- The Ambulatory Network participated in the following community events:
 - MetroHealth Parma partnered with the Parma Area Collaborative for a Back-to-School Safety Fair (August 12th). At the fair, over 700 backpacks were given out, 1600 free books were distributed by the children's book bank, safety information was shared by the American Red Cross and money was raised for the Parma Animal Shelter by Westlake students in addition to other activities.
 - The School Health Program participated in 13 back-to-school events in August. It assisted families in registering for the program, performed screenings and assisted with insurance enrollment and appointment scheduling.
 - MetroHealth's Primary Care in the YMCA Downtown participated in the Ingenuity Fest, September 22nd through 24th, in support of the Hamilton Collaboration Downtown.

Community Events

- MetroHealth currently has three Community Advisory Councils to provide an opportunity for staff and community partners to discuss the best ways to collaborate on programs, services and events to improve the health of the community. In September, Cleveland Heights met on the 7th, Brecksville on the 13th and Parma Council on the 19th. Cleveland Heights will meet again on October 13 and Brecksville on December 6.
- The Center for Community Solutions (CCS) delivered a draft of its Community Health Needs Assessment, and the Healthy Communities Institute provided a national perspective based on its extensive work with the hospitals implementing programs based on CHNAs. Highlights of the study will be presented at the Community Engagement Committee meeting on the 27th by John Corlett, Executive Director of CCS.
- MetroHealth has agreed to become the lead organization for First Year Cleveland's community-wide Sleep Ambassador Program.

Facilities Management

• Work Volume through August

| <u>Work Order Type</u> | <u># Issued</u> | <u># Completed</u> | <u>Completion Rate</u> |
|------------------------|-----------------|--------------------|------------------------|
| Service Requests | 24,703 | 24,142 | 78% |
| Preventive Maintenance | 46,637 | 43,615 | 94% |

- Facilities managed 117 utilities interruptions Y-T-D, with minimal impact to hospital operations. August events included: additional flooding and restoration, a major electrical breaker failure, steam line leaks, a mulch fire and power outages.
- Concrete repairs around the OPP continue and will be completed in September.
- Statement of Conditions work, required annually by The Joint Commission, ongoing: Brecksville was surveyed, OBC in process.

Nursing

- On August 29, Nursing held its second annual Minority Nurse Recruitment event. We had 54 external nurses in attendance.
- Alison Bunce, a hospice nurse from Scotland, spent August 28-29 at MetroHealth with Clinical Nurse Specialists Cheryl Bradas and Vickie Bowden. Alison read a publication that Cheryl and Vickie authored on the No One Dies Alone program.
- This fall, MetroHealth will be hosting the:
 - Annual APRN Pharmacology Conference on October 13. A variety of topics will be covered including heart failure, geriatric medication depression and scheduled medications and use of a behavioral contract.
 - Annual Nursing Conference - The Puzzle of Addiction: The Impact of the Opioid Crisis Across the Continuum on November 10. This will focus on both patient care and the impact on health care providers.

Finance

- Craig Richmond recently presented at the 2017 HealthLeaders Media CFO Exchange on August 11th. His presentation was focused on and titled: *Avoiding Insanity by Disrupting the Status Quo: Let's "DoIT."*
- Craig Richmond will be participating on a panel of CFOs from various industries at the BusinessTECH Forum '17 on October 12th. The panel discussion is focused on and titled: *Driving Efficiency and Profit: CFO's Share How IT Impacts Business Strategy.*

- Enrollment on Wheels RV participated in 23 events servicing 98 community members in August. There were 15 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-August 2017, within the RV we rendered 1,593 services to our community, seeing 946 members.
- The 2018 Operating & Capital Budget planning process has been underway since August. Initial budget constructs and guidelines were discussed and completion of the budget is scheduled for the middle of October.
- Internal Audit continues to complete the planned internal audits and has supported the organization with three special request audits. These audits are a result of risks and focus areas that have been raised by management. The current plan includes contingent hours for these types of requests. We welcome input from management to help ensure we prioritize new and emerging risks.
- Internal Audit planning for fiscal year 2018 also starts at the end of the third quarter, and the internal audit team will begin the 2018 risk-assessment process in September to present a plan to the audit committee for approval in December.

Department of Integration and Transformation (DoIT)

- Results Management Office (RMO)'s Lean Six Sigma Institute's efforts guiding & supporting a project with the Quality Institute has reduced surgical infections in Q1 of 2017, producing an economic savings of \$234,000, nearly four times the estimated expected annual benefit originally calculated in 2016.
- Department of Operational Research and Analytics (DORA) members have launched an innovative tool that will deliver a comprehensive understanding and enhancement of current access and capacity opportunities across the enterprise.
- The Department of Disruptive & Radical Experimentation (DARE) organized the 3rd Annual Office Supply Swap Meet in a collaborative partnership with the Green Team and Materials Management. This collaboration reduced waste, redistributed redundant resources and reduced the system's costs. A new pilot was the Office Furniture Swap which will be developed into a broader process to reduce and simplify the asset redistribution/disposal process for used office furniture, contributing additional cost reductions.

