

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF JULY 25, 2018**

Executive

- Our Annual Stakeholders Meeting, held on June 29 at the Huntington Convention Center, was a resounding success with nearly 600 attendees. We received 225 completed surveys and 98 percent ranked the event a 4 or 5 out of 5. They're talking about the design of the new hospital and the initiatives we've embarked on to do our part to curb the opioid crisis; they're talking about our community trauma institute aimed at healing neighborhoods that need economic development and opportunity; and they're talking about MetroHealth and everything we're doing to be good neighbors in our community.
- MetroHealth is proud to host several programs throughout 2018 in honor of the most Rev. Martin Luther King Jr. and his commitment to social and economic justice. As you are aware, 2018 marks the 50th anniversary of the death of Rev. Martin Luther King Jr. as well as the 50th anniversary of the Poor People's Campaign and March. The first of these events was held in June and was well attended; we will certainly keep you updated with news of upcoming events as the details unfold.
- MetroHealth unveiled a new external website (www.metrohealth.org) this month. The site has been rebuilt on a new platform that will enable a more personalized experience for patients and visitors.
- MetroHealth has been awarded the American Heart Association's Get With the Guidelines Heart Failure Gold Plus Quality Achievement Award.
- MetroHealth partnered with Sherwin-Williams and the Metro West Community Development Organization to restore the mural on the corner of Clark Avenue and West 25th Street. The mural, entitled "It's Up to Us," was vandalized last November.
- We welcome David Fiser as our Vice President and Chief Information Officer. David will oversee the leadership and strategic direction of MetroHealth's information technology systems.
- I am humbled to have been nominated for the 100 Most Influential People in Healthcare award.
- MetroHealth's Department of Public Safety Gun Safety Task Force has distributed more than 2,000 gun locks within the community.
- Mary Vargo, MD, Director of Cancer Rehabilitation and Electrodiagnostic Medicine in the Department of Physical Medicine and Rehabilitation has been promoted to Professor of PM&R at CASE. She is the first female faculty in the department to achieve this academic rank, the highest possible at the university.
- We are pleased to announce the successful recruitment of Dr. Gregory Heintschel as our new Chair of Oral Health and Oral Surgery, effective August 27.
- The Psychology Residency Program was awarded full accreditation status by the American Psychological Association Commission on Accreditation.

Chief of Staff

- Police officers have saved nine lives on the MetroHealth campus using Narcan and distributed to the public 400 doses of Narcan since the Stakeholders meeting.
- Drug drop boxes are being installed at Parma Medical Center and Cleveland Heights Medical Center.
- A hybrid full-scale exercise testing the Ohio State Burn Surge Plan was conducted in May. Together with other Public Safety agencies, this exercise tested MetroHealth's teams in a coordinated large-mass casualty incident. A functional exercise was also conducted for the main campus Emergency

Department on a reorganized approach to an influx of trauma patients. Changes include lessons learned from real-world casualties, including the mass shooting in Las Vegas.

- MetroHealth was principal planner for the Northeast Ohio MMRS Meta-Coalition Conference with 110 attendees participating. The conference covered a wide variety of topics including mass evacuation of skilled nursing facilities and how to manage, monitor and leverage social media platforms during a calamity.
- MetroHealth representatives from emergency management, Emergency Department and Pharmacy attended a general briefing on the distribution of medical counter-measures during a chemical attack or industrial accident involving organophosphates utilizing so-called chempaks that would treat potentially hundreds of victims.

System Dyad

- Bernie Boulanger, MD, participated in Crain's Healthcare Forum as one of the keynote panelists. Other noted healthcare executives on the panel were William Considine, CEO, Akron Children's Hospital; Dr. Theodoros Teknos, President and Scientific Officer, UH Sideman Cancer Center; Tom Strauss, President and CEO, Sisters of Charity; and Dr. James Young, Chief Academic Officer, Cleveland Clinic.

Hospital Operations

- The Comprehensive Stroke Survey was completed July 9 and 10, and we are preparing for The Joint Commission Survey.
- Progress continues for the Bikur Cholim room at Cleveland Heights.
- The Get-Well Network's advanced entertainment options have been implemented and are going well.

Environmental Services

- Three Environmental Services employees were honored with Nursing Star Awards: Milka Bozic, Dekontee Davies and LaShawn Kitchen.
- Billie Shamblin (Middleburg Heights) received the 2018 Nursing Excellence Award for being an outstanding friend of Nursing.
- The department received the 100 percent Hand Hygiene Award from the Quality and Safety Team.

Pathology

- The department transitioned to a new two-step process for the identification of Clostridium Difficile Infection.
- Transitioned to a new molecular diagnostic assay to aid in the rapid identification of blood pathogens from positive cultures. The average time from blood culture collection to organism identification was improved from 55 to 17 hours with this new assay.

Pharmacy

- Meds-to-Beds Discharge Prescription Program is trending growth with a 147 percent increase in patients and a 142 percent increase in prescriptions in 2018 compared to 2017. The program is now active at main campus, Old Brooklyn Rehab, Parma Inpatient and Cleveland Heights Inpatient.
- Mail Order Pharmacy continues to grow with a 138 percent increase in prescriptions.
- Medication Therapy Management Retail Clinical revenue growth is 53 percent increase.
- Tara Nagaraj, PharmD, has been named recipient of the Toby Clark Resident Research Award, a recognition from Ohio Northern University's Raabe College of Pharmacy.

Food & Nutrition Services

- In the annual review of our Diabetes Self-Management Program, 76 percent of patients completing the program showed a decrease of greater than 0.1 in their A1c.

Textile Care, Logistics

- The department purchased 46 new wheelchairs from a local, female-owned company. The wheelchairs are designed with several ergonomic features to improve both the patient and employee experience.

Service Lines

Adult Health and Wellness

- Drs. Michelle Nemer and Atsuko Yamahiro are the new Co-Directors for the Primary Care for Vulnerable Populations Track. The PCVP Track looks to attract physicians for underserved communities and vulnerable populations.
- 2017 MH Provider Communication Award Recipients include Drs. Louise Sieben, David Mansour, David Kuentz, Natalie Hinchcliffe, Dennis Grossman, Anthony Finizia, Shari Bolen, Martine Binstock, Rochele Beachy, Nathan Beachy, Patricia Campbell, Mary Corrigan and Carolyn Dziwis, and APRNs Susann Telmanik and Marion Craig.
- Community events included Pedal for Prizes, Annual Senior Day Downtown Public Square, 33rd Annual Senior Olympics, MH-sponsored Senior Prom at Ariel Pearl Center, Cleveland Division of Fire Open House Event and Ice Cream Social.
- The department of Psychiatry collaborated with other Service Lines to develop and submit an RFP to Cuyahoga County for Comprehensive Medical Services for Families Involved with the Department of Children and Family Services.
- Britt Nielsen, PsyD, Psychologist, applied for a supplement to the US Health Resources & Services Administration (HRSA) Behavioral Health Workforce Education and Training (BHWET) Program that will focus on substance abuse and health psychology and add two adult psychology doctoral resident slots. Dr. Nielsen was also awarded the 2018 Helen Evans Mid-Career Faculty Development Award from the women faculty of the School of Medicine at CASE.
- Collaborated with Maureen Dee, executive director of Catholic Charities, and MetroHealth Trustee along with Jim Joyner from Joyner and Associates to host their family education group for opioid addiction at our Parma offices.
- Terry Stancin, PhD, Chief of Psychology, was elected to the American Psychological Association Council of Representatives.

Cancer Care

- Proceeds from the 7th Annual Brett Altieri Memorial Golf Outing held on June 29 will support comfort care items for patients and their families.
- The Cancer Care Community Outreach team hosted a Health Fair at MetroHealth Bedford Medical Offices. Over 160 people attended the event on June 9.

Emergency Services

- A new service line exclusively for Emergency Services was launched effective July 1. Brian Yorko, who has successfully led Essential Services for the last two years, will serve as administrative director. Chuck Emerman, MD, will serve as clinical director, while maintaining his current role as chair of Emergency Medicine.
- MetroHealth has been designated a National Association of Emergency Medical Technicians training center. This designation allows MH to teach EMT courses to local fire departments.

- Our Community Emergency Departments continue to exceed projected budget.

Neuro-Musculoskeletal

- The Pain & Healing Center officially opened on June 26. A new physician order was created in Epic to make it easier for our providers to refer patients to providers. A specifically assigned phone number 957-HEAL was created to track and monitor volumes.
- The Ohio Department of Health Coverdell Stroke Program prepared a benchmark report for 2017 and noted that MetroHealth Comprehensive Stroke Center treats a younger, sicker population of acute ischemic stroke patients and significantly higher percentage of very ill hemorrhagic stroke patients in comparison with all Ohio hospitals and those national hospitals using the GWTG registry. In eight of 10 quality metrics, we scored a higher rate of compliance than both the Ohio and the National hospital groups.
- Expanded Occupational Therapy hand coverage at Brecksville/Parma.
- We have a vocational counselor and driver's rehab representative presenting at the Cuyahoga County Opportunities for Ohioans with Disabilities conference on July 11, 2018.
- We have hired and are orienting therapists to work in the Critical Care Pavilion in a program to specifically address early mobilization. In collaboration with the physicians and nurses, this program aims to decrease the patients' length of stay in the CCP.

Specialty Care

- The Cardiovascular & Pulmonary Center received new designation from the Aetna Institutes of Quality for Cardiac Medical Intervention, Cardiac Rhythm and Cardiac Surgery programs recognizing experience, efficiency and clinical outcomes.
- Dr. Ronnie Fass of the Digestive Health Center spoke about colorectal cancer screening on WVIZ's *Ideas*. In collaboration with Adult Health & Wellness, Population Health and Pathology, the team has increased screening rates among our patients by more than 15 percent in the last year.
- Chronic Disease Management Center's Jennifer McMillen Smith of Infectious Disease addressed National HIV testing day on Ideastream's *The Sound of Ideas*. In addition, Rheumatology's Dr. Marina Magrey published a forthcoming article in *Lancet*, highlighting the specialized clinical and research work done in MetroHealth's Spondyloarthritis Clinic.
- Endocrinology implemented a new high-intensity diabetes management pilot program at the Broadway site to provide focused multidisciplinary clinical care and education to at-risk patients.

Surgery

- Implemented a state-of-the-art MRI-guided system for prostate biopsies.
- Online seminar for bariatric surgery went live.
- New providers join MetroHealth in Optometry, Ophthalmology, Anesthesia and Urology.

Trauma, Critical Care, Burns

- We opened a six-bed Neurocritical Care unit and three additional Surgical Stepdown beds.
- We hosted the 2nd Annual Resiliency Run/5K at MetroHealth to benefit patients and families that were on the Trauma, Burn and Critical Care units. We had 250 participants, many of whom were trauma survivors.

Women and Children's

- Ronald McDonald respite rooms opened on the 4th floor for families of children hospitalized at MetroHealth.
- Howard Hanna donated \$30,000 for Pediatrics at MetroHealth.
- The Mother and Child dependency program served its 1,000th mother this year.

Ambulatory Operations

- The Discount Drug Mart sites kicked off summer camp and back-to-school sports physicals.
- A Skin Care Screening event was held in May with more than 60 people participating in the event. Approximately 30 percent of the people screened required follow-up appointments, with 10 having serious skin cancer issues.
- The School Health Program (SHP) partnered with Arts in Medicine to pilot a new program focusing on arts-based mental health prevention with adolescents. The SAFE Project (Students Are Free to Express) served over 250 students at two high schools and received additional funding for expansion in the upcoming academic year.
- We are about halfway through our 2018 Front-end Modernization project that aims to deploy 27 kiosks throughout the Ambulatory Network. This will enhance both front-end operations as well as the patient experience. The kiosks will run Epic's *Welcome* application which allows a patient to solely check in from the convenience of a kiosk (at select locations). Patients will also be able to sign up for MyChart and pay bills as part of the standard check-in workflow.
- In the month of June, over 6,000 bills were paid via MyChart! This is the most ever since the adoption of MyChart. The MyChart team was also able to implement paperless billing using MyChart. A patient may now choose to receive statements electronically.
- MH School Health Program ended the academic year on June 24. For the 2017-2018 school year we had 2,406 visits, which is an increase from the prior academic year.

Facilities

- Facilities Management experienced flood and power outages at several locations over the last two months. This includes a 2-inch water line that ruptured in Old Research Building, which resulted in \$300,000 in damages to Social Work and Radiology.
- The hospital experienced a low-voltage condition affecting HVAC equipment when lightning hit a CEI substation that serves the hospital. Several power outages caused by the excessive heat and lightning affected HVAC equipment throughout the System.

Ethics and Compliance

- Completed new Code of Conduct, "This is Who We Are," in print and digital formats to be distributed to all employees at annual ethics and compliance training.
- Developed training using scenario-based videos to incorporate into live training.
- Provided Ethics and Compliance education to new resident physicians.
- Completed implementation of new vendor to manage MEL, the MetroHealth Ethics Line.
- Collaborating with Revenue Cycle to create and implement a new audit scoring tool to ensure compliance with physician documentation guidelines.

Legal

- Successfully resolved trademark infringement claim MetroHealth made against an infringer in Washington DC.
- Continued preparations for the Owner-Controlled Insurance Program for the Transformation.

Nursing

- A new affiliation agreement between Case Western Reserve University and The MetroHealth System will give nursing students more clinical and research opportunities. As part of the agreement, Chief Nursing Officer Melissa Kline will serve as an Associate Dean for Clinical Affairs at the Nursing School. The agreement will allow for a type of faculty designation for MetroHealth nurses "who actively

participate in collaborative training, education and research with CWRU students and faculty," the post said.

- Molly McNett, PhD, RN, has received fellowship designation (FNCS) from The Neurocritical Care Society. The honor recognizes exceptional service, academic excellence, leadership and multidisciplinary practice in the field of neurocritical care. She is the first nurse at MetroHealth to hold this designation and one of only a few in the country. In her role as director of Nursing Research and Evidence Based Practice at MetroHealth, Dr. McNett oversees nurse-led research and integration of best evidence into practice and continues to advance program development and research in neurocritical care.

Finance

- Craig Richmond was named one of Becker's Hospital Review's "150 hospital and health system CFOs to know" in 2018.
- Enrollment on Wheels RV participated in 24 events, servicing 108 community members in June. Services provided are scheduling of medical clinic appointments, insurance education and assistance with financial eligibility. There were 12 events on the West Side and 12 on the East Side.
- From January-June 2018, we rendered 1,105 services to our community and saw 738 members within the RV.
- The MetroHealth System recently received the Ohio Auditor of State award for the 2017 fiscal year. This distinction is given to entities filing timely financial reports in accordance with GAAP and receive a clean audit report.
- MetroHealth received notification that the Center for Medicare and Medicaid Services has approved Care Innovation and Community Improvement Program.
- The annual internal audit review of financial reporting controls has commenced earlier than originally planned. Timing was accelerated to allow finance and IT to focus more on requests received from external audit for year-end.

Enterprise Data Analytics

- The Department of Operations Research and Analytics (DORA) is now a contributor to the Clinical Quality Monthly Newsletter, providing a "Graph of the Month" to provoke thought and provide insights on our business to a broad group of MetroHealth Associates. The most recent graph depicted average payment and average length of stay for the top 15 diagnosis groupings.
- The DORA team and the Office of Patient Experience have launched a joint effort to study the correlation between patient experience and utilization of MetroHealth services.
- Implementation of the Allscripts EPSi system (EPSi), our integrated financial analytics software suite, is now approaching 70 percent complete with all six modules in various stages of design, build and implementation. The new system will be used to prepare the 2019 budget.

Enterprise Program Management Office

- The Enterprise Program Management Office (Enterprise PMO) has reached 18 projects under active management and a project pipeline that continues to grow. The Enterprise PMO continues navigating to complete the first phase of EcoDistricts certification, referred to as the Imperatives Commitment, with a target date for the first phase of December 2018.

Information Technology (IT)

- The Case Management Module in Epic was implemented in June. This new workflow and functionality enables our Case Managers to provide better care to our patients.
- The Local Administrator Password (LAPS) project has been completed. This application randomizes the local administrator passwords of all machines to prevent an attacker from being able to access multiple machines on the network after compromising a single machine.

Supply Chain

- In partnership with information technology (IT), Supply Chain's purchasing team successfully deployed new VendorMate kiosks, increasing the footprint of kiosks from two locations at the main hospital campus to nine locations within the campus and several ambulatory sites. VendorMate is a vendor credentialing and compliance application.
- In collaboration with IT, EPMO, Interventional Radiology, Operations Finance and Revenue Cycle, Supply Chain finalized a contract for Q-Sight, a web-based inventory management system for improved supply management and patient charge capture. Project kick-off is planned for August 1 and the planned project duration is four months.

External Affairs

- Tracy Carter, VP for Government Relations, was selected to be a part of Leadership Cleveland Class 2019.
- MetroHealth was presenting sponsor at Taste of Tremont. MetroHealth's School Health van was there, the Life Flight ground crew provided first aid and emergency transport, a Life Flight helicopter did a fly over, MetroHealth Police and Gun Safety Task Force distributed 800 (total 2,100) gun locks and the Office of Opioid Safety distributed brochures.
- MetroHealth will co-host, with CCF, the Health Anchor Network convening in June 2019 in Cleveland. This will provide an opportunity for MetroHealth to position itself as a leader in a growing movement to address the economic determinants of health.
- The first Mas VIDA class graduated July 9. This class is a collaboration with the Population Health Institute.
- Recruited 50 people and several companies interested in the Open Table project so far. Training will begin in late August with a go-live date in mid- to late September.
- The MH/United Way 211 Project (part of Accountable Health Communities grant) goes live July 23 in Heart & Vascular, Internal Medicine and Labor & Delivery.
- Project Clean Sweep, the building clean-up initiative, has been placed on hold until the end of July. Signs (including wayfinding) and stand design and construction continue.
- Annual Stakeholders Meeting:
 - Nearly 600 attendees, up 250% vs. 2017
 - 70% named the "speech overall" as what they enjoyed most
 - 98% rated the event as a 4 or 5 on a 5-point; 87% rated it a 5
 - 4,000+ views "Building a Brighter Future"
 - 2,100 views of full-meeting video
 - 400 Narcan kits distributed (entire supply)
 - 43 signed up for the Open Table initiative, with several corporations interested in forming "teams"
- Summer issue of SimplyWell is scheduled for a July mailing.
- A new Emergency Department campaign is launching this summer to continue to build awareness around our ED locations throughout the community.
- The August edition of Cleveland Magazine, featuring Cleveland area Top Doctors, will feature 116 MetroHealth doctors. MetroHealth digital ads will be running for a full year on the Cleveland.com website in their "Find a Top Doctor" web page.

Foundation and System Philanthropy

- The Margaret and Richard Margolis Fund of the Jewish Federation of Cleveland recently contributed a major gift in support of MetroHealth's Transformation. Mr. and Mrs. Margolis are longtime supporters

of MetroHealth, including the establishment, with other family members, of a \$1 million endowment in 2004 in honor of Mrs. Margolis' father, Benjamin Gerson.

- The Ohio Department of Mental Health and Addiction Services has made a \$60,000 grant to support Medication Assisted Treatment (MAT) in MetroHealth's Department of Emergency Medicine. This is the Department's second grant for this initiative.
- Jeanette L. Schroeder made her first \$25 annual fund gift to MetroHealth in 1994. Since then, Ms. Schroeder has been a consistent, generous contributor including a recent \$10,000 gift in support of MetroHealth's Oncology Patient Care, Education and Research Fund.
- The Third Federal Foundation has continued its commitment to MetroHealth's School Health program with a \$100,000 grant. Third Federal was the initial funder of the program in 2013 and, to date, has provided \$175,000 in support.
- The Fifth Third Foundation has continued its support of MetroHealth's Employee Housing Program with a grant of \$25,000. To date, Fifth Third has provided over \$100,000 in funding for this initiative.
- Since 1992, the Northern Ohio Fire Fighters have contributed over \$1 million to support MetroHealth's Burn Unit and recently continued their commitment with a \$25,000 grant.
- Plans for the spectacular GALA2018 on Saturday, October 6, at the Hilton Cleveland Downtown are well underway and sponsorships and tables are going fast! Please contact Scott Hamilton at shamilton@metrohealth.org for more information and to reserve your seat.