

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

Executive

- Joan Papp, MD, director of the Office of Opioid Safety and Founder and Medical Director of [Project DAWN](#), shared information regarding the heroin and opiate crisis when she addressed the Middleburg Heights Chamber of Commerce during its October luncheon. Chamber members and their guests – including a representative from U.S. Rep. Jim Renacci’s office – heard important statistics and information from Dr. Papp on the topic of “Heroin’s Impact on Family and Business.”
- Congratulations to SIM Center Training Specialist Jared Lee, for being in the right place at the right time. As Jared was traveling along I-77 after work, he pulled over to see if he could help a woman and her young son who were involved in a car accident. Jared travels with a first aid kit and was able to treat the woman, who experienced minor cuts; her son was uninjured. While he was talking to the mother and son, an accident occurred in the opposite direction. The impact of the collision forced the driver’s hand through the window. With nothing at the scene to stop the bleed, Jared recalled a technique he had learned a month before in the SIM Center. “We were practicing how to use different items you might either have or find at the scene of an injury,” says Jared. And what he had that day was the cord from his scrubs. Jared quickly tied off the woman’s seriously injured hand and used a loop-and-pull method to secure the tourniquet, a technique he learned as part of the Stop the Bleed program, which trains individuals with basic first aid techniques using whatever materials they can find to prevent people with serious injuries from bleeding to death. The program was established by Homeland Security following the Boston Marathon bombing.
- MetroHealth’s commitment to Population Health has resulted in cost savings and improved quality scores for the second year in a row in the Medicare Shared Savings Program, surpassing the Center for Medicaid Services target and earning significant shared savings. The Shared Savings Program, operated by CMS, was established to improve health outcomes by encouraging health care organizations to provide coordinated care that is appropriate, safe and timely. The MetroHealth System began MetroHealth Care Partners in January 2014. ACOs must meet quality standards to ensure that savings are achieved through improving care coordination and providing care that is appropriate, safe and timely. CMS evaluates ACO quality performance using 34 quality measures, which include patient and caregiver experience, care coordination and patient safety, appropriate use of preventive health service and improved care for at-risk populations. MetroHealth Care Partners, the System’s Accountable Care Organization (ACO), achieved a 96 percent quality rating from MSSP and delivered cost savings of 8.1 percent below the CMS benchmark on 11,408 Medicare patients, which resulted in a savings of \$9.1 million for CMS. That translates to nearly \$800 per Medicare beneficiary saved from CMS's coverage expenditures during our 2016 performance year. As part of the Shared Savings Program, MetroHealth will receive \$4.26 million from CMS.
- MetroHealth hosted 15 graduate students from the School of Business at FAE University in Curitiba, Brazil, who were visiting as part of their school’s immersion program. The students wanted to learn as much as possible about MetroHealth’s focus on population health as well as the impact the campus transformation will have on Cuyahoga County. They toured MetroHealth’s Simulation Center and the Critical Care Pavilion and watched a Metro Life Flight helicopter land onsite. The students also had an opportunity to hear from, and ask questions of, senior leaders. The students came to MetroHealth as part of their school's partnership with Baldwin Wallace University, one of our System’s community partners.
- A ribbon cutting marked the opening of the Heights-Hillcrest Communications Center with mayors and fire and police chiefs from each of the five participating communities in attendance at the shared dispatch center's home: MetroHealth’s Cleveland Heights Medical Offices. Member communities include Cleveland Heights, Shaker Heights, South Euclid, University Heights and Richmond Heights.

Chief of Staff

- Systemwide Employee Appreciation Week was held September 18-22, 2017
- The MetroHealth System welcomed Francis Bova as Director and Chief of Public Safety.
- On October 12th, Michael Stern hosted his 2017-2018 Leadership Cleveland Class of 70 participants at MetroHealth.

Human Resources

- MetroHealth Emergency Management is a principal member of the newly formed, statewide Mass Casualty Surge and Patient Tracking & Family Reunification Steering Committee. This committee's focus is on developing a unified, transparent, web-based platform providing local, regional and state partners with a Common Operating Picture (COP).
- Diversity Initiative: A collaborative effort between Talent Acquisition, Learning & Performance and the Office of Diversity and Inclusion resulted in representatives from those areas attending the National Black MBA and Prospanica Conference.
- In collaboration with The Advisory Board, an Employee Engagement Survey was launched in late September.
- Thirteen MetroHealthy Mini Wellness Fairs were held in the month of September at MH satellites and on main campus. Over 600 employees were screened for blood pressure, cholesterol, glucose and BMI.
- The MetroHealth System formally honored 283 employees achieving milestone anniversaries – from 20 years of service (121 employees) to 50 years of service (one employee).

Essential Services

- In its first month of operation and in support of MHS Population Health Initiatives, Pathology has performed 1,400 FIT Colon cancer screening tests.
- Pharmacy Call Center call volume has increased 64 percent from last year.
- Central Fill Pharmacy volume continues to grow. Volume is up 4.8 percent compared to last year.

Office of Patient Experience

- Jennifer Lastic, Program Coordinator; Raman Kimpuri, PFA; Kevin Ortner, Director, Transformation Operations; and Kate Renner, Associate, HKS, presented *Patient and Family Advisors: A Rx for Effective Programming and Design* at the Healthcare Facilities Design and Expo in Austin, TX.
- The Humm feedback system was rolled out to six inpatient med/surg units. This is a multidisciplinary effort among nursing, EVS, food services and patient experience.
- Thanks to the generous support of the Char and Chuck Fowler Family Foundation, Arts in Medicine expanded inpatient music therapy services and welcomed Yu-Ching (Ruby) Chen, MM, MT-BC, to the team. Ruby joins MetroHealth from University Hospitals Seidman Cancer Center and is primarily working with medical and surgical oncology patients, and pediatric and pediatric intensive care patients.
- Survivor Recovery Services has surpassed its 2017 goal for direct patient contacts. Currently 882 patients have been contacted, which is 109 percent of the 2017 goal of 809.
- Dr. Sara Laskey was the opening keynote speaker at the American Hospital Association AHVRP Conference on Volunteers.
- Patient Experience scores in the ambulatory setting have surpassed the 2017 target goal four out of eight months of this year so far.

System Dyad

- The System Dyad participated in interviews for several key leadership positions including Vice President of Hospital Operations and Chief Quality Officer and launched searches for Clinical Chairs for the departments of Medicine, Dermatology, Pathology and Dentistry/Oral Health.
- Dr. Bernie Boulanger and CWRU Dean Davis hosted the ceremony and celebration for Dr. Bill Lewis as he was named the Louis Rakita MD, David Rosenbaum MD, and Maurice Moss MD Professor of Cardiology.

Strategy and Business Development

- The two new community hospitals in Parma and Cleveland Heights are on track in their development progress.
- The Strategy Team continues to assess strategic alignment and research strategy plan development and is also working on the implementation of a telehealth strategic plan/playbook.

Service Line News

Adult Health and Wellness

- The first MAT (Medication-Assisted Therapy) Clinic for Opioid Addiction opened at our Parma Snow site on September 21st.
- Behavioral Health has received an HRSA-training grant to assist in increasing its workforce.
- The Dental Affiliation with CWRU School of Dentistry has been finalized.

Cancer Care

- The Second Annual MHCC Cancer Symposium was held on September 22nd and focused on cancer screening and early detection.

Emergency Department

- The main campus Emergency Department had another above-budget volume month at almost 10 percent over budgeted volumes. Additionally, Cleveland Heights and Parma performed at 21 percent over budgeted volumes and Brecksville performed at 5 percent above budget.
- Metro Life Flight Air continues to outperform budget as the month saw volumes of 20 percent over budget.
- Emergency Medicine's Medical Education Coordinator, Denise Lesniak, was one of six Graduate Medical Education Coordinators in the country to receive an award of excellence.

Neuro-Musculoskeletal

- Dr. Ben Roitberg, Chairman of Neurosurgery, was featured on WKYC in an interview with Monica Robbins. The program featured the current virtual reality educational simulator located in our Simulation Center as well as the new "Mission Rehearsal" device, which is in development. The new device, which is unique in the world, represents the most advanced virtual reality simulation for Neurosurgery as well as ENT/Skullbase, ophthalmology and several other applications.
- The Service Line continues to grow its Sports Medicine program.
- A third network neuroprosthesis patient was successfully implanted with a hand and spine system with excellent preliminary results.

Specialty Care

- New non-invasive colorectal cancer screening testing (FIT) was implemented in a collaboration among Gastroenterology, Primary Care, Pathology and Population Health. This new testing includes the use of algorithms for enhanced follow-up on abnormal results by GI specialists and priority scheduling into endoscopy.

- The Service Line is expanding its service offerings in Pulmonary, Gastroenterology and Cardiology through the addition of new faculty.

Surgery

- Brecksville is exceeding budget targets and building volumes; it also continues to prepare for Joint Commission Accreditation.
- MetroHealth introduced a Wound Clinic several months ago due to patient demand.

Trauma, Critical Care, Burns

- The Service Line continues to work on a comprehensive Regional Trauma, Critical Care and Burn Strategy to address the needs of Northeast Ohio.
- A new trauma surgeon joined the MetroHealth team on October 1st.
- The annual NOTS Symposium was held with over 650 participants, one of its highest to date.
- The Burns Verification Site Visit in August was successful.

Ambulatory Operations

- Since starting HIV and HCV testing using FOCUS grant funding in 2017, the Cuyahoga County Corrections Facility has tested 829 inmates for HIV and 365 for HCV.
- In outpatient pediatrics, school physicals were scheduled during the months of July through September, bringing an important service to our patients.
- An integrated wound clinic was opened in Parma to serve patients in the southern region of the county.
- Numerous flu clinics are being offered across our sites during the next two months. All MetroHealth retail pharmacies are offering flu vaccines for patients ages 14 and older. Patients can also walk into any clinic that does not have a pharmacy on site for a flu vaccine.
- The Ambulatory Network participated in the following community events:
 - Broadway held a World Literacy Day on September 8th in the Family Practice waiting area.
 - Parma Snow Road is a collection site for Coats for Kids; it is working with Parma Family Collaborative/Parma City Schools.

Facilities Management

- Facilities managed 127 utilities interruptions Y-T-D, with minimal impact to hospital operations. September events included pump and air compressor failures and power outages.
- Ongoing support of the new hospital, Community Hospitals, View Garage and other Construction Management Department managed projects, including weekly rounding of all projects at all sites.
- Concrete repairs around the OPP were completed; repairs near the ED will start in October.
- Developed a new procedure for managing water leaks; to date, 70 leaks have been identified and 59 have been addressed.

Legal

- Continued work on finalizing the contract with Construction Manager at Risk.
- Continued work on issues relating to the formation, activation and operations of CCH Development Corp.
- Working with the new Chief Ethics and Compliance Officer on coordination and collaboration of Legal/Compliance activities.
- Continued support of multiple commercial development of existing patents, including work with MetroHealth cardiology researchers seeking three provisional patents
- Continued work with Supply Chain on streamlining the contract review process.
- Served on panel regarding best-in-class practices for in-house legal department.
- Negotiated Owner Controlled Insurance Program Services Agreement and achieved in excess of \$150,000 additional savings.

Nursing

- MetroHealth has 11 nurses as Ohio March of Dimes Nurse of the Year Finalists. The ceremony will take place on Friday, November 3 in Columbus.
- Molly McNett, Director of Nursing Research, received her second Presidential Citation from the Neurocritical Care Society. She received the award earlier this month at the annual meeting.

Finance

- The Enrollment on Wheels RV participated in 19 events, servicing 132 community members in September. There were 13 events on the West Side and six on the East Side. We also continue to partner with Cuyahoga County to assist it with enrollment in the Medicaid Redetermination Program. From January-September 2017, we rendered 1,786 services to our community and saw 1,084 members within the RV.
- The 2018 Operating & Capital Budget planning process has concluded. The initial operating budget was constructed using data analytics which significantly enhanced and shortened the budget development process.
- RSM, MetroHealth's external audit partner, will be onsite beginning October 23 to begin the 2017 financial statement audit. Interim procedures that RSM will be performing include a risk assessment and updating its understanding of our internal controls.

Department of Integration and Transformation (DoIT)

- The Department of Operations Research and Analytics (DORA) designed and launched a fully automated version of the System's daily expense management tool, eliminating more than one hour per day, every day of analyst time.
- Results Management Office (RMO) is working with DORA, Population Health, Marketing, and the MetroHealth Foundation on a CEO-initiated project titled Connect the Unconnected, an initiative housed at DigitalC. The pilot will provide highspeed computer connectivity to residents in the neighborhoods surrounding the main campus who currently do not have that capability. Research shows that online access to health information increases the use of preventive care and improves outcomes. Feasibility analysis will determine a larger roll out in which RMO will participate.
- The department of Disruptive & Radical Experimentation (DARE) supported TeamSTEPPS Action Councils in The Prentiss Center, the W. 150th Ambulatory Surgery Center and Information Systems and presented TeamSTEPPS content as part of MetroHealth's involvement in the national Master Trainer sessions which included representatives from several states.

Information Technology (IT)

- To help MetroHealth navigate the increasingly complex requirements involved in health care information technology, Daniel Clark, MBA, RN, CPHIMS, FHIMSS, was named Interim Chief Information Officer for the System effective October 9.
- MetroHealth continues to implement a series of changes to improve security of patient, personal and financial information while allowing portable access through smart devices. To assist with these initiatives, MetroHealth engaged KPMG to provide Cyber Security Project Management Services.
- Novell Groupwise, MetroHealth's legacy email system, was decommissioned and users were migrated to Microsoft Outlook. Outlook is part of a larger suite of Microsoft Office products that will enable more effective collaboration and communication among MetroHealth employees.
- A new director of Clinical Applications will be joining the IT team in November. The director will be responsible for the planning, development and management of clinical enterprise applications.

External Affairs

- On October 2, MetroHealth hosted a successful state public hearing regarding Ohio's opioid crisis. The hearing was facilitated by Reps. Dave Greenspan and Robert Sprague. The hearing attracted nearly 100 leaders from across the county
- Sandi Hoch and Rita Andolsen represented MetroHealth at Nationwide Children's Hospital Safe Sleep Summit, a statewide conference to discuss best practices in reducing infant mortality.
- Rita Andolsen and Eliza Wing presented a webinar to America's Essential Hospital members on October 17.
- MetroHealth convened its first community advisory council in Cleveland Heights. Twenty people attended including representatives from the library, the city manager's office, the recreation department and the schools to discuss possible collaborations to improve community health.
- The second class of VIDA, which teaches Hispanic women to cook with less salt and fat and is offered through the faith community, started in early November. We added biometric screenings so that the participants can track the changes in their health.
- Marketing & Communications launched a campaign to assure that all signage across the System complies with MetroHealth's visual identity standards, is posted correctly and is patient- and visitor-friendly.
- First phase of brand health study, which is quantitative, launched in October. Results due by end of November.
- Digital marketing campaigns in the market include community EDs, fertility and cancer. Bariatric starts again next month. Brand and primary care campaign finish in November.
- Launched new MIV; still maintaining old MIV site due to access issues.
- Upcoming system events: Hall of Honor (10/28), re-naming of R170 in Dr. Connors' honor (11/1), AHA research reception (11/2), AHA STEM event (11/3).
- Transformation Times (internal): published weekly for employees. Promise to Progress (external): published twice a month for the public.
- Approved RTA bus wrap. Newly wrapped buses to debut in December.

Foundation and System Philanthropy

- The Arconic Foundation recently made a \$30,000 grant to support MetroHealth's Breast/Amigas program. Since 2011, Arconic has contributed \$140,000 to MetroHealth for programs like Breast/Amigas and Smoking Cessation.
- The Ohio Attorney General's Office is providing over \$150,000 for MetroHealth's Sexual Assault Nurse Examiner (SANE) program. These funds will specifically support equipment for the renovated SANE space as well as training for both MetroHealth and regional nursing staff.
- The Ohio Department of Mental Health and Addiction Services has granted \$60,000 to support the Office of Opioid Safety through the hiring of a nurse practitioner to identify individuals seeking care in the Emergency Department and immediately connecting them to Medication Assisted Treatment (MAT).
- Ni-Q Plus recently committed \$10,000 to support the Neonatal-Perinatal Conference, held October 7, 2017 at the Global Center.
- Response for this year's MetroHealth Medical Hall of Honor celebration on October 28 has been outstanding and the event is now officially sold out with nearly 240 guests expected. Honorees Drs. Connors, Bahler and Malangoni will be in attendance, and the families of Drs. Tavid and Kleinerman will be on hand to receive the awards.
- The Foundation and System Philanthropy Department welcomes Marcia Meermans as the new Foundation Gift Officer. Marcia recently served as Senior Director of Advancement Communications at John Carroll University for 10 years and prior to that was in similar roles at University Hospitals and the Cleveland Clinic.