Information Technology (IT)

- Real-Time Texting of MyChart Wait List Notification has been successfully implemented in Epic production. This provides MyChart the ability to send an immediate text message to patients (and proxies when applicable) when they have a wait list offer of an earlier appointment slot.
- Migrated over 7,000 employees from Novell Groupwise email to Microsoft Outlook. This migration is the first phase of sunseting an antiquated email system and moves MetroHealth into newer technology as part of a larger unified communications strategy.

External Affairs

Government Relations

- Hired Latisha James to serve as the new Director, Local Government Relations. Ms. James has an extensive background in advancing external affairs and government relations for three of Cleveland's leading employers: Case Western Reserve University, the Cleveland Indians Baseball Company and the City of Cleveland.
- On October 2, from 1:30-3:00, MetroHealth will host the Ohio General Assembly's Heroin, Opiates, Prevention, Safety and Education (HOPES) taskforce meeting in Scott Auditorium. MetroHealth's Dr. Joan Papp will be featured as part of the roundtable discussion with legislators. The forum is open to the public.

- Congressman Jim Renacci visited MetroHealth on September 15 to discuss emerging health policy issues and opportunities, particularly 340B and Medicaid reform.

Marketing and Communications

- Transformation Times is now published weekly.
- Launched “Ask the CEO” in early August. Weekly videos on the MIV featuring Akram Boutros answering a question sent in by an employee. Each week, the number of questions submitted increases, indicating a growing audience for these videos.
- RTA’s MetroHealth Line design was unveiled September 21 in a ceremony attended by Mayor Jackson; Joe Calabrese, CEO and general manager of the RTA; Brian Cummins, who represents MetroHealth’s main campus on City Council; and MetroHealth officials, including remarks by Akram Boutros.
- In support of Infant Mortality Awareness Month, MetroHealth launched its latest “Life’s Advice” TV spot “Safe Sleep.”
- Kate Ruggiero, who is leading the development of MetroHealth’s new internet site, accepted an invitation to speak at the annual Health Care Internet Conference. Her topic: *Developing an Online Consumer Feedback Community to Support Digital Strategy and Decision Making.*

Foundation and System Philanthropy

- The Estate of Sally Ebling has made a generous gift of \$100,000 to the J.K. Ebling Dermatology Endowment. Mrs. Ebling was the spouse of Dr. John Ebling, who served as a leader in MetroHealth’s Department of Dermatology before his passing in 1994.
- MetroHealth has received \$600,000 from the Ohio Department of Health in support of the Nurse Family Partnership Program (NFP). This support will provide continued funding for MetroHealth’s six NFP nurses. NFP began in December 2016 and to date is pacing 50 percent ahead of schedule with the engagement of 100 first-time mothers in its first eight months. Dr. Brian Mercer and his team direct this initiative.
- Howard Hanna Children’s Free Care Fund has provided over \$30,000 to benefit MetroHealth’s Child Life program and the Aamoth Family Pediatric Wellness Center. Howard Hanna has provided over \$100,000 to various MetroHealth pediatric programs since 2009.
- The Lubrizol Foundation has made its most significant gift to date to MetroHealth, with a grant of \$100,000 to support a science lab at MetroHealth’s Lincoln West School of Science and Health.
- BUILD Health Challenge, a collaboration between The Robert Wood Johnson Foundation and a host of national funders, has made a second grant of \$250,000 to support The Cleveland Healthy Home Data Collaborative, a partnership between MetroHealth, Environmental Health Watch, Cleveland Department of Public Health and University Hospitals of Cleveland.
- The MetroHealth Foundation hosted five Transformation Campaign briefings in August and September for the corporate and foundation community as well as members of The MetroHealth Foundation Board of Directors. Over 65 individuals have attended and additional sessions are being scheduled for the remainder of the year. The campaign case statement, “For All of Us”, has been completed.
- MetroHealth Cancer Center physician, Dr. Kim Resnick, organized the inaugural “Courts for Cancer.” The event was held on September 9th at the Cleveland Racquet Club and raised more than \$15,000.
- The 11th Annual John A. Gannon Memorial Golf Tournament was held on September 11th at Manakiki Golf Course. Over the years, this outing has raised over \$800,000 for MetroHealth